



International Committee Meeting International Regional Summit 2017 AGENDA

Santo Domingo, Dominican Republic

Monday, March 27, 2017

9:00 AM – 3:00 PM

| Time | Item | Responsible |
|------------|--|---|
| 9:00 A.M. | Welcome and Introductions of members, guests and Committee Members Attachment 1 : International Committee Roster 2016-2017 Attachment 2 : International Regional Summit Attendees | Michele Meade, International Committee Chair |
| 9:15 A.M. | Review of September 2016 International Committee Meeting; Review and approval of meeting minutes Attachment 3 : ICMA Conference Kansas City Committee Meeting Minutes | Michele Meade |
| 9:25 A.M. | Update from the ICMA Executive Board | Lee Feldman, ICMA President |
| 9:40 A.M. | ICMA International Contract Programs Update, emphasis on the Latin American Portfolio and local projects in the Dominican Republic Attachments (To be distributed later) : 1.) International Membership opportunities 2.) Detailed listing of ICMA International programs and dollar amounts | Isabelle Bully- Omicin, Director, ICMA Latin America/Caribbean Programs David Grossman, Director, ICMA Global Programs |
| 10:00 A.M. | COFFEE BREAK | |

| | | |
|-------------------|--|------------------------------------|
| 10:20 A.M. | Scholarship Recipient Introduction and Presentation Attachment 4 : Scholarship Recipient Applications | Noor Shaikh, Alexander Vazquez |
| 10:30 A.M. | Alumni and Friends Welcome Attachment 5 : Alumni and Friends Welcome | Mike Garvey |
| 10:40 A.M. | International Committee Charge and Action Plan Attachment 6 : International Committee Functions | Michele Meade |
| 11:00 A.M. | Reports from International Committee Members on Outreach during US Summits. How did it go? What resources are needed? Attachment 7 : International Committee Elevator Speech / International Talking Points | Michele Meade |
| 11:15 A.M. | Promoting International Information (through writing articles for the PM and State association publications) | Michele Meade |
| 12:00 P.M. | <i>LUNCH</i> Presentation from the Ministry of Health on DR response to the Zika virus | Ministry of Health |
| 1:00 P.M. | ICMA International Affiliate Relations Attachment 8 : Affiliate Liaison Assignment Attachment 9 : Roles and Responsibilities of Liaisons, Questionnaire, Work Plan and report examples Attachment 10 : International Affiliate Reports Attachment 11 : Establishing International Programs: A Guide for State Municipal Management Associations (2005) | Michele Meade, Michele Crandall |
| 1:45 P.M. | Sustainability of Scholarship Funding (Garvey and Hansell) Fund Balances: Hansell: \$25,159; Garvey: \$29,983 (of which \$5,809 has been awarded to Noor Shaikh and Alexander Vazquez). | Michele Meade |
| 2:00 P.M. | <i>COFFEE BREAK</i> | |

| | | |
|------------------|--|---------------|
| 2:15 P.M. | Discussion regarding selection of future International Regional Summit locations in conjunction with ICMA Executive Board <u>Attachment 12</u> : Host Responsibilities for Hosting the International Regional Summit | Michele Meade |
| 2:30 P.M. | Upcoming Committee meetings: <ul style="list-style-type: none"> • Possibility of July meeting in D.C. • Annual Conference in San Antonio, Texas (October 22, 2017) • Winter 2017/2018 web meeting • Planning ahead for 2018 Joint ICMA Executive Board / ICMA International Committee Meeting (Location TBC) | Michele Meade |
| 2:50 P.M. | For the Good of the Order | Michele Meade |
| 3:00 P.M. | Adjournment | Michele Meade |

ICMA International Committee 2016-2017

Updated 3/3/17

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International Regional Summit Attendees and Guests

| Registration Type | First Name or Nickname | Last Name | Job Title | Employer/Organization | Email (To best communicate with you before and during the international summit.) | Country |
|-------------------|------------------------|---------------|--|------------------------------|--|--------------------------|
| Main Registrant | Andrea | Arnold | Assistant City Manager | City of Decatur | andrea.arnold@decaturga.com | USA |
| Main Registrant | Greg | Bielawski | ICMA/ILCMA Senior Advisor | ICMA | gbielawski@icma.org | USA |
| Main Registrant | Sibusiso | Biyela | Head of Department: Agriculture, LED and Tourism | Emfuleni Local Municipality | bafikiledc@yahoo.com | South Africa |
| Main Registrant | Isabelle | Bully-Omictin | Director, Latin American/Caribbean Programs | ICMA | iomictin@icma.org | US |
| Main Registrant | Michelle | Crandall | Assistant City Manager | City of Dublin, Ohio | mcrandall@dublin.oh.us | United States of America |
| Main Registrant | Ed | Daley | Senior Advisor | ICMA/Virginia | ecdale@comcast.net | United States |
| Main Registrant | Judit | Deilinger | AVP | IESC | jdeilinger@iesc.org | USA |
| Main Registrant | Ryan | Eggleston | Township Manager | South Fayette Township | reggleston@sftwp.com | USA |
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| Main Registrant | David | Grossman | Director, Global Programs | ICMA | dgrossman@icma.org | USA |
| Main Registrant | Ross | Hoff | Director, International Member Programs | ICMA | rhoff@icma.org | USA |
| Main Registrant | Shobuz | Ikbal | President | Optima Project Management | s.ikbal@optimapm.com | USA |
| Main Registrant | DAVID | JOHNSTONE | GENERAL MANAGER | VILLE DE CANDIAC | djohnstone@ville.candiac.qc.ca | Canada |
| Main Registrant | Michele | Meade | N/A | N/A | mmeade502@gmail.com | USA |
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| Main Registrant | Marc | Ott | Executive Director | ICMA | mott@icma.org | USA |
| Main Registrant | Marie | Peoples | Coconino County Chief Health Officer Sr. Program Manager | Coconino County | mpeoples@coconino.az.gov | United States |
| Main Registrant | Cintya | Renderos | Manager | ICMA | crenderos@icma.org | USA |
| Main Registrant | Cynthia | Seelhammer | County Manager | Coconino County | cseelhammer@coconino.az.gov | United States |

| Registration Type | First Name or Nickname | Last Name | Job Title | Employer/Organization | Email (To best communicate with your before and during the international summit.) | Country |
|--------------------------|-------------------------------|------------------|-------------------|------------------------------|--|----------------|
| Main Registrant | Noor | Shaikh | Budget Analyst | City of Aurora | noorfshaikh@gmail.com | United States |
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| Main Registrant | Robin | Weaver | Senior Advisor | ICMA | rweaver3333@gmail.com | USA |
| Main Registrant | Terry | Zerkle | ACMA Life Member | Retired | terrylzerkle@aol.com | USA |

Guests

| Registration Type | Guest of Main Registrant: | First Name or Nickname | Last Name | Job Title | Employer/Organization | Email (To best communicate with your before and during the international summit.) | Country |
|--------------------------|----------------------------------|-------------------------------|------------------|------------------|-------------------------------|--|----------------|
| Guest | | Faith | Akinmola | Student | ICMA Georgia Gwinnett College | faithakinmola@gmail.com | United States |
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| Guest | Simon Farbrother | Jissella | Quinonez | promotions | Self employed | jissella81@hotmail.es | Ecuador |
| Guest | Robin Anne Weaver | Jim | Weaver | Retired teacher | Life | weaverjamesj@gmail.com | USA |



International Committee Meeting MINUTES

Kansas City Convention Center, Meeting Room 3501G

Sunday, September 25, 2016
8:30 AM - 11:30 AM

ATTENDING:

Andrea Arnold, Kelly McAdoo, Scott Mitnick, Ryan Eggleston, Lee Szymborski, Robin Weaver, Mark Watson, Ib Rasmussen, Isabelle Bully-Omiticin, Cindy Steinhauer, Mark Pleus, Seth Benjamin, Raoul Lavin, Judit Deilinger, DJ Gehrt, Lee Worsley, Mike Jaillet, Ed Daley, Greg Bielawski, Simon Farbrother, Gabe Engeland, Bill Monahan, Jeremy Zomalt, Mike Garvey, David Rollinson; Peter Agh, Victor Pankrashenko, Victoria Brasilia, Sarah McKey, Terry Zerkle, Joyce White, Henrik Kolind, Mark Landry, Marie-Helene Lajoie, Jennifer Goodine, Lars Wilms, Bruce Channing, Dennis Hovenden, Victor Cardenas, Michelle Crandall, Clay Pearson, Andrew Neiditz, John Perry, Kim Ryley, Betty M, Miplo Nugeme, Lily Luo, Chunlong "Jason" Lu, and the Chinese delegation.

ICMA STAFF MEMBERS IN ATTENDANCE:

Uma Ramesh, Ross Hoff, Lauren Crawford, Berna Oztikin-Guneydin, Sabina Agarunova, Octavio Chavez, Andrea Fox, and David Grossman.

8:35 A.M. MEETING CALLED TO ORDER

ICMA President's Welcome. PAT MARTEL (PRESIDENT), LEE FELDMAN (INCOMING PRESIDENT) AND DAVID JOHNSTONE (INCOMING PRESIDENT-ELECT)

ICMA President Pat Martel welcomed the attendees. She expressed her pleasure to attend the meeting and thanked everyone for their service to ICMA. She said that the committee's work is important to ICMA and that during this meeting you will hear from Michele about her update to the Board. ICMA's Board has committed to having ongoing conversations about international. Pat said she has had several opportunities to meet with colleagues around the world and the rewards have been wonderful. Thank you to Michele and Clay for their work to bring international to the forefront.

Incoming President Lee Feldman said that he has participated in International Committee meetings and various international programs around the world. The work that is done to bring managers together

around the world has energized the association. He also noted that the Executive Board is talking about the International Committee, looks forward to assisting with the committee's work, and would like to discuss international topics at every board meeting. We look forward to expanding the international work as it will be critical to association moving forward. Thank you all for what you do.

Incoming President Elect David Johnstone said he has attended the committee meetings for many years. As a Canadian, he appreciates the different roles, languages, cultures, and government systems of colleagues. He wants to keep encouraging others to attend the meetings, even if we must go to spontaneous translation- let's do it!

Pat Martel concluded that when she leaves the board she intends to continue to attend international meetings, and hopes to travel to help support the work of the committee.

WELCOME AND INTRODUCTIONS OF MEMBERS, GUESTS AND RECOGNITION OF PAST COMMITTEE MEMBERS AND NEWLY APPOINTED COMMITTEE MEMBERS

ATTACHMENT 1: INTERNATIONAL COMMITTEE ROSTER 2016-2017

ATTACHMENT 2: INTERNATIONAL CONFERENCE HAPPENINGS 2016

Michele thanked everyone for attending the meeting and invited everyone to introduce themselves.

Michele went over the "International Happenings at the Conference" document, which grows every year and shows we are having an impact on conference offerings.

REVIEW OF JUNE 2016 INTERNATIONAL COMMITTEE MEETING AND POST TOURS; REVIEW AND APPROVAL OF MEETING MINUTES

ATTACHMENT 3: PRAGUE INTERNATIONAL COMMITTEE MEETING MINUTES

Michele asked Kim Ryley to report on the 2016 International Regional Summit in Prague, Czech Republic.

Kim Ryley: We were well hosted in Prague and the meeting was well attended. It was an interesting agenda and we had a chance to see what is happening in the Czech Republic. Prague was a turbulent city in the latter half of the 20th century and is now exhibiting how places reinvent themselves. The City of Prague is working to preserve its culture but still cater to the modern-day tourist. Prague is coping with an influx of Chinese tourists, who are bringing real wealth to the city. It was great to get out of the big city visit the smaller towns of Decin, Tabor, and Cesky Krumlov. These cities are all reinventing themselves, redefining their sense of culture and purpose, and making themselves into tourist attractions. There is an incredible energy that makes these places great places to live. Kim said he is intrigued that this part of the world has left us with the word Bohemia. It has had a lasting impact and has left its permanent mark in our language.

Michele added that the summit had 60 attendees in total from 10 countries.

Motion to approve the minutes: Andrew Neiditz, Ryan Eggleston seconded

Minutes approved.

SCHOLARSHIP PRESENTATIONS

ATTACHMENT 4: HANSELL AND GARVEY SCHOLARSHIP RECIPIENT REPORTS

Michele: One of the great things we can do with the committee is to provide scholarships to support international experiences for ICMA members.

Bill Monahan spoke on behalf of his daughter, Zoe, who received a Garvey Scholarship to attend the Prague Summit. Zoe is an upcoming professional with an MPA who accompanied Bill to the 2014 Summit in Yangzhou, China. In Prague, Zoe was pleased to attend the conference sessions as well as to talk to other colleagues. One topic discussed that stood out in her mind was the discussion about women in local government. The discussions at the conference were very valuable to her professional development. She has decided to participate in the Emerging Leaders program. Bill thanked the committee for their support.

Cindy Steinhauser, who received a Hansell Scholarship to attend the Prague Summit, spoke about her experience. She comes from, Dubuque, Iowa, a community of 58,000 inhabitants, over 80 companies with international presences, and 23 countries represented. She thanked the City Manager of Prague as it was a beautiful city and has really transformed itself. Her intent was to think about diversifying the workforce, sustainability, and citizen engagement. Cindy also liked the women in local government presentation. The nature of partnerships is changing and it's important to have cross representations as women bring empathy and teamwork characteristics. Cities that work to be intentional about expanding their leadership to include women are those that will be successful. Agenda 21 is not met in Europe with the same skepticism as it is in the U.S. It allows us to move the dialogue to talk about how to create greater sustainability. In Prague, they talk about place-shaping, which lets residents build their own version of place shaping as opposed to municipalities leading the process. She thanked everyone on the committee and staff.

Michele expressed her appreciation for the reports and the document Cindy had prepared for her governing body in Dubuque.

INTERNATIONAL PERSPECTIVE IN ICMA STRATEGIC PLANNING PROCESS

Strategic Planning Task Force member Lee Worsley thanked the committee for its interest in contributing to ICMA's strategic planning process. He noted that there are newly-crafted draft mission, values, and core beliefs. He noted that the SP Task Force was scheduled to present a draft strategic plan at the board's November meeting.

Strategic Planning Task Force member Ed Daley invited everyone to look at the draft mission, vision, and core beliefs and comment on what is missing, say if they agree, and/or what they would like to see added.

Cindy Steinhauser:

- The word resiliency might be added. We need to be deliberate about including resiliency in the statement.

Mission:

- Robin Weaver: Should the phrase be “advance professional local government” or “advance professionals in local government?”
- David Grossman: We always work in partnership; the notion of partnering to advance local governments around the world
- Lee Szymborski: Add the word “management” to the mission.
- Cindy Steinhauser: Should we have some sort of reference to diversity in the mission statement?
- Clay Pearson: Include the word “inclusive.”
- Simon Farbrother: The International Committee talked about the role of local governments internationally. In the strategic directions of the core beliefs, #9 is reflecting the international committee; vs. a single form of local government;
- Michele Meade: How do we impact/influence our partners in elected leadership?
- DJ Ghert: “Democratic principles” is a hard definition. How do we define democracy? How democracy is discussed in the U.S. and other countries is different.
- Victoria: Good democratic principles; definition in Europe; 12 principles of good democratic governance, pilot council of Europe where this principal is listed and a whole set of policy documents that is being prepared and presented. Ethics very valuable to translate to international; happy to see this as a core belief.

Ed asked the group, “What would you miss if there were no ICMA?”

- Networking; advocacy group; professional development; resources; code of ethics; support, exchange of ideas; sharing successes and failures; fellowship.

Lee closed the agenda item by discussing additional ways to provide feedback and invited everyone to come by the task force’s booth. Michele thanked them for providing feedback on the process.

UPDATE FROM THE ICMA BOARD

Lars Wilms presented an ICMA Board update.

The past year has been busy for the Board, with much work, discussions, and decisions relating to running the business of a large member-driven organization. He concentrated on 4 topics:

- 1) One ongoing topic and concern is the economy of our big organization.
 - a. In that respect, FY 2015-2016 has been a positive year compared to the previous FY 2014-2015, which was a transition year.
 - b. One of the very positive ingredients in the budget is the “Strengthening Urban Resilience for Growth with Equity” project - SURGE – awarded to ICMA for work in the Philippines by the US Agency for International Development worth nearly \$48 million over 5 years. Congratulations to David Grossman and his staff.
 - c. Most budget areas are in the green field (on track) or exceed target:
 - i. Projected contribution to Net Assets (+\$1.623 million)
 - ii. Member Count (target: 9,570; actual: more than 11,000 from 34 countries)
 - iii. Membership Revenue (+5%)
 - iv. Annual Conference in Seattle (total attendance: target 3,600/actual 3,814)
 - v. Only ICMA Insights enrollment is in the red field. Insights was meant to deliver a national comparative database of performance metrics. The number of local

governments adopting the platform has not grown beyond 135 and many of the customers are dissatisfied with it. In the light of this situation, the Board decided to discontinue ICMA Insights.

vi. All-in-all it has been a satisfying fiscal year.

- 2) The ICMA Strategic Plan from 2008 has been very durable. But the Board has decided that it is time to bring it in for a service. A task force consisting of more than 40 members has been working on that track under the leadership of our colleague from San Antonio, Sheryl Sculley (refer to later item on the agenda “International Perspective in ICMA Strategic Planning Process”). We three international VPs (Marc Landry, Canada; Dennis Hovenden, Australia; and I) have submitted input calling for a more ambitious “I” in ICMA recognizing the international perspective as a strong community driver with a growing impact on professional local government.
- 3) President Pat Martel had invited IC-chair Michele Meade to give an update to the Executive Board on ICMA’s international activities and the board was very supportive. President Pat and Executive Director Bob O’Neill gave an update about current considerations on how to elaborate the understanding of the “I” in the Executive Board.
- 4) Another big - and luckily not a cycling - decision has been the selection of a successor for Bob O’Neill, who is only the sixth executive director in the long history of ICMA. As you already know our colleague from Austin, Texas, Marc Ott was selected. The Board (and the candidates) experienced a very professional selection process under the leadership of President Pat Martell and President-elect Lee Feldman. Our congratulations to Marc and I hope he will back up the “I” in ICMA.

Finally, I would like to thank the International Committee for placing the 2016 International Summit in Prague in June as well as the members of the committee who attended the summit. Thank you, too, Pres. Pat Martel for being there. You have all expressed ICMA’s support to – what we hope – will be the formation of a European network of city managers from a variety of countries with very different local government systems in Europe. And at the last moment as an international VP I’ll say thank you to my two friends - Marc Landry and Dennis Hovenden and please welcome my successor Frans Mencke from Hoorn, The Netherlands.

Michele thanked the board members in attendance for their support.

ICMA INTERNATIONAL CONTRACT PROGRAMS UPDATE (INTERNATIONAL MEMBERSHIP OPPORTUNITIES HANDOUT WAS PROVIDED AT THE MEETING)

David Grossman thanked everyone in the room for their support of ICMA’s programs and noted that domestic and international consulting programs have merged within ICMA. The sustainability committee has taken on Agenda 21 and is taking on a global perspective.

As Lars indicated, FY16 was a very good year for ICMA and set many financial records. We are pushing the envelope in new technical areas. We are increasing our knowledge. We are addressing land tenure issues; confronting violent extremism where we have a new project in the Balkans; we are doing innovative work in Latin America; we wrote a white paper on healthy cities; we have quite a bit of overlap on Brownfields, public safety, healthy and infrastructure finance.

A detailed list of the accomplishments for the team are posted on the Knowledge Network's International Committee, Alumni, and Friends group.

David thanked everyone present for their involvement in ICMA's international programs and encouraged everyone to participate as a host community in the Professional Fellows program, which includes some opportunities for members or their staff to travel.

We have also seen an increase engagement from ICMA's Strategic Partners. Shanxi corporation from China is our first international Strategic Partner.

The China program is well represented here at the conference. We received the "Best Organization" award for a session on sponge cities and are looking forward to the SAFEA conference. We will be recruiting ICMA members with relevant experience to share our experiences at the SAFEA conference with our key partner, CUPL.

Students from CUPL will be hosted by communities in the U.S. to prepare them for experiences in the U.S.

David ended by saying that he is very pleased about the extent to which the "think globally and act globally" philosophy is reflected in the new strategic plan.

ALUMNI AND FRIENDS WELCOME

Mike Garvey provided greetings from the International Committee Alumni and Friends group.

The idea for the Alumni and Friends group started in 2013 at the International Regional Summit in Copenhagen. Annually, there are many people who are interested in membership on the International Committee but are unable to serve because of the limited number of available positions. In response, we created the alumni and friends group. The group has written a couple of white papers, thanks to individuals such as Ron Bergman and Terry Zerkle. Please let us know of your interest by filling out an online form indicating your experience, education, and language skills. We would like to continue to build a database that matches qualified people with specific needs.

PROPOSAL FOR DEVELOPING MENTORSHIP RELATIONSHIPS WITH LOCAL GOVERNMENT MANAGEMENT FELLOWS (LGMF)

Gabe Engeland made a presentation on bringing an international dimension into the ICMA Local Government Management Fellows program.

Gabe was placed in Tacoma, Washington as part of ICMA's Local Government Management Fellowship (LGMF). He would like to build a bridge between LGMF and the International Committee by specifically marketing the Garvey scholarship to LGMF participants; pairing up selected LGMF participants with international mentors; and/or letting them sit with the committee.

Feedback from Committee:

- 1) Suggest targeting LGMF fellows for scholarships and providing them with application information early.
- 2) Ask LGMF fellows to sign up in order to gauge their interest level in being paired with an international mentor.

- 3) The IC should discuss the sustainability of scholarship funds so we can continue this type of programming.

ICMA INTERNATIONAL AFFILIATE RELATIONS

ATTACHMENT 7: AFFILIATE LIAISON ASSIGNMENT

ATTACHMENT 8: ROLES AND RESPONSIBILITIES OF LIAISONS, QUESTIONNAIRE, WORK PLAN AND REPORT EXAMPLES

ATTACHMENT 9: ESTABLISHING INTERNATIONAL PROGRAMS: A GUIDE FOR STATE MUNICIPAL MANAGEMENT ASSOCIATIONS (2005)

ATTACHMENT 10: INTERNATIONAL AFFILIATE REPORTS 2016

Michele Meade noted that we are trying to revive our relationships with our international affiliates and updating our liaison assignments. There are a number of affiliate organizations that don't yet have a liaison from the committee and we continue to look for more volunteers. A thank you to Mike Garvey for drafting the liaison roles, affiliate questionnaire, and workplan report template and his work to integrate the work into what we as a committee do. There are language barriers with some affiliates, but there are a variety of tools available to help up overcome that obstacle to communication.

Please let Michele know if you want to volunteer as a liaison.

Another item we talked about is updating a document that helps state associations start their own international programs.

- 1) Michele Crandall provided an update on document.

In your packet is the copy of the State Associations guide from 2005. Thank you to the individuals that worked on the guide, which has served us well for 11 years, but needs to be updated. In the previous guide there was a survey. We added a few questions, sent it out to the 46 state associations, and have already received 10 responses that will help to redevelop the guide. We are also reaching out to state associations to update their stories and are looking for other communities to highlight as well. If you are aware of any state association doing international work, let us know. One of the questions we added was to ask state associations that do not have international programs why they do not. Four of the responses to that question indicated that there is no interest about international activities among the state membership. How do we raise the importance of international programming?

- 2) Ryan Eggleston presented on the committee's elevator speech, a draft of which was found within the committee's packet.

Ryan appreciated everyone's help in crafting and reviewing the draft.

Feedback from the Committee:

- Whoever uses the speech should also talk about the value to them personally. Why should you be interested in international? Part of making the case in your presentation is the value you've gotten out of it. What is the one thing you've found that is the greatest value?
- Add more about the relevance of international to ICMA members' daily work. Local governments around the world, even in developing countries, are facing many common issues.

Though histories and cultures are different, global forces affect us all and local authorities are the ones to address issues first long before the national level governments. Practical relevance will attract people to these issues.

- The value discussion is important to have a clear meaningful response to this question. My eyes have been opened. Maybe there are other cities further along in terms of addressing key issues I am facing. We all know of tangible areas where we have been impressed with communities outside of the U.S.
- Suggest deleting “leadership” and instead say “facilitate a leadership role.”
- International has reinvigorated my career!
- Statement should include reference to value; value comes from relevance.
- ICMA represents the membership on the world stage. We will be present at the HABITAT 3 conference, which sets policies talking about waste management and gives people long term global perspective over next decade.

INTERNATIONAL COMMITTEE CHARGE AND ACTION PLAN

ATTACHMENT 11: INTERNATIONAL COMMITTEE ELEVATOR SPEECH

ATTACHMENT 12: INTERNATIONAL COMMITTEE ACTION PLAN

Michele Meade discussed the International Committee functions.

We want to regularize our contact with the Board. We have had a terrific commitment from ICMA President Pat Martel, who has been an advocate for international. We will have the same commitment from Incoming President Lee Feldman and President-elect David Johnstone. They all have privately talked to Michele about how much they want international more in line with the ICMA Executive Board and that international topics are not often at the forefront of the Board’s agenda.

Bob O’Neill commented on the purpose of the committee:

- 1) One of our jobs is to accelerate the learning with international colleagues and build better international connections
- 2) Enhancing value of professional management in implementing quality of local government
- 3) Universality of global issues, diversity, and sharing of best practices

Some of the Board comments from the meeting with Michele were:

- Working international into all the other committees. What other committees should the IC be connecting with?
- Getting people to become active on the Knowledge Network will bring together our brains, questions, and best practices. We must commit to best practices and ask good questions to solicit questions. We must commit to contributing our expertise.
- How we can make international topics a feature at the regional summits in U.S.?
- Our newest international board member – Frans Mencke challenged us to write articles for *PM* magazine. There are quite a few examples of learning from immigration and refugees that we should be engaging our members about. ICMA’s board is mostly a domestic board but we need to ensure there is an exchange between the board and the committee.

- Marc Landry has suggested reconfiguring the International Regional Summit into a 3-day structure: one day for committee meeting; one day with affiliate organization hosting; one day to focus on learning.
- All other comments were all supportive of the committee and agree we should do more.

There will be a conference call in mid-October to work together to finalize the document.

Feedback from the Committee:

- Clay: We need to continue to support the centers: ICMA China Center; LAC, ECMN; etc; they are uniquely different from affiliate organizations. We need to continue to ask what they need and then find ways to help ICMA meet their needs.
- Lee: A subtopic here is to promote international connections or perspectives to the broader ICMA membership. We need to make sure we continually communicate. One of the committee's efforts previously has been to publish more frequently in *PM* on international work and perspectives. We should recharge that effort.
- Ryan: Invites affiliates to write pieces with their perspectives to various topics. We have responsibilities to dialogue with our affiliates and see how they are solving problems. Then invite and encourage them to write articles.
- Simon: We have an opportunity for the committee to push the Board and not just respond to the Board. There is some legitimate advocacy involved in the relationship. Sometimes the Board has a whole range of mandates so the 'I' gets sidelined and pushed off.
- Andrea: Recommend that we incorporate LGMF involvement as well as other advisory groups and programs.
- Michele: We should capture unofficial connections that exist on their own. How do we capture these other experiences that we do not know about then go about getting them documented and shared?

Victor Cardenas and Lee Szymborski would like to join in working on this topic.

2017 SPRING MEETING – DOMINICAN REPUBLIC / POST STUDY TOUR OPTIONS

Isabelle Bully-Omictin spoke about the possibility of the 2017 International Regional Summit being in the Dominican Republic.

We have been working critically with the Federation of Dominican Municipalities (FEDOMU) on several international programs. It would be a benefit having the summit in a country where we have ongoing partnerships. We've been working with FEDOMU under the USAID funded project AMUPREV. FEDOMU is part of a network of municipal associations, led by municipal government officials.

We are in the very early stages of planning but the local projects will have a workshop/conference around the same time as the summit. The conference is a great opportunity for everyone to interact as representatives from all over the DR will attend to share ideas and resources.

PLANNING AHEAD FOR 2018 JOINT ICMA EXECUTIVE BOARD / ICMA INTERNATIONAL COMMITTEE MEETING

Michele Meade: The 2018 joint ICMA Executive Board and International Committee meeting will be our 5th international regional summit. The Philippines is appearing to be the ideal location though we

haven't progressed any further than initial ideas. The executive board will be facilitating this as soon as possible. It will be a large trip with lots of coordination involved. Right now, we are roughly planning for the meeting to be in February 2018 in Philippines.

FOR THE GOOD OF THE ORDER

No additional comments.

ADJOURNMENT

Meeting concluded at 11:30 am.



Leaders at the Core of Better Communities

2017 JOHN GARVEY SCHOLARSHIP FUND APPLICATION

GENERAL INFORMATION

Full Name (First Middle Last): Noor Farooq Shaikh

Preferred Name: Noor

Age: 26

Home/Cell Telephone: 9797771598

Preferred Email: nshaikh@auroragov.org

COMMUNITY AND PERSONAL INFORMATION

Current employer: City of Aurora

Employer Website: auroragov.org

Office address: 15151 E. Alameda Pkwy, Aurora, CO 80012

Office Telephone: 303.739.7138

Position and Responsibilities:

ICMA Fellow (July 2016-February 2017)

- Responsible for redesigning the city's Market Based Revenue Opportunity (MBRO) Policy
- Spearhead Aurora's first city-wide electric vehicle (EV) group purchase program
- Engage employees to commute smarter and decrease vehicle miles traveled during October
- Research and analyze best practices in local government and write memorandum for City management
- Assist in preparation of the City's proposed annual budget
- Plan launch of the Office of International and Immigrant Affairs Health Campaign

Financial Analyst (February 2017 - Present)

- Coordinate, research, analyst, develop, and review recommendations for budgeting, operations, financial planning, organizational analysis, policy formulation, and service delivery
- Prepare and review various technical and financial reports
- Act as a liaison to City financial divisions in monitoring accounts and financial reports

Population of your locality: 345803

Population of metro area: 2814330

Number of Employees: 3000`

Number of Employees you directly supervise: 0

Gross expenditure of your locality: 500000000



Leaders at the Core of Better Communities

2017 JOHN GARVEY SCHOLARSHIP FUND APPLICATION

Please list three of your most significant professional achievements:

Three of my most significant professional achievements are as follows:

- Completing my Master of Public Affairs degree from the School of Public and Environmental Affairs at Indiana University. Working alongside MBA and MPA students to lead a course teaching business consulting skills to graduate students and writing a business plan for a native and woman owned small business.
- Being selected to be a part of the 2016-2017 Local Government Management Fellows cohort. My fellowship site was Aurora, Colorado. I was able to run the city's first ever electric vehicle group purchase program where we partnered with the local Nissan dealership to offer a competitive price on an fully electric vehicles 2016 model.
- Seven months into my fellowship, I was offered a position in the City's Office of Budget and Financial Planning. This is a significant achievement as I know it will help give me a deeper dive into the workings of the whole city. I know this position will be challenging and extremely rewarding.

What are your professional goals?

I hope to someday be the Director of Intergovernmental Relations or manager the Office of Immigrant Affairs of a large city. I would also like to work with and through ICMA on international projects helping and working with municipalities to address issues faced by municipalities all over the globe.

What is your proposal for utilization of the scholarship fund?

The scholarship fund will help cover the cost of my travel from Denver, Colorado to Santo Domingo, Dominican Republic. I will be using this funding for lodging and food, as well as attending any talks, workshops or cultural events to make the most out of my attendance at the ICMA International Summit in the DR.

Please provide a detailed budget breakdown of how you will utilize the \$3,500 USD scholarship:

Round trip flight (DIA-SDQ): \$1,200

Parking at DIA: \$100

Lodging (Sun-Sat): 1000

Food (Sun-Fri @ ~\$80/day): 500

My total budget for essentials amounts to \$2,800. I will find tours, museums, and other activities that would expose me to the culture and people of the DR and the city of Santo Domingo so that I may attempt to understand the City, its history and planning a bit better.



Leaders at the Core of Better Communities

2017 JOHN GARVEY SCHOLARSHIP FUND APPLICATION

GENERAL INFORMATION

Full Name (First Middle Last): Alexander Vazquez

Preferred Name: Alex

Age: 28

Home/Cell Telephone: 210-639-7013

Preferred Email: alexvazquez2011@gmail.com

COMMUNITY AND PERSONAL INFORMATION

Current employer: City of Raleigh

Employer Website: <http://www.raleighnc.gov/>

Office address: 222 W. Hargett St., Raleigh, NC 27601

Office Telephone: 919-996-4646

Position and Responsibilities:

As a Management Fellow, my responsibilities include, but are not limited to:

- Performing research and policy analysis on high-level issues of concern for the organization
- Reporting research findings to the City Manager or other executive staff and elected officials in writing and in person
- Drafting citizen and employee communications
- Participating in the City budget and/or strategic planning process
- Attending City Council, Committee, and Executive Team meetings
- Tracking follow-up items for City Council Meetings
- Planning and coordinating various meetings and events, such as the annual City Council and Management Team retreats
- Reviewing, updating, and implementing department operations policies and procedures
- Managing the City's innovation projects

Population of your locality: Raleigh (2015): 451,066

Population of metro area: Raleigh MSA (2015): 1,273,568

Number of Employees: Full-Time: 4,049; Part Time: 3,774

Number of Employees you directly supervise: 0

Gross expenditure of your locality: \$858,620,185 across 5 funds



Leaders at the Core of Better Communities

2017 JOHN GARVEY SCHOLARSHIP FUND APPLICATION

Please list three of your most significant professional achievements:

Having started my career in local government less than a year ago, I'm currently building my repertoire of accomplishments. My top professional achievements thus far are:

1. Researching and assessing the most appropriate living wage calculation method for the City, and ultimately drafting the City's Living Wage Policy;
2. Managing the City's upcoming citywide innovation competition and coordinating the work staff will carry out to implement crowd-sourced ideas; and
3. Playing an active role in a team working to update the City's compensation structure and employee evaluation process.

What are your professional goals?

My long-term career goal is to become an assistant city/county manager in a mid-sized municipality that focuses on implementing innovative practices, improves processes and service delivery using performance management, and works to increase citizen engagement. I know that there is much for me to learn before reaching my ultimate professional goal, which is why attending the International Summit is so important. Attending this Summit will offer me the opportunity to learn about the innovative work that local governments are doing to mitigate the impact of climate change, an issue that will affect any community I work for in the future. As a native Spanish-speaker, I will be able to interact with locals during the study tours, enabling me to learn about how residents perceive efforts part of the climate adaptation program. Most importantly, I will have the opportunity to network with current city and county managers, all of whom will provide me insights into what local government management is all about.

What is your proposal for utilization of the scholarship fund?

I am submitting this application to receive funding to attend the ICMA International Summit in the Dominican Republic.



Leaders at the Core of Better Communities

2017 JOHN GARVEY SCHOLARSHIP FUND APPLICATION

Please provide a detailed budget breakdown of how you will utilize the \$3,500 USD scholarship:

Passport Renewal - \$225

Passport Photos - \$15

Round-trip Airfare - \$700

Bag Fees - \$110

Lodging - \$1,275

Food Allowance - \$384

Local Transportation - \$300

Registration - \$0

Total Costs - \$3,009

A few budget highlights worth noting:

- Airfare costs are based on a Jetblue round trip flight departing on March 26th and returning on April 1st.

- Lodging costs are based on a seven-night hotel stay.

- The food allowance is based on Raleigh's current food per diem rates.

- As a Management Fellow, the Local Government Management Fellowship Program will cover my registration for the Summit.

VERIFIED BY ICMA



TO: International Committee March 27, 2017

FROM: Mike Garvey, on behalf of the Alumni & Friends Group

SUBJECT: Report from AFG

The Alumni & Friends Group (AFG), created by your Committee two years ago, is designed to provide opportunities for ICMA members who are not on the International Committee but who are interested in international affairs. In the past we have drafted white papers outlining the responsibilities of Committee members who serve as Liaisons, recommended a process for selecting the site for the annual overseas conference, commented on the Committee's Work Program, and encouraged hosts for international visitors. You can learn more about us at http://icma.org/en/icma/knowledge_network/groups/kn/group_files/1106/icma_international_committee_affiliates_and_friends

Working with ICMA staff, we also have helped create a sign up web page where members can volunteer for several different levels of involvement, from being on mailing lists all the way up to working internationally on multi-year contracts. Members can tailor the type of involvement they would like. We invite you to look at the page, and to sign up for the level of activity that appeals to you (https://docs.google.com/forms/d/e/1FAIpQLSfFEwHQRK_3GguagZFBFnMaQUjrYPaXnS7lCL4z3XaH8-P29g/viewform) The sign-up document has a section for members to join AFG. We hope you all will take advantage of that opportunity.

Have a great conference!

Final

International Committee (IC) Functions

ICMA Board directive:

“The International Committee’s role is to be an advisory body to the board. It will carry out any roles and priorities as defined and described by the board. In addition, the committee will communicate the value of having an international perspective to other members of the association and will annually conduct a joint meeting with one of ICMA’s international affiliates focusing on professional exchange and contribution to the international knowledge base.”

International Committee perspective on our functions:

Affiliates:

- Hold annual International Regional Summit in concert with an ICMA affiliate association
- Establish an IC liaison to each ICMA affiliate association
- Each liaison to interact with affiliate in accordance with IC policy statement
- Each liaison to report 2 times per year on their affiliate’s activities
- Encourage affiliates to write about benefits of international exchanges of ideas or best practices in their countries
- Determine how IC can best help the affiliate plug in to ICMA and its resources

Executive Board

- Plan joint meeting of IC and ICMA Executive Board every 3 years, which will comprise that year’s International Summit
- Hold joint IC and ICMA Executive Board meeting to review topics of interest and IC’s charge from Board
- Regular communication with ICMA Executive Board through periodic reports to the Board and regular dialogue communication with ICMA Executive Board through periodic reports to the Board and regular dialogue with IC members attending Board meetings

ICMA Advisory Committees / Task Forces / Groups / Programs:

- Establish ties between IC and other ICMA Advisory Committees where there are benefits to both groups, such as Sustainable Communities Advisory Committee

ICMA Centers (China, Mexico-Latinoamerica)

- Be an advocate - dialogue with them to determine what they need and how IC can help
- Assist them in communications with ICMA Executive Board

ICMA International Work and International Contracts:

- Understand ICMA international contracts so we can answer questions from members and support the ICMA staff in making reports to the Board

- Spread the word to contacts in ICMA and in state associations to lend technical support for ICMA's international work
- Help provide hosts for international city managers

Public Relations:

- Promote international connections to broader ICMA membership
- IC Members and Alumni & Friends to prepare written report on in-nation conference and educational opportunities
- Designate IC member(s) to prepare written reports on aspects of the International Regional Summit for distribution by ICMA in varied ways (PM article, website article, Facebook, etc.)
- Determine how can we document unofficial (not through official ICMA programs) international work that our members and US affiliates are already doing

Reporting:

- IC members report to State association meetings on ICMA international topics
- IC members to report at each US Regional Summit on ICMA international topics –IC support staff will prepare talking points each year in advance of US Summits
- Annual report from IC Chair to ICMA Executive Board; in person, annual presentation and dialogue as schedule allows
- IC updates at state association conferences

ICMA International Committee Elevator Speech

9/25/2016

"The international committee of ICMA is comprised of frontline ambassadors to the profession who are excited to facilitate a leadership role in fostering passion for international collaboration of local government managers. We are intentional internationalists, focused on capacity building, and knowledge based exchanges. Our advocacy leads to collaboration among members, partners, and interested local governments.

How can you learn more about the committee? There are several ways:

- 1) Visit us during our committee meeting on Sunday morning at the annual ICMA conference.
- 2) Join the "ICMA international committee, affiliates, and friends" group on the ICMA knowledge network.
- 3) Consider attending the annual Spring International Regional Summit. Some scholarship funding is possible. (Apply for this.) You need not be a committee member to attend.

Lastly, in closing,
What is the one thing that has been your greatest "value" since you have been actively involved with the international committee of ICMA? (share this in your conversation with interested individuals)"

International Talking Points for U.S. Regional Summits

ICMA's Global Programs team manages projects in the U.S. and around the world to increase the capacity of local governments.

- Our current portfolio of work includes:
 - 23 active projects we are working on in 28 countries and the U.S.
 - Over \$50 million in-hand, with a total portfolio of over \$97 million
- We provide technical assistance, training, and professional development on topics like: democracy and governance, crime and violence prevention, environmental sustainability, climate change, agriculture, food security, solar energy, waste management, customer service, and economic development.
- In 2016, we worked with 204 different communities; 150 volunteer advisors; and trained 7,398 participants.
- Want to get involved? There are ongoing opportunities for local government managers. Contact us at global@icma.org to learn more about hosting a professional fellow, serving as a pro-bono expert, or participating in a study tour.

Bring the world to your community: Host an International Fellow

ICMA welcomes emerging Southeast Asian leaders to the United States each spring and fall as part of a 4-week International Professional Fellows program funded by the US Department of State. We're looking for host communities for this spring's program, which is scheduled for April 29 to May 27. The goal of the program is to create a global network of emerging local government leaders to positively impact legislative processes and environmental sustainability practices, as well as provide opportunities for knowledge exchange and ongoing collaboration. [Learn more](#). If you are interested, contact us at fellows@icma.org.

ICMA FORMAL INTERNATIONAL AFFILIATES

THURSDAY, MARCH 23, 2017

| No. | Country | International Affiliate Name | International Committee Liaison 2016-2017 | Agreement Date | Affiliate agreement last renewed | Origins? | Website Link |
|-----|--------------------|--|---|----------------|--|---------------------|--|
| 1 | Australia | Local Government Professionals Australia (LG Professionals Australia) | Cindy Steinhauser | 10/1/1988 | 9/14/2015; previously October 9, 1996; July 13, 1990 | Member Interest | www.lgprofessionalsaustralia.org.au/ |
| 2 | Bangladesh | Municipal Association of Bangladesh (MAB) | | | | | |
| 3 | Canada | Canadian Association of Municipal Administrators (CAMA) | David Niemeyer | 7/13/1990 | 9/25/2016 ;8/2/1995 | Member Interest | www.camacam.ca/en/ |
| 4 | Czech Republic | Association of Secretaries of Urban and Municipal Authorities (STMOU) | Gabe Engeland | 9/22/2013 | | Member Interest | www.tajemnici.cz |
| 5 | Denmark | National Association of Chief Executives in Danish Municipalities (KOMDIR) | Gary Murphy | 10/8/2008 | | Member Interest | http://www.komdir.dk/ |
| 6 | Dominican Republic | La Federacion Dominicana de Municipios (FEDMOU) | Michelle Crandall | 10/24/2015 | | Contract Work | http://fedomu.org.do/ |
| 7 | Honduras | Honduran Municipal Association (AMHON) | Michelle Crandall | 9/14/2015 | | Contract Work | http://amhon.hn/j1/ |
| 8 | India | City Managers' Association, Gujarat (CMAG) | Cynthia Seelhammer | 9/14/1997 | | Contract Work (UMC) | http://www.cmag-india.com/ |
| 9 | India | City Managers' Association, Karnataka (CMAK) | Cynthia Seelhammer | 9/25/2005 | | Contract Work (UMC) | http://www.cmakarnataka.com/ |
| 10 | Indonesia | Association of Indonesia Municipalities (APEKSI) | Christal Weber | 9/1/2006 | | Contract Work | http://www.apeksi.or.id/ |

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|----|-------------|--|-------------------------------|-----------|-----------|--------------------------------|---|
| 11 | Ireland | County and City Managers Association (CCMA) | Ryan T. Eggleston | 9/17/1995 | | Member Interest (IMEP) | |
| 12 | Israel | Union of Local Authorities In Israel (ULAI) | Lee Szymborski | 9/1/1997 | | Conference in Australia (1989) | http://www.masham.org.il/English/Pages/default.aspx |
| 13 | Kenya | Association of County Governments of Kenya (ACGOK) | Terry Parker and Kelly McAdoo | 6/1/2013 | | Business Development | http://www.algak.or.ke/ |
| 14 | Mexico | Mexican Association of Municipalities (AMMAC)* Currently transitioning to a new organization will be replaced with Conferencia Nacional de Municipios de Mexico (CONAMM) http://www.conamm.mx/ | Victor Cardenas | 9/26/1999 | | Contract Work (1995) | http://www.ammac-bc.org.mx/WhatisAMMAC.htm |
| 15 | Nepal | Municipal Association of Nepal (MuAN) | | 9/21/2008 | | Contract Work | http://www.muannepal.org.np/ |
| 16 | Netherlands | Dutch City Managers Association (Vereniging Van Gemeentesecretarissen) (VGS) | Michele Meade | 9/20/2003 | | SOLACE Congress (1994) | http://www.gemeentesecretarissen.nl/ |
| 17 | New Zealand | New Zealand Society of Local Government Managers (SOLGM) | Andrea Arnold | 7/1/1988 | 10/7/2007 | Member Interest | http://www.solgm.org.nz/Main Menu |
| 18 | Norway | Norwegian Forum of Municipal Executives | Michele Meade | 9/14/1997 | | Association Interest (1996) | |
| 19 | Philippines | League of Cities of the Philippines (LCP) | Jim Nichols/Christal Weber | 3/3/2014 | | Contract Work | http://www.lcp.org.ph/ |
| 20 | Romania | The Association of Public Administrators in Romania (AAPRO) | Peter Agh | 9/22/2013 | | Member Interest | www.aapro.ro |

| | | | | | | | |
|----|-------------------------|---|--------------------------|------------|---------------------------------|----------------------------|---|
| 21 | Russia | Russian National Congress of Municipalities (KMRVSE) | | 5/12/2008 | | Contract Work (2007) | http://www.xn--j1aeec.xn--p1ai/ |
| 22 | Slovakia | Slovak City Managers' Association | Peter Agh | 3/20/1997 | | Contract Work (1992) | http://www.apums.sk/ |
| 23 | South Africa | Institute for Local Government Management of South Africa (iLGM) | Melissa Valadez-Cummings | 9/14/1997 | | Johnson and Johnson (1987) | http://www.ilgm.co.za/ |
| 24 | Sri Lanka | Federation of Sri Lankan Local Government Authorities (FSLGA) | | 6/24/2009 | | | http://fslga.lk/english/HTML/indexeng.html/ |
| 25 | Swaziland | Local Authorities Managers Association of Swaziland (LAMAS) | Gary Murphy | 9/25/2016 | | | |
| 26 | Sweden | Association of Swedish City Managers (Svenska Kommundirektorsforeningen) (SACM) | Victor Cardenas | 9/18/1994 | 9/18/2011 | IMEP (1988) | |
| 27 | Tanzania | Association of Local Authorities Tanzania (ALAT) | | 11/8/2015 | | Contract Work | http://www.alat.or.tz/ |
| 28 | United Kingdom | Society of Local Authority Chief Executives (SOLACE) | Kim Ryley | 10/27/1987 | 9/14/2015; Previously 9/25/2005 | Member Interest | http://www.solace.org.uk/ |
| 29 | Vietnam | Associations of Cities of Vietnam (ACVN) | Raoul Lavin | 12/15/2009 | | Business Development | http://www.acvn.vn/ |
| 30 | Multi-National | Environmental Center for Arab Towns (ECAT) | Robin Weaver | 4/7/2015 | | Business Development | |
| 31 | Multi-National European | European Federation of Local Government Chief Executive Officers (UDiTE) | Peter Agh | 3/16/1998 | 10/17/2004 | Member Interest | http://www.udite.eu/ |
| 32 | Multi-National | Confederation of Municipalities of Central America and the Caribbean (CAMCAYCA) | | 9/25/2016 | | Business Development | |
| | | | | | | | |

| Partner Institutions | | | | | |
|----------------------|--|--------------------|---|-----------------|---|
| Mexico | ICMA México-Latinoamérica | Victor Cardenas | Not official affiliate but a partner of ICMA | Contract Work | http://www.icmala.org/ |
| India | Urban Management Centre (UMC) | Cynthia Seelhammer | Not official affiliate but a partner of ICMA | Contract Work | http://www.umcasia.org/ |
| China | ICMA China Center | Bill Monahan | Not official affiliate but a partner of ICMA | Contract Work | http://en.icmachina.org.cn/d30.htm |
| Europe | European City Manager's Network (ECMN) | Peter Agh | Not an official affiliate but an interest network | Member Interest | |

2016 Notes:

The following organizations were removed from our active list of affiliate associations:

1. GEORGIA/Municipal Service Providers' Association (MSPA): Organization is defunct.
2. INDONESIA/Indonesian Regencies Cooperation Agency (APKASI): Not active with ICMA in the last 6 years.
3. INDIA/City Managers' Association, Orissa: Organization is defunct.
4. SOUTH KOREA/Korean Urban Management Association: Only personal connection/not organization.

Additionally, we will be changing the following country affiliation:

- MEXICO: We will be updating our affiliate agreement with another organization in Mexico from Mexican Association of Municipalities (AMMAC) to Conferencia Nacional de Municipios de Mexico (CONAMM) .

Roles and Responsibilities for Affiliate Liaisons

The Primary role and responsibility of the liaison is to facilitate communication between ICMA and the Affiliate Organization by building both professional and personal relationships with representatives of the Affiliate and promoting cooperative endeavors that help both organizations meet their respective organizational goals.

1. **Communication** – Communicate at least every 2 or 3 months with the designated Affiliate representative via e-mail, Skype or other internet enabled medium. Translation services, if needed, may be facilitated by any number of free translation services, such as Google Translate.
2. **Topics for conversation**– General topics of conversation should cover:
 - a. **Personal** – Get to know your counterpart personally. Learn about their background and family situation; find commonality to build your relationship.
 - b. **Organizational** – Learn about the Affiliate’s organizational capacities (e.g., membership base, staffing, meetings, publications, databases, etc.) Attachment A (“Questionnaire to Assist International Affiliate Liaisons”) should be helpful.
 - c. **Professional** - Learn about the status of national or regional issues facing Affiliate members; events of note (municipal achievements or lessons learned).
 - d. **ICMA/Affiliate work plan** – The Affiliate Agreement with ICMA (you should get a copy or you can find it on the Knowledge Network group here: www.icma.org/icgroup) provides that there will be an annual work plan between the two organizations. Encourage your Affiliate to identify one or two modest proposals for joint work. It would be best if this were done early in the ICMA budget process (ICMA’s fiscal year is July 1 – June 30). ICMA staff will inform the International Committee members of each year’s timetable. These are not intended to carry too much detail, but rather to provide a general description of activities on which ICMA and the Affiliate will seek to collaborate. Attachment B (“Example: ICMA/Affiliate Work Plan”) may be helpful.
 - e. **Mutual learning** –
 - i. Seek copies of locally prepared best practices, presentations, articles, etc that could be helpful to members of ICMA or of other Affiliates. These can be posted in the Knowledge Network or published in PM magazine at the discretion of ICMA. If you know the material is valuable but it is not in English, send it to ICMA staff and they will manage the translation issues.
 - ii. Suggestions for ICMA conference speakers. Each year ICMA staff will issue a speaker nomination invitation to the Affiliates, with a copy to members of the International Committee. Follow up with your contact person to encourage them to consider nominating speaker(s).
 - iii. Encourage attendance at ICMA conference or regional summits.

- iv. Encourage participation in the ICMA International Fellows program, the Management Exchange Program, CityLinks, short-term *pro bono* international assignments and other ICMA opportunities as they arise. Support the ICMA International regional directors to explore further business development opportunities, if requested.
- v. Encourage interaction between the Affiliate and your state association; work with your state association in identifying opportunities for doing so.
- vi. Learn about dates for Affiliate meetings and post the information in the Knowledge Network. Attend an Affiliate meeting, if you are able. ICMA is unable to cover any expenses so travel would have to be at your own cost.
- vii. Encourage the Affiliate to utilize their access to the Knowledge Network authorized by their Affiliate Agreement. They can post material and questions for ICMA members to respond or they can search the data base for information on municipal topics.
- viii. Ask your Affiliate counterpart how you and ICMA can better support the Affiliate's endeavors and what is needed.

3. Follow-up with ICMA

- a. After each call or email with your Affiliate prepare a summary report on the activity and submit it to ICMA staff. Attachment C ("Report on Liaison Activity") may be helpful. Upload the report to the affiliates Knowledge Network folder.
- b. Encourage ICMA to follow through on its Affiliate work plan commitments.
- c. Ensure that ICMA has given the Affiliate Knowledge Network access per the Affiliation Agreement.
- d. Encourage ICMA to allow Affiliates access to appropriate Webinars and relevant training materials, including those prepared under contracted International work, when requested by the Affiliate.

Attachment A

Questionnaire to Assist International Affiliate Liaisons

This is designed to be a template for Liaison conversations with representatives of the Affiliates. It is not designed to be a document to be shared with those representatives.

ICMA's International Committee is developing more comprehensive working relationships with associations of professional local government managers in other countries. Our idea is that there is value in our sharing information, encouraging conversation among our respective members and, possibly, working together on contracted projects. To that end, ICMA is pleased to be able to give you information about the full range of ICMA activities. And we would be pleased to receive this type of information about your association, sharing it with ICMA members.

So, thanks for agreeing to this conversation. I have some questions to ask, but these are intended to help our conversation, and not to place restraints on it.

1. Who is the best contact person/people for other associations wishing to contact your organization?
2. Can you tell us about your membership? (Number, categories, who is eligible, at which level of government do they work, and other information relevant to your Association)?
3. Can you tell us about your Association's functioning (number of staff, tasks performed, meetings you sponsor, and other information relevant to your Association)?
4. Your organization and ICMA have signed an affiliation agreement. Do you personally have a copy? Are you interested in developing plans for how your organization and ICMA can work together in the coming year?"
5. What would you say are the top 3 to 5 issues facing local government in your country? What sort of related information/resources is your association able to provide your members about each?
 - a) If there are issues of concern both to your Association and to ICMA, would you be interested in working jointly on them?
6. Would your association be interested in working with ICMA to identify and implement member exchange opportunities (e.g., International Manager Exchange Program, one-on-one exchanges, pairing local agencies, group study tours)?

7. Does your association engage in any work in other countries (e.g., providing technical assistance and training)? If so, would you be interested in exploring opportunities for collaborate with ICMA to jointly apply for international technical assistance funding?
 - a) Have you been approached by other organizations to collaborate on international projects? If so, can you tell us about that, who you talked with and the topic areas?
8. Are you interested in exploring opportunities for your association to work directly with U.S. state associations? The question is asked because of the large number of bi-lingual managers in parts of the US and their interest in working with their ancestral homelands.
 - a) Has your association ongoing relationships with state associations in the US to which ICMA might be able to provide more support?
9. Would you be interested in working with ICMA to expand opportunities for members of each of our organizations to participate in the other's programs and conferences? Do you think there might be opportunities for each of us to offer programs at the other's' meetings and conferences?
 - a) With that in mind, ICMA always is looking for potential presenters for our meetings, especially the annual conference. Can you suggest speakers in whom our members might be interested?
10. Would you be willing to help establish links between our web sites to help your and our members see the information on both sites? Also, would you be willing to provide ICMA a calendar of your Association's conferences and other programs that might be suitable for international participants? ICMA would like to publicize your organizations events on our website (<http://webapps.icma.org/internationalaffiliates/>) and hope your Association would feel free to post information about ICMA conferences and other programs.

Attachment B
Example: ICMA/Affiliate Work Plan

| | | IC affiliate Year (September 2016 - August 2017) | | | | | | | | | | | |
|---------------------------------------|--|--|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|-------------------|-------------------|-------------------|
| | | 1: Sept '16 | 2: Oct '16 | 3: Nov '16 | 4: Dec '16 | 5: Jan '17 | 6: Feb '17 | 7: Mar '17 | 8: Apr '17 | 9: May '17 | 10: Jun '17 | 11: Jul '17 | 12: Aug '17 |
| Priority Objectives | Activity & Resources Needed | | | | | | | | | | | | |
| 1) Example: Information Sharing | <ul style="list-style-type: none"> ICMA to provide English versions of training materials covering "Budgeting, Public Participation, and leadership. The affiliate will be responsible for translation to the local language and distribution to its members. | | | | | ◊ | | | | | | | ◊ |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| 2) | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| 3) | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |

| Key | |
|-----|--|
| | Preparation Work or Follow on Activities |
| ◊ | Milestone – Quarterly meeting |

Attachment C
Report on Liaison Activity with *(name of Affiliate)*

TO: ICMA International Committee
FROM: *(Liaison's name)*
DATE:
LAST REPORT DATE:

1. Description of the interaction.

2. Is there any support you need from ICMA or from the Committee's Alumni & Friends Group?

3. Were any new initiatives or interactions initiated since the last affiliate report? If so, please tell us the details.

4. Were any initiatives or interactions completed since the last affiliate report? If so, please tell us the details.

5. Have you learned any information that might be new to ICMA or to the Committee that you would like to pass on?


6. Did you learn of any upcoming events or activities the Affiliate is planning that might be of interest to the Committee or to ICMA members and staff? If so, please describe them (an Internet link would be valuable.)

DRAFT



An All-America City

TO: ICMA International Committee

FROM: Raoul A. Lavin, Assistant City Manager 

DATE: March 13, 2017

SUBJECT: First Report on Liaison Activities with ACVN (Attachment C)

1. Description of the interaction.

On November 8, 2016, I made an initial attempt to engage the ACVN via e-mail using contact information found on ACVN's website. As I did not get a response, I asked one of our former ICMA/Young Southeast Asian Leaders Initiative fellows from Vietnam to help me with establishing contact with ACVN. Working from Vietnam she was able to find correct contact information for ACVN. She also translated an email for me into Vietnamese and sent it to ACVN on my behalf on December 23, 2016. I received an acknowledgement email from ACVN on December 28, 2016 expressing an interest in establishing a dialogue.

On January 5, 2017, I sent a second engagement email introducing them to ICMA and myself as well as soliciting feedback on the establishment of a dialogue. As I had not heard back I followed up with an email on February 28, 2017 and promptly received a response indicating that my January inquiry had been received and forwarded to the leaders of ACVN for discussion and a decision. I will follow-up again within the next few weeks to see if they have a response.

At this point I have only had introductory emails and I have not been able to establish any dialogue to determine where there can be cooperation between ICMA and ACVN.

Emails attached.

2. Is there any support you need from ICMA or from the Committee's Alumni & Friends Group?

Not at this time.

3. Were any new initiatives or interactions initiated since the last affiliate report? If so, please tell us the details.

N/A

4. Were any initiatives or interactions completed since the last affiliate report? If so, please tell us the details.

N/A

5. Have you learned any information that might be new to ICMA or to the Committee that you would like to pass on?

No

6. Did you learn of any upcoming events or activities the Affiliate is planning that might be of interest to the Committee or to ICMA members and staff? If so, please describe them (an Internet link would be valuable.)

No

Initial Contact E-mail

Lavin, Raoul

From: Lavin, Raoul
Sent: Tuesday, November 08, 2016 1:50 PM
To: acvn@fpt.vn
Subject: ICMA Liaison to Vietnam

Hello,

At the most recent International City/County Management Association Conference in September 2016, I was appointed to be the international liaison with the Association of Cities of Vietnam. I am writing to introduce myself and begin a dialogue between the Association of Cities of Vietnam and ICMA. I would like to know the best contact person with ACVN to begin this dialogue.

Thank you,

Raoul

Raoul A. Lavin, Assistant City Manager
Administrative & Professional Services
City of Tallahassee
300 South Adams Street
Tallahassee, Florida 32301-1731
Office: (850) 891-8149
Fax: (850) 891-8175
www.talgov.com

Second Contact Attempt Via Interpreter.

Lavin, Raoul

From: Huyen Tran <tran.nt.huyen@gmail.com>
Sent: Friday, December 23, 2016 3:07 AM
To: acvn@fpt.vn
Cc: ngothitamacvn@gmail.com; kimsonmoitruong@gmail.com; bangdang270878@gmail.com; dovietchien.vtd@gmail.com; Lavin, Raoul
Subject: ICMA - Contact Information for Dialogue

Kính gửi Hiệp hội Các Đô Thị Việt Nam,

Tên tôi là Trần Ngọc Thanh Huyền. Với email này, tôi thay mặt ông Raoul Lavin (Cc cùng với email này), Đại diện liên lạc Việt Nam của Hiệp Hội Quản Lý Các Đô Thị Quốc Tế ("International City/ County Management Association" - ICMA) gửi lời chào đến Quý Tổ chức. ICMA là một hiệp hội chuyên nghiệp kết nối các chính quyền địa phương trên khắp thế giới, có trụ sở tại Washington DC, Hoa Kỳ.

Hiện ICMA mong muốn kết nối với Quý Tổ chức để đối thoại về việc tham gia, hỗ trợ và nhận hỗ trợ từ ICMA. Ông Raoul Lavin đã liên lạc với Quý Tổ chức qua email (qua địa chỉ: acvn@fpt.vn đến chị Vu Thi Vinh), nhưng vẫn chưa nhận được phản hồi. Vì vậy, nếu có thể, xin vui lòng cho biết thông tin cụ thể để ông Raoul Lavin có thể liên lạc với Quý Tổ chức.

Thông tin liên lạc của ông Raoul Lavin như dưới đây,

Raoul A. Lavin, Assistant City Manager
Administrative & Professional Services
City of Tallahassee
300 South Adams Street
Tallahassee, Florida 32301-1731
Office: (850) 891-8149
Fax: (850) 891-8175
Email: Raoul.Lavin@talgov.com
www.talgov.com

Xin cảm ơn và mong sớm nhận được hồi âm. Nếu Quý Tổ chức cần hỗ trợ hoặc có thắc mắc, vui lòng liên lạc với ông Raoul Lavin qua địa chỉ trên.

Trân trọng,
Trần Ngọc Thanh Huyền

Dear Association Of Cities Of Vietnam,

My name is Tran Ngoc Thanh Huyen. With this email, on behalf of Mr. Raoul Lavin (also copied in this email) - the Vietnam Liaison for the International City / County Management Association ("ICMA"), we would like to send our best greetings to you. ICMA is a professional association based in Washington DC, USA, which connects the local government authorities around the world.

ICMA would like to contact you to start a dialogue of participation and assistance with ICMA. Mr. Raoul Lavin has been trying to reach you via the organizational email (via the address: acvn@fpt.vn to Ms. Vu Thi Vinh), but has yet to receive a response. So, if possible, could you please kindly provide us with

specific contact information or assign a personnel to contact Mr. Raoul Lavin so that we can start the dialogue?

The contact information of Mr. Raoul Lavin is as below:

Raoul A. Lavin, Assistant City Manager
Administrative & Professional Services
City of Tallahassee
300 South Adams Street
Tallahassee, Florida 32301-1731
Office: (850) 891-8149
Fax: (850) 891-8175
Email: Raoul.Lavin@talgov.com
www.talgov.com

Thank you very much and we are looking forward to hearing from you. In the meantime, should you have any question, please kindly contact Mr. Raoul Lavin using the above information.

Best regards,
Tran Ngoc Thanh Huyen

1st Response From ACVN

Lavin, Raoul

From: Nguyen Hai Dang <bangdang270878@gmail.com>
Sent: Wednesday, December 28, 2016 9:55 PM
To: Lavin, Raoul
Cc: Tam Ngo Thi; Phuong Nguyen Lan; tran.nt.huyen@gmail.com
Subject: Re: Contact Information for Dialogue

Dear Mr. Raoul Lavin,

Warm greetings from Association of Cities of Vietnam (ACVN).

I would like to introduce myself with you. I am Nguyen Hai Dang (Mr.). I am ACVN's Deputy Chief of Office in charge of External Affairs.

Thank you for your attention to our organization.

We would like to inform you that Dr. Vu Thi Vinh has not worked as ACVN's General Secretary since July, 2015. Mrs. Ngo Thi Tam has taken the post of General Secretary, ACVN from then on.

Regarding your proposal, we are pleased to start a dialogue with you at your earliest convenience. For your information, you should contact us at ngohtitamacvn@gmail.com (Mrs. Ngo Thi Tam, ACVN General Secretary), my email at bangdang270878@gmail.com and our joint mail at acvn@fpt.vn.

We look forward to seeing you soon.

Best regards,

Dang

--
Nguyen Hai Dang (Mr.)
Deputy Chief of Office in charge of External Affairs
Association of Cities of Vietnam (ACVN)
6th Fl., Hanoi Knowledge Palace Building, No. 1 Ton That Thuyet str,
Cau Giay dist., Hanoi, Vietnam
Mobile: +8498 919 5752; +8494 927 0878
Email: bangdang270878@gmail.com
Skype: bangdang270878

2nd Contact Email

Lavin, Raoul

From: Lavin, Raoul
Sent: Thursday, January 05, 2017 2:35 PM
To: Nguyen Hai Dang
Cc: Tam Ngo Thi; Phuong Nguyen Lan; tran.nt.huyen@gmail.com
Subject: RE: Contact Information for Dialogue

Hello Mr. Dang,

Thank you for the response and for your desire to start a dialogue regarding partnerships with ICMA.

I don't know if the Association of Cities of Vietnam has had previous contact with anyone from ICMA or if you are familiar with ICMA. ICMA, the International City/County Management Association, advances professional local government worldwide. The organization's mission is to create excellence in local governance by developing and fostering professional management to build better communities. ICMA is an excellent resource to address the needs of local governments and professionals serving communities globally. They have excellent services, research, publications, data and information, peer and results-oriented assistance, and opportunities for training and professional development for city, town, and county leaders and other individuals and organizations throughout the world.

I would like to give you some background information about myself. I am currently one of the Assistant City Managers with the City of Tallahassee, the capital city of the State of Florida in the United States. I am responsible for all the administrative services, finances, as well as environmental compliance, facilities management for the organization, public housing and social services programs. The City of Tallahassee is a city of approximately 200,000 citizens and we provide many services to our citizens, including electric utility, airport, public transit, etc. We currently have close to 2,800 employees. Since we are the State Capital and have two public universities our employment base is mostly government based. One of our main challenges over the last few years has been related to economic development and trying to increase private sector employment.

I have been with the City for 24 years. I am also an adjunct professor in the Public Administration Department of Florida State University and teach courses in financial management and budgeting.

Over the last few years I have had the opportunity to participate in international projects with ICMA, both in China and Mexico. I look forward to establishing a dialogue of cooperation between the Association of Cities of Vietnam and ICMA.

I am interested in the work your organization does in Vietnam and how we can cooperate to assist you in promoting the goals of your organization. Can you tell me a little about ACVN and yourself?

Thank you,

Raoul

Raoul A. Lavin, Assistant City Manager
Administrative & Professional Services
City of Tallahassee
300 South Adams Street
Tallahassee, Florida 32301-1731
Office: (850) 891-8149

Lavin, Raoul

From: Nguyen Hai Dang <bangdang270878@gmail.com>
Sent: Tuesday, February 28, 2017 10:28 AM
To: Lavin, Raoul
Subject: RE: Contact Information for Dialogue

Hi Mr. Raoul A. Lavin,

I have already received your email for a long time. I have it submitted to our leaders for reading and decision.

I will do my best to provide some information about ACVN soon.

Best regards,

Dang
Vice Chief of Office
ACVN

Vào 28-02-2017 22:19, "Lavin, Raoul" <Raoul.Lavin@talgov.com> đã viết:

Hello Mr. Dang,

I wanted to follow up on my prior email and ensure that you have received it.

Thank you,

Raoul

Raoul A. Lavin, Assistant City Manager
Administrative & Professional Services
City of Tallahassee
300 South Adams Street
Tallahassee, Florida 32301-1731
Office: (850) 891-8149

Attachment C
Report on Liaison Activity with [ICMA China Center](#)

TO: ICMA International Committee
FROM: [Bill Monahan](#)
DATE: March 20, 2017
LAST REPORT DATE: NA

1. Description of the interaction. The ICMA China Center is has been in existence for about 6 years. It's Executive Director, Lily (Luo Lijun), is extremely active promoting and growing the Center. She has maintained a strong working relationship with China University of Politics and Law, a co-sponsor of the Center. She and I have been in contact regularly since late 2012 when I was appointed as liaison to the Center. In fact, last April David Grossman of ICMA International informed me that I had been appointed to serve in one of the Board positions on the Center.

My interactions have been contact and discussion on various topics. In 2016, I represented the center at a study tour in Shenzhen, Xian, and Beijing, along with Lily. ICMA staff were along on these trips. Presently I am in Beijing to teach a course at CUPL. I am also assisting Lily in making arrangements for the upcoming study tour (where we will have over 20 participants) to Qingdao, Shenzhen, and Xian.

The Center continues to extend its reach by forming connections with businesses (like the Shanxii Land Management Co. that is now affiliated with ICMA), local universities, and China organizations (like the National Academy of Mayors of China) where our members have presented training.

As has been the case since summer of 2013, ICMA will have two instructors at the summer session of CUPL presenting classes to CUPL students on local government topics. This year, Michele Meade (Committee Chair) and Tom Lundy (past committee member) will represent ICMA in July. They represent our 11th and 12th instructors.

2. Is there any support you need from ICMA or from the Committee's Alumni & Friends Group? Nothing specific, however, I continue to encourage all to take part in the study tours that take place in April of each year. These are outstanding opportunities to experience the rapid change in China and potentially establish contacts for future opportunities. This year, at least three committee members or alumni will be on the tour.
3. Were any new initiatives or interactions initiated since the last affiliate report? If so, please tell us the details. As mentioned above, Lily has established additional contacts in China. She and I are exploring some additional contacts over the next month. Lily has advised me that CUPL is pursuing the idea of a training academy in China that could result in opportunities for ICMA members to take part. Last summer, a relationship was formed with Yunnan Province, five delegates attended and presented at a conference there. The Center has been invited back again this June.

4. Were any initiatives or interactions completed since the last affiliate report? If so, please tell us the details. None were completed that are not ongoing.
5. Have you learned any information that might be new to ICMA or to the Committee that you would like to pass on? I related the new opportunities above.
6. Did you learn of any upcoming events or activities the Affiliate is planning that might be of interest to the Committee or to ICMA members and staff? If so, please describe them (an Internet link would be valuable.)

The China Center has these events:

1. Teaching – summer 2017, two instructors at CUPL. Instructors have been selected. Instructors for 2018 have tentatively been identified.
2. Study Tour – 20+ will attend the April 10-20 Study Tour. This tour is at the expense of members and allows opportunity to interact with local government and private sector participants (possibly leading to future connections)
3. National Academy of Mayors of China – I will be presenting to the group this week. We hope future training sessions will be possible for ICMA.
4. Other universities, private sector training companies, and local governments are working with Lily to establish ongoing working relationships. Stay tuned for future announcements.

The Center publicizes opportunities on the ICMA International website. In addition, an effort is made to publish articles in PM Magazine about the Center, See the March, 2017 PM for an article that I wrote relating the success of the Center and the upcoming opportunities.

ESTABLISHING INTERNATIONAL PROGRAMS:

A Guide for State Municipal Management Associations



**Creating Excellence in Local Government
through professional management**

September 2005

**Prepared by the ICMA International Committee for the meeting of incoming State
Association Officers at the ICMA Annual Conference in Minnesota**

2005 ICMA International Committee Members:

Chair: Ron Bergman

Mike Jaillet

Kenny Lelum

John Nowak

Mike Paules

Yulia Rasulova

Frank Roberts

Corinne Rothblum

William Saunders

Brad Townsend

Scott Wrighton

Terry Zerke

Greg Bielanski (Ex-Officio)

Special Thanks to:

*The interns and staff at the Office of Management & Finance,
City of Portland, Oregon, who contributed greatly to the creation
of this guidebook.*

"It is the responsibility of each ICMA member to contribute to the effort to achieve the ICMA mission by seeking opportunities to become involved in the international outreach programs of the ICMA." Greg Bielawski, Former Illinois Manager

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The Importance of Creating an International Component to ICMA State Association Programs

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

Fort Thomas, Kentucky – Salisbury, South Australia.
“My exchange experience provided a special opportunity to wander inside another organization to inspect, analyze, assess, compare, and above all learn and grow as a professional public manager. Perhaps the single most important and edifying aspect was the ability to allow my fundamental thought process to be stretched and challenged in new ways.” – *Jeffrey Earlywine, Fort Thomas City Administrator*

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

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

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

Veliko Turnovo, Bulgaria – Golden, Colorado. With an abandoned military barracks adjacent to its historic downtown, redevelopment into an economically viable use is critical to the city of Veliko Turnovo. Working with the city of Golden’s planning department, options were developed and vetted through a public hearing process involving the citizens of the community. Based on the plans developed, an additional grant was received to turn the citizen-approved concept plan into a true architectural plan that the city will put out for bid.

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

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

In 2002, the ICMA Task Force on International Affiliations surveyed state and local government associations regarding international programs. The survey sought to identify existing programs in state associations, as well as what those associations would like to see in proposed or existing international exchange programs. Of the state associations polled, 31 responded. A summary of the survey results appear in the table below:

| QUESTION | SUMMARY |
|--|--|
| Does your state association have a formal or informal international component to its program? If yes, please indicate budget (if any). | Yes 12 (\$0 or not stated (5); \$1500-2400 (5); \$3000-4000 (2)); No 18 ; No Resp 2 |
| Please check any of the following international activities your association engages in, and provide examples as appropriate: | |
| - Information exchange with municipal associations or other local government support institutions in other countries. | 4 checked |
| - Highlighting international best practices or case studies in your publications, web site, and other information sharing vehicles. | 1 checked |
| - Sharing information with your members on international opportunities and/or encouraging them to participate in international programs. | 12 checked |
| - Implementing an international manager exchange program or facilitating member exchanges with managers in other countries. | 5 checked |
| - Provide a scholarship to support participation in ICMA's International Manager Exchange Program or other international exchange programs. | 3 checked |
| - Inviting international speakers to your conferences and other association events. | 3 checked |
| - Organizing study tours to other countries or organizing study tours in the U.S. for local government managers from other countries. | 2 checked |
| - Inviting and/or hosting international colleagues at your annual conference or other association events. | 6 checked |
| If your state association does not currently have any formal or informal international programs, would they be of interest to your members? | Yes 17 ; No 1 |
| Which of the following activities would be of interest (check as many as apply): | |
| - Information exchange with associations, local government support institutions, or local government managers in other countries. | 20 interested |
| - Establishing an affiliation/partnership with an association in another country. | 8 interested |
| - Highlighting international best practices or case studies in your publications, web site, and other information sharing vehicles. | 13 interested |
| - Sharing information with your members on international opportunities and/or encouraging them to take part in international programs. | 19 interested |
| - Establishing an international manager exchange program. | 5 interested |
| - Creating a scholarship fund to support international exchanges. | 3 interested |

| | |
|---|----------------------|
| - Facilitating member exchanges with managers in other countries. | 10 interested |
| - Inviting international speakers to your conferences and other association events. | 9 interested |
| - Organizing study tours to other countries or organizing study tours in the U.S. for local government managers from other countries. | 4 interested |
| - Hosting international colleagues at your annual conference or other association events. | 13 interested |
| What kind of information or support would be helpful to your association in initiating an international program (please check as many as apply)? | |
| - Examples of international programs being implemented by other state associations or ICMA. | 24 checked |
| - Assistance in identifying appropriate international speakers for association events. | 13 checked |
| - Resources/web sites on international local government management issues and best practices. | 13 checked |
| - Information on international professional development opportunities (conferences, workshops, exchange programs, etc.). | 12 checked |
| - Assistance in setting up an international manager exchange program. | 7 checked |
| - Assistance in identifying potential international partner associations/organizations. | 9 checked |

The International City/County Management Association and state associations can create opportunities for international learning. Programs affiliated with the ICMA have scored many real successes. Since the survey above was taken, participating local and regional governments have improved practices, learned governance through helping others, and expanded trade opportunities.

ICMA has resources available to help begin an exchange program, and this handbook represents a part of that effort. In this handbook, you will learn:

- What states have done and are doing to begin their own international programs
- How to get started by organizing a committee, identifying program objectives, allocating funds, and using ICMA resources
- Where to go for more information



Portland's Larry Brown and Rayong's Mayor Suraphong Review River Basin Project

Hastings, Minnesota – Invercargill, New Zealand. “The concept of shared services throughout New Zealand is one that needs further refinement and expansion in Minnesota. While that process has been started in Dakota County, the perseverance of the Kiwis is one that hopefully we can learn from. The opportunities for collaboration and sharing of services should be considered even further and more frequently. The cooperative efforts and successes in the Southland District Council, and the Venture Southland program, are examples of the positive consequences that can be achieved through local government partnerships.” – *David M. Osberg, Hastings City Administrator*

State Program Case Studies

To operate a successful international program requires many logistical considerations that may require a tremendous amount of time and energy. Survey participants indicated that learning from other individual state associations provides invaluable support to properly organize and establish a smoothly operating international program. What follows is an overview of how several states have worked with selected programs:

- ICMA Programs
 - ICMA CityLinks
 - Pennsylvania
 - Washington
 - Massachusetts
 - ICMA Scholarship Programs
 - International Award in Memory of Orin F Nolting
 - John Garvey Fund
- State Association Programs
 - Minnesota
 - Nebraska
 - Illinois
 - Massachusetts
 - Florida
 - Michigan



Dr. Tasanee of Phuket, CAO Tim Grew of Portland, Oregon, Mrs. Wannaporn of Phuket, and Ms. Suwaree of Chiang Mai

ICMA Programs

ICMA CityLinks

ICMA began its Citylinks Program (ICMA CLP) in 1997 with United States Aid for International Development (USAID) as a response to economic globalization, accelerated urbanization and rapid decentralization across the globe. The stated goal of the Citylinks Program is to “improve the quality of local governments and strengthen democracy through international municipal partnerships.”

USAID initiates and funds partnerships while ICMA identifies the best possible connections between cities. These match-ups focus on enhancing basic public services provided to citizens, including environmental management, financial management, economic development, and health. Since its inception, the nearly seventy relationships forged through the ICMA CLP have proven highly successful, leading to real changes in city management in the United States and abroad.

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

achieving the work plan goals. The program usually concludes with a final evaluation phase to assess best practices and lessons learned.

Pennsylvania (<http://www.psats.org/>)

“This experience helps to break members’ past precedence of working in a silo as well as establishing a greater sense of international perspective.” *Burton Conway: Abington Township Manager*

The Pennsylvania State Association took a keen interest in assisting developing countries while considering the Resource Cities (now known as ICMA CityLinks) Program. Since 1997, Township of Abington staff has paired with representatives from the City of Haskovo, Bulgaria to provide technical assistance in the area of economic development. Participants found the development experience personally as well as professionally rewarding.

Township Manager Burton T. Conway required staff returning from Bulgaria to submit a report reflecting on their trip. They considered the program a success: not only did Pennsylvanian managers assist a maturing democracy, the experience also provided an excellent tool for staff development and teamwork as everyone worked toward a common solution between different cultures.



American town managers participate in a joint work session in Thailand.

Washington

Washington state local government managers have sought to foster international, cross-cultural understanding and professionalism in local government through international ties. With a good balance of resources from its sister city model, ICMA program/staff, and links to civic organizations, the State of Washington has built a solid cooperative relationship with their Polish counterparts. In 2003, Washington hosted a group of six Polish officials: they visited cities as well as participated in the Washington Managers Spring Conference. In 2004, nine public administrators from Washington and Oregon visited Poland, resulting in the signing of a cooperative agreement for future visits between the two international municipalities. For both visits, a strong administrative team provided logistical support and ensured the success of the exchanges.

“The kindness and hospitality of our Polish counterparts really gave me a lot of personal satisfaction.” *Lloyd Halverson: Washington City Administrator*



Presentation to a calligraphy class at the Miminashinisi Elementary School in Nara, Japan.

"It is always very useful to see how local government operates in different cultures. There is always more variation in the approaches between the United States and other countries, which tends to increase one's ability to think out of the box." *Mike Jaillet, town administrator, Westwood, Massachusetts*

Massachusetts (<http://www.mma.org/>)

Massachusetts's managers and administrators who have a long history of involvement hosted two exchanges including mayors and central government officials from Montenegro and in turn sent three teams to Montenegro (two teams of managers, administrators, mayors, and the executive director, and one team of assessors). Since the Montenegro officials spoke Serbian, and very little English, language represented the most formidable obstacle to communication. Participants advanced an effort to provide significant written material that the ICMA Program and staff had translated in the Serbian language. Further, they engaged a number of interpreters to ensure the maximum opportunity for discussions and free flowing exchanges. One interpreter can easily handle presentations made to a group; however, side visits and even conversations over lunch and dinner can facilitate further exchange if multiple interpreters are available. The ICMA staff from Montenegro accompanied visiting officials to supplement the interpreters found locally and greatly enhanced the quality of the exchange. In addition, the ICMA staff usually summarizes and clarifies communication between both groups rather than relaying a word for word interpretation provided by professional translators.



Catawba county Manager Thomas Lundy of North Carolina signs a partnership agreement with Edi Rama, Mayor of Tirana, Albania

ICMA Scholarship Programs

ICMA also has several scholarship opportunities available. These scholarships can mitigate the expenses applicants face for travel and lodging. To be eligible, applicants must have active ICMA

memberships. Please visit ICMA's website for more information regarding deadlines, award amounts, and application information.

International Award in Memory of Orin F Nolting

The award recognizes a chief administrative officer and his or her local government for furthering the cause of international understanding and cooperation by successfully adopting a program from another country; becoming actively involved in exchanges, or educational/cultural activities with another country, or establishing a relationship with a local government from another country that resulted in innovative, concrete management improvements. The award is open to any ICMA Corporate Member, and has been awarded to members in various countries.

John Garvey Fund

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

The criteria established for awarding the scholarships were:

- Applicants must demonstrate financial need. The award is in addition to any other awards and financial assistance provided by the applicant's employer. The scholarship will be limited to direct expenses associated with the Exchange. Applicants should submit a budget as part of the application.
- For eligibility, the applicant must be an active member of the ICMA.
- The applicant must have submitted an exchange application to ICMA. A copy of the exchange application must be submitted as part of the Garvey application package. ICMA will guarantee a Garvey Scholarship applicant a match with another local government.
- Endorsement letters from the applicant's employer must be submitted as part of the package explaining what assistance the local government will provide to the applicant. The employer should describe what it hopes to receive from the applicant participating in the process.

State Association Programs

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

Through state associations, ICMA members may also apply to participate in the International Management Exchange Program (IMEP) with counterparts in a variety of countries. Each exchange generally lasts two weeks overseas in the locality of the host manager; in turn, the visit of the international partner should coincide with ICMA's Annual Conference. Participant applications are usually due in each January, with matching decisions completed around April.*

* A FAQ about the IMEP program appears at the following URL:
<http://www.icma.org/upload/bc/attach/{E0FF9279-587A-4BCE-A8A4-2B41D8867129}FAQ%20on%20the%20International%20Management%20Exchange%20Program.doc>

Minnesota (<http://www.mncma.org/>)

With a large population of Scandinavian descendents, it seemed only logical for the Minnesota City/County Managers Association (MCMA), with the help of New Brighton city manager Matt Fulton, to establish a relationship with the Swedish City Managers Association and gain an international perspective of the people whom they serve. To launch the process, Mr. Fulton used relationships with international partners established in past ICMA international task force mid year meetings (Sweden, as well as New Zealand).

“The cities managers that attended the exchange enjoyed it immensely. We made lots of friends and network capability with New Zealand and Sweden city managers.” *Matt Fulton: Minnesota City Manager*

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

In 2003, the MCMA sent a group of 21 city managers to Sweden for a manager exchange. Swedish city managers apprised their Minnesota counterparts on day-to-day public affairs and responsibilities. In turn, all the city managers agreed to host the Swedish administrators when they visit Minnesota sometime in 2005. Thanks to the highly successful exchange campaign, the MCMA is currently organizing an international competition challenge with teams of administrators from New Zealand, Australia, and United Kingdom at the 2005 ICMA Annual Conference in Minnesota.

Nebraska (<http://www.nebraskacma.org/>)

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

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

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

Illinois (<http://www.ilcma.org/>)

The Illinois City/County Management (ILCMA) recently established an International Scholarship Program to encourage and support Illinois managers, administrators, and assistants to expand their horizons. The Scholarship is designed to underwrite participation in the ICMA International Exchange and Study Tours Programs by providing a maximum financial award of \$1,500 for travel expenses, plus an additional \$500 grant for expense while abroad. In return, the recipients must share the experience with the ILCMA membership by conducting a workshop session at their Winter Conference, writing an article for the Illinois City-County Management Newsletter and a report within 60 days after completing the exchange, and other appropriate forms of communication.

The Illinois International Exchange Program is administered by an Ad Hoc Committee comprised of three to five ILCMA members. The President of ILCMA selects the Chairman, who in turn is responsible for recruiting the remaining Committee members. The Committee reviews the applications, which includes a proposal for funding and all of the application material submitted to the ICMA Exchange Program. The Program is funded through the annual dues paid to the Association by the members.



The Mayor of Nara Japan presents the City key to the Mayor of White Plains, New York.

Massachusetts (<http://www.mma.org/>)

The Massachusetts Municipal Management Association (MMMA) recently sponsored two South African town administrators in Massachusetts who visited the US for an ICMA annual conference. Massachusetts town administrator Mike Jaillet had made arrangements with one of the South Africans while traveling there as a member of a group study exchange program through Rotary International.

The Massachusetts program closely resembled the Rotary International exchange program. Prior to the arrival of the South Africans, the MMMA sent out a mass invitation to all its members seeking volunteers. The MMMA asked volunteers to specify what they would show the visiting administrators, and meetings were held to discuss how they could coordinate educational opportunities as well as meals and lodging.

The exchange was a great success. At the end of the weeklong study tour, managers held a reception for all MMMA participants and the visiting administrators. The MMMA paid for

the airfare and various activities, as well as spending money for the visiting administrators. In addition, the MMMA covered ICMA conference registration fees for the South Africans.

Florida (<http://www.flcities.com/membership/international/>)

It comes as no surprise that Florida, an international destination for many, has a well-developed international exchange program. The International Relations Committee (a global relation-building arm of the Florida League of Cities (FLC)) serves to catalyze international activities, arts, and culture and operates international programs. The focus is on building relations with other international state associations such as the Gulf of Mexico States Accord and the Corporation of Municipalities of the Republic of El Salvador. The FLC also hosts and attends international events such as the Metro Orlando International Summit and the Inter-American Conference of Mayors.

“The firm commitment from our board of directors made this program into a major success.”
Carol Westmoreland, Florida League of Cities

Michigan (<http://www.isp.msu.edu/units/> (see CASID), and <http://www.mml.org/>)

“Consider working through an established organization, such as the university community. The effort can be costly, but benefits can be practical when you have a university tie.” *George D. Goodman, Michigan Municipal League*

Instead of building a program from scratch, the Michigan Municipal League (MML) began working in conjunction with the established international program at Michigan State University about a decade ago. When MSU hosts a foreign government delegation, a representative from the MML makes a presentation. The MML also has represented municipal government overseas in Brazil, Germany, Great Britain, Japan, Lebanon, South Korea, Russia, Spain and Africa.

California

California started their California/Australia Exchange Program in 1993. This program gives California managers the opportunity to attend the annual State conference of the Local Government Managers Australia (LGMA) in New South Wales and Queensland. Three managers are sent to the Sydney area and one stays in the Brisbane area to participate in the conference and also see the local area. Typically, participants have stayed in a home host with an Australian manager. As well, they also may present at the conference. The California International Committee supports this journey and has provided \$1,000 stipends to help with travel costs.



Mayor Peerapol of Khon Kaen, City of Portland CAO Tim Grewe, and Mayor Phummisak of Phuket.

How To Get Started

The globalization of industrial society has left a mark everywhere on Earth. Inevitably, this will come back, for good or ill, to our environment, our economy, and the way our constituencies view our international neighbors. To prepare for the future and make it work for them, many states have taken the initiative to reach out to colleagues in other countries through the ICMA and their respective state affiliates.

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

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

- Identify and solicit the interest of managers with international experience, preferably managers that have participated with the ICMA or other professional exchange programs in the past.
- Managers with an international background and experience better understand the benefit, needs, and objectives of an international exchange.

Elements of Success

Pennsylvania, Washington, and Minnesota's international programs are organized by city managers that have previous international experience and relationships with foreign partners.

Step 2: Identify Program Objectives Through Committee Leadership

- Consider the possible advantages of an international program: establishing a place in the international community, new perspectives, trade relationships, or novel angles on local issues.
- Consider the material costs of an international program: based on costs and benefits, develop a directed set of goals for an exchange program. These goals will be key in securing money from the state association as well as USAID financial assistance, if available, and in-kind assistance from the ICMA such as waived conference fees.

Elements of Success: NEBRASKA

Nebraska determined its international program direction by the large influx of Latino population migrating into Nebraska. Local administrators needed an international perspective to better serve this particular section of constituency.

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

| Elements of Success: ILLINOIS |
|---|
| Corporate sponsorship was established by the ILCMA in November 2003 to secure future funding and to assure continuation of statewide international programs |

- Utilize post-exchange reflections during state association conferences to promote the value of an international program. If possible, secure a stable source of funding for an enduring program.
- Solicit funds from the participants themselves. If the association has no money available to cover airfare, ask managers to pay their own way. Host

managers traditionally provide lodging.

- Motivate the state association by encouraging active participation
- Set up guidelines for scholarship distribution. If the program is for an exchange, remember that a limited amount of money will carry a limited number of participants. Accept only the proposals and applicants most in line with program objectives.

| Elements of Success: NEBRASKA |
|--|
| The Nebraska State Association determined the eligibility of members applying for financial assistance based on the administrator's location and the relevance of their program with the goals of the international program. Some of the other criteria used included percentage of Hispanic population in applicant's community, rate of Hispanic population growth, and the level of participation with the association. |

Step 4: Utilize ICMA Resources to Help with the Program

- Consider which ICMA program will best help accomplish state association objectives for an international exchange (i.e. waived convention fees for visitors and/or making connections with USAID).
- Use ICMA field offices to assist with logistical details: itineraries, translators, travel, and so on.

| Elements of Success |
|---|
| States such as Illinois, Minnesota, Pennsylvania, and Washington operate or gear their international activities to parallel the objectives of ICMA's international programs and thereby harness ICMA resources. |



Group photo of Oregon, Washington city administrators visiting Thailand.

Some Final Considerations

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

➤ *Publicity*

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

➤ *Awards*

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

➤ *Two-way Exchange*

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

➤ *Itinerary*

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

- *Transportation*

There are a variety of ways to handle in-country transportation. In some instances it simply makes sense to rent a large van for the period of the exchange. On other occasions, as a cost effective alternative, the various participating communities can coordinate transportation. Many communities have recreation or senior vans or buses that they may use to transport the groups to sites and/or between communities.
 - *Keep It Real*

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

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

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

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

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

ICMA Resources on the Web

- ICMA: <http://www.icma.org/main/sc.asp>
- ICMA International Management Exchange Program:
<http://www.icma.org/inter/bc.asp?bcid=manager&hsid=2&ssid1=1563&ssid2=>
- ICMA CityLinks Program:
http://www.icma.org/inter/rc_main.asp?ssid1=1561&ssid2=&hsid=2

Other Resources

- Sister Cities International: <http://www.sister-cities.org/>
- Rotary International: <http://www.rotary.org/>

Hosting Responsibilities for the ICMA International Regional Summit

WHAT:

Each year, ICMA hosts regional summits in five U.S. locations and one location international. The summits offer an opportunity to network with colleagues and to take advantage of a professional development opportunity in the form of an ICMA University workshop, discuss ICMA issues and programs, and provide feedback to the ICMA Executive Board and staff. ICMA's International Committee meets internationally once a year in conjunction with the International Regional Summit. Every third year, the ICMA Executive Board will join the International Committee at the International Regional Summit for a joint meeting.

WHO:

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

WHEN:

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

COST:

There is no registration fee for participants to attend. ICMA aims to keep this event low cost for both attendees and both organizations. As possible, host organizations may find sponsorships for meals and transportation of the group.

EXPECTATIONS:

- Find a suitable hotel and conference venue for participants that includes meeting space within the hotel or within walking distance.
- Advertise the summit to membership and/or local contacts.
- Arrange content of summit and put together a detailed agenda for distribution to summit attendees.
- Arrange or suggest locations for hosted meals.

ATTACHMENT A: Proposed standards to be used for selecting sites for the International Committee's Spring Meeting abroad as the ICMA International Regional Summit, Mike Garvey



Leaders at the Core of Better Communities

TO: International Committee September 27, 2015

FROM: Mike Garvey, on behalf of the Alumni & Friends Group

SUBJECT: Proposed standards to be used for selecting sites for the International Committee's Spring Meeting abroad as the ICMA International Regional Summit

The purpose of this paper is to propose standards to be used by the ICMA International Committee in selecting sites for its Spring Meeting held outside the United States and to describe the goals for that Meeting. The paper includes discussion of the meeting held outside North America every three years with the ICMA Executive Board (2012, 2015, 2018, etc.). The meetings and educational opportunities are to be open to membership in the same manner as other ICMA Regional Summits.

The Spring Meeting of the Committee, with an umbrella organizing principle of the ICMA Regional Summit for the International Region, provides attendees the opportunity to engage in meaningful, constructive conversation and sharing with the local hosts, leading to the furtherance of professional local government management and good governance worldwide, both in the host country and in members' home countries. The Committee actively engages members of the Host Group in those exchanges and in any work plan initiatives and program recommendations emanating from those exchanges.

Spring Meeting of the International Committee

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

The Committee hopes to use these meetings to strengthen communication between groups and to identify topics for mutual work, whether by the Committee or through ICMA International Programs. This also serves as an opportunity to solicit Host Group members' attendance at, and meaningful participation in, the ICMA Annual Conference. In addition, the meetings would encourage further communication through ICMA's Knowledge Network and other media offered by ICMA and the Host Group.

In addition, sessions would address current issues both in the host country and in the members' home countries. There would be numerous interactions with local government managers in both formal and informal settings. These interactions would include content-rich on-site visits designed to give

Committee members not only a better understanding of the host country's local management issues but also of local culture and customs.

The Committee's meetings would be open to managers from all countries and could provide an opportunity for the introduction of additional formal Affiliate Agreements.

The personal aspects of the planning, specifically time of year, expense to Committee members and the ease of access to the site, are significant considerations. But the quality of the joint programming is the most important factor.

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

Meeting every three Years with the ICMA Executive Board

In years when the ICMA Executive Board will meet outside North America, the Board and Committee meeting will be held jointly, per the adopted ICMA Executive Board resolution. The schedule will allow separate meetings for each to conduct its internal administrative and programmatic operations, and a joint meeting where the International Committee will present a report on its work for Board consideration. These will be followed by multiple joint meetings with professional managers from the host country. Meetings will be open to both ICMA and Host Group members.

Crafting a program of this complexity will require a Host Group that shares in this goal and would require that the site for the Meeting be determined as much as one year in advance. It is essential that the local hosts share the Committee's enthusiasm for the goal and that the Committee and the Host Group work together to assure a successful experience.