

**INTRODUCTION:
REALIGNING STATE AFFILIATIONS 2016-2017**

PRIMARY PURPOSE

- ICMA seeks to reinforce the importance and value of the relationship between ICMA and state associations, and the value of belonging to both.
- ICMA's goal is to complement and not compete with state associations on the support and delivery of services to local government management professionals

HISTORY

By entering into formal affiliation agreements with state associations beginning in 2010, ICMA made the initiative a high priority. ICMA made firm commitments of support to all state associations, and states, within their diverse sizes, scopes, and work programs, made commitments to ICMA. These mutual agreements have laid the groundwork for a serious and structured relationship between ICMA and 43 state affiliates. Measurable commitments were agreed to in the priority areas of the 2008 ICMA Strategic Plan:

- 1) Leadership
- 2) Professional Development
- 3) Knowledge Sharing
- 4) Member Engagement and Support

NEXT STEPS

Moving forward, ICMA seeks to update the original scope of these affiliations, reflecting current priorities, and streamline the information sharing on progress toward agreed upon commitments.

PROPOSED AREAS OF EMPHASIS FOR 2016 FORWARD

- 1) ETHICS
- 2) LEADERSHIP AND PROFESSIONAL DEVELOPMENT
- 3) ADVOCACY FOR THE PROFESSION
- 4) MEMBERSHIP DEVELOPMENT, ENGAGEMENT, AND SUPPORT
- 5) ICMA GOVERNANCE
- 6) INCLUSIVENESS AND DIVERSITY INITIATIVES



Leaders at the Core of Better Communities

AFFILIATION AGREEMENT BETWEEN ICMA & MISSOURI CITY/COUNTY MANAGEMENT ASSOCIATION (MCMA)

INTRODUCTION

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

ICMA and MCMA (Missouri City/County Management Association) seek to work collaboratively to achieve mutual goals.

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

ICMA's Vision

We are the premier association of professional local government leaders building sustainable communities to improve lives worldwide.

ICMA's Mission

To create excellence in local governance by developing and fostering professional local government management.

ICMA's Core Beliefs

We believe in...

- Serving as stewards of representative democracy
- Practicing the highest standards of honesty and integrity in local governance, as expressed through ICMA's Code of Ethics
- Advocating for professional management as an integral component of effective local governance and community building with council-manager government as the preferred local government structure
- Building sustainable communities as a core responsibility of local government
- Networking and exchanging knowledge and skills across international boundaries
- Ensuring that local governments and the association reflect the diversity of the communities we serve
- Committing to lifelong learning and professional development
- Building up the quality of the profession and the association through an engaged network of members personally committed to that end

This agreement supports MCMA’s mission, vision, and core beliefs:

1. To aid in the improvement of local government administration and to increase the proficiency of city/county management personnel in Missouri.
2. To encourage and assist city/county management personnel to administer the affairs of their cities in accordance with the best methods developed through training and actual experience.
3. To promote efficiency in local government by encouraging the employment of city/county managers and administrators professionally trained for the technical job of administration.
4. To promote the introduction of the best principles of advanced administrative organization and practice for the proper coordination of all administrative activities under the general supervision of the city/county manager or city/county administrator.
5. To promote in the city/county manager and the city/county administrator a devotion to a high ethical code of conduct, a deep sense of social responsibility to the community, and a firm belief in the worth of the services rendered by governments.
6. To cooperate with the Missouri Municipal League in carrying out the purposes set forth in its Constitution and Bylaws

BENEFITS OF AFFILIATION

Value Statement

Members of the local government management profession are better served by belonging to both their state association and to ICMA. ICMA and state associations have been long-standing partners on behalf of the profession, providing services and benefits that complement each other.

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

The activities in this agreement are categorized in these priority areas:

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

PRIORITY AREAS FOR COLLABORATION BETWEEN ICMA AND STATE ASSOCIATIONS

1) ETHICS:

- Promote, enforce, and celebrate the highest ethical standards of professional behavior.

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

2) LEADERSHIP AND PROFESSIONAL DEVELOPMENT:

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

3) ADVOCACY FOR THE PROFESSION:

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

4) MEMBER DEVELOPMENT, ENGAGEMENT, AND SUPPORT:

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

5) ICMA GOVERNANCE

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

6) INCLUSIVENESS AND DIVERSITY INITIATIVES

- Increase diversity and Inclusivity of ICMA

| PRIORITY AREA OF COLLABORATION | ICMA COMMITMENT | STATE ASSOCIATION COMMITMENT | ANNUAL PROGRESS REPORT (INSERT DATE) |
|--|---|--|--------------------------------------|
| <ul style="list-style-type: none"> ▪ ETHICS | <ul style="list-style-type: none"> ▪ Make ICMA ethics training available upon request from the state ▪ Up to 75 minute ethics session free of charge from Regional Director upon request ▪ ICMA will conduct ethics investigations for ICMA members in your state (state leads fact finding if needed) ▪ ICMA will provide consultation on complaints for individuals who are not ICMA members but are state association members ▪ ICMA will facilitate an annual conference call with your state association board to review ethics priorities and issues | <ul style="list-style-type: none"> ▪ Recognize the importance of ethics education for members in your state ▪ Strive to include one ICMA Ethics training for your state association members per year ▪ When needed, the state association will support fact finding for a potential ethics investigation if requested by ICMA | <p>ICMA:</p> <p>STATE:</p> |
| <ul style="list-style-type: none"> ▪ LEADERSHIP AND PROFESSIONAL DEVELOPMENT | <p>ICMA has valuable content available for state association conferences:</p> <ul style="list-style-type: none"> ▪ Your ICMA point of contact (Regional Director) will assist in the development of your state association’s conference program to ensure a robust offering | <p>State association conference planning committee will consider the array of ICMA content sessions or speakers available annually</p> | <p>ICMA:</p> <p>STATE:</p> |
| <ul style="list-style-type: none"> ▪ ADVOCACY FOR THE PROFESSION | <ul style="list-style-type: none"> ▪ ICMA supports and responds to requests for advocacy (adoption/defense) of council manager form of government ▪ Financial support from the Fund for Professional Management for | <ul style="list-style-type: none"> ▪ States will contact ICMA in the event of an opportunity for adoption or possible abandonment of the Council/Manager form in their state ▪ States will consider contributions to | <p>ICMA:</p> <p>STATE:</p> |

| PRIORITY AREA OF COLLABORATION | ICMA COMMITMENT | STATE ASSOCIATION COMMITMENT | ANNUAL PROGRESS REPORT (INSERT DATE) |
|--|--|--|---|
| | citizen led adoption/retention campaigns <ul style="list-style-type: none"> ▪ ICMA will continue to actively promote the value of professional local government management globally | the Fund for Professional Management <ul style="list-style-type: none"> ▪ States will encourage individual members to contribute to the Fund for Professional Management | |
| <ul style="list-style-type: none"> ▪ MEMBERSHIP DEVELOPMENT, ENGAGEMENT, AND SUPPORT | <ul style="list-style-type: none"> ▪ ICMA will spearhead and administer joint membership recruitment campaigns for every career stage from student to encore ▪ ICMA Leadership and/or senior staff will attend and present an ICMA update at one state association meeting per year ▪ ICMA will extend comp membership to one state staff person ▪ ICMA will extend one comp ICMA Annual Conference registration to one state staff person annually ▪ ICMA will convene state secretariat meeting at ICMA Annual Conference ▪ ICMA will collaborate with state associations on development and support of a Senior Advisor Program | <ul style="list-style-type: none"> ▪ State leadership will provide state membership data, engage in and collaborate on joint recruitment initiatives through formal outreach and personal contact ▪ State will provide comp registration for Regional Director and Regional Vice President at annual conference(s) ▪ State will comp ICMA Executive Director when he/she can attend ▪ State will allot time at a general session on conference schedule for ICMA Update (allow minimum of 20 minutes/provide tech support as needed) ▪ State will provide ICMA with comp exhibit space at annual conference ▪ States supporting Senior Advisor programs will develop and maintain a Program Policy document based on ICMA guidelines | ICMA: STATE: |

| PRIORITY AREA OF COLLABORATION | ICMA COMMITMENT | STATE ASSOCIATION COMMITMENT | ANNUAL PROGRESS REPORT (INSERT DATE) |
|--|--|---|--------------------------------------|
| <ul style="list-style-type: none"> ▪ ICMA GOVERNANCE | <ul style="list-style-type: none"> ▪ ICMA will organize the Regional Nominating Committee process for state and affiliate organizations annually ▪ ICMA will encourage candidates to consider Regional Vice President positions on the ICMA Executive Board | <ul style="list-style-type: none"> ▪ States will designate representatives for the annual regional nominating committee ▪ States will distribute information provided by ICMA on how to participate on ICMA member committees and task forces and the ICMA Executive Board | ICMA: STATE: |
| <ul style="list-style-type: none"> ▪ INCLUSIVENESS AND DIVERSITY INITIATIVES | <ul style="list-style-type: none"> ▪ Continue to seek new ways to strengthen the selection process for the ICMA Executive Board to encourage diversity and inclusion ▪ Promote ICMA student chapters in every state ▪ Include key skills that support inclusive behavior into ICMA training and development portfolio | <ul style="list-style-type: none"> ▪ Confirm state association acknowledgement and support of ICMA commitment to a diverse Executive Board ▪ Assist in identification of college / university links for prospective student chapters ▪ Consider inclusion of ICMA diversity and inclusiveness offerings on state conference programs | ICMA: STATE: |

DURATION: This agreement shall remain in force indefinitely, by mutual consent of MCMA and ICMA. Agreed upon goals will be reviewed and updated semi-annually by the Missouri City/County Management Association’s executive committee in collaboration with the appropriate ICMA Midwest Regional Director. The agreement will remain in effect indefinitely, and can be amended or expanded by mutual consent at each semi-annual review/update.

Authorizing signatures:

 Robert J. O’Neill
 Executive Director, ICMA

 DATE



 President, MCMA

10/28/2016
 DATE