



*Leaders at the Core of Better Communities*

**AFFILIATION AGREEMENT BETWEEN ICMA &  
MISSOURI CITY/COUNTY MANAGEMENT ASSOCIATION**

**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 seek to be more strategic in efforts 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 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 purposes as set forth in its Constitution and By-Laws:

- To aid in the improvement of local government administration and to increase the proficiency of city/county management personnel in Missouri.
- 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.

- To promote efficiency in local government by encouraging the employment of city/county managers and administrators professionally trained for the technical job of administration.
- 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.
- To promote the city/county manager and the city/county administrator a devotion to 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.

## **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.

- ICMA is the standard bearer for ethical conduct in the local government management profession through the ICMA Code of Ethics and assists state associations in promoting the importance of ethical standards. ICMA provides advice to individual members on ethical challenges, offers continuous education through columns, case studies and articles in *Public Management* magazine, and develops educational programs for state conferences.
- ICMA broadens state association resources for members by serving as a virtual research assistant offering leading practices, articles from experts and practitioners, as well as sample ordinances, policies, and reports on issues that cross state borders. ICMA connects members to colleagues across the country with common challenges.
- ICMA offers leadership and management programs drawing on national and international experts geared to different stages of a member's career. The highly rated annual conference serves all members. Other programs range from those serving the career development needs of emerging leaders to those tailored for seasoned managers. In addition, ICMA offers a nationally recognized Credentialing program that allows members to demonstrate the unique expertise and the commitment to continuing professional development that they bring to their communities.
- ICMA expands a member's network to those who share values, expertise and experience in local government across the country and around the world. Committees, task forces and advisory groups as well as online discussion groups forge connections beyond state boundaries.
- ICMA adds to the critical peer support network offered through state associations. ICMA members in transition who have been fired or forced to resign and who list their names in the *ICMA Newsletter* hear from colleagues all over the country and beyond. Monthly conference calls and materials offer financial advice, tips on handling job interviews, and further support.
- ICMA advocates nationally for professional local government management as an integral component of effective local governance with council-manager government as the preferred local government structure. ICMA maintains resource materials, data and information as part of this advocacy effort and the Fund for Professional Management provides resources both to support communities seeking to adopt or retain council-manager government and to develop or revise state-wide civics education curricula.

Each section of this agreement lists continuing activities to be provided by ICMA in support of MCMA as well as areas in which MCMA will share information and maintain linkages with ICMA.

The activities in this agreement are categorized into the outcomes, strategies, and tactics laid out in ICMA's 2008 Strategic Plan:

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

## **SECTION I: LEADERSHIP**

### **LEADERSHIP**

Local government management is a profession of innovative, competent, principled leaders committed to promoting the integrity of local governance, meaningful community participation, and representative democracy. Managers work with elected officials and in concert with citizens, and partners to facilitate community building and engage around issues that cross boundaries and borders. Professional local government managers are dedicated to sustainability; stewardship of public resources; and sound, results-based management principles to help create communities that improve the quality of life for everyone.

Professional local government management attracts and cultivates a diverse and talented group of individuals dedicated to these high ideals. Professional local government managers are the standard-bearers for ethical conduct and the advocates for professional management and principles of sound local governance. ICMA is the association of choice for members of the professional local government management community and a model of effective outreach and collaboration with other associations, institutions, and stakeholders.

#### **Together, ICMA and MCMA will:**

- Promote, enforce, and celebrate the highest ethical standards of professional behavior.
- Raise awareness of the value that professional management brings to local governance and advocate council-manager government.
- Lead efforts to build sustainable communities by developing a recognized body of knowledge and expertise that focuses on balancing environmental stewardship, economic development, social equity, and financial and organizational viability.
- Expand the current membership, with an emphasis on attracting the next generation of professional local government managers, including women and minorities, entrants from other careers, and other local government management professionals who are not members of MCMA or ICMA.
- Identify opportunities to celebrate our mutual accomplishments and feature them in ICMA and MCMA print and electronic publications.
- Collaborate on the alignment of the state association logo and the ICMA logo, identifying MCMA as a 'state affiliate of ICMA.'
- Collaborate on matters of promotion and defense of council-manager government in Missouri.

#### **ICMA will:**

- Make ICMA training sessions on the Code of Ethics and ethical behavior among local government professionals available to the state association, its members, and the local jurisdictions which they serve. (Fee structure variable, based on size of audience and duration of session/s.)

- Involve MCMA in development and execution of public awareness campaign to raise the level of knowledge and understanding of the role and impact of local government, and professional local government management.
- Share information and leading practices on sustainability, environmental stewardship.
- Reach out to young people, women and minorities, entrants from other careers and other local government management professionals in Missouri who are not members of MCMA or ICMA. ICMA will encourage its members from Missouri to join the state association.

**MCMA will:**

- Strive to conduct one ICMA Ethics training session annually.
- Provide an annual contribution (OR) Encourage members to make an annual contribution to the Fund for Professional Management in support of ICMA's advocacy work on behalf of professional local government management and the Council/Manager form of government.
- Explore joining with ICMA in the commitment to include the issue of sustainability in a training session in or in the annual conference program for the state membership.
- Learn more about ICMA's public awareness campaign; then, after determining the full implications make decisions about the appropriate level of:
  - 1) providing designated state representatives to the advisory process
  - 2) conducting awareness sessions among the MCMA's membership
  - 3) holding (1/2/3) broader public awareness events in Missouri
  - 4) contributing financial support to the campaign
  - 5) disseminating ICMA's public awareness / image campaign materials broadly in the Missouri.
- Assist ICMA with identification of and targeted outreach to young people, women, minorities, and entrants from other careers and other local government management professionals in Missouri who are not members of ICMA.
- Explore how MCMA can assist ICMA in preparation for its 100th anniversary in 2014 by identifying, interviewing, and videotaping available members of the first generation of managers in their state.

**SECTION 2:**

**PROFESSIONAL DEVELOPMENT**

Professional local government managers seek continually to improve their capabilities. Renewing themselves through lifelong learning, managers acquire new expertise and develop their leadership skills to build better communities. ICMA serves as a source of professional development for its members throughout their careers in public service.

**ICMA will:**

- Provide advice on MCMA's meeting program development, including issues of program design and leads on speakers
- Provide results of Applied Knowledge Assessment results by state.
- Provide the opportunity for MCMA's input to ICMA annual conference planning process through appointment of state-designated representative.
- Conduct ICMA University sessions, at a negotiated fee, at MCMA's annual conference(s) and sponsored training events every other year.
- Exhibit ICMA products and services tailored to state meeting program offerings and interests of members.

**MCMA will:**

- Provide information on members' professional development needs, including input for the annual conference
- Collect and share feedback on presentations by speakers at state meetings
- Feature an ICMA University offerings at MCMA's professional development events in Missouri every other year, provided an economically feasible price can be negotiated.
- Set a goal of increasing the number of credentialed managers in Missouri each year.
- Provide display space at MCMA's annual conference(s).
- Provide host committee support for ICMA annual conferences held in Missouri.

**SECTION 3:**

**KNOWLEDGE SHARING**

ICMA is the preeminent source for information about leadership and management of local government. ICMA promotes, supports, and engages in sharing member experiences and enthusiasm to create understanding and appreciation of national and global perspectives that can enhance local government, community building, and the effectiveness of public services.

**ICMA will:**

- Provide content links between MCMA's Web site and ICMA.org.
- Host an online discussion tool for members of MCMA via existing or newly developed Web based communications platform.
- Feature state association news updates on ICMA.org
- Engage MCMA in interactive features of ICMA's Knowledge Center.

**MCMA will:**

- Endeavor to provide state news updates to ICMA on a quarterly basis.
- Link to ICMA News from ICMA.org via RSS news feed.
- Encourage members to contribute documents on a regular basis, with an emphasis on innovative / leading practices, for inclusion in ICMA's Knowledge Center and recognize members who do so.
- Recommend and provide marketing support for regularly informing the membership about ICMA Consulting Services in Missouri.

**SECTION 4:**

**A) MEMBER ENGAGEMENT & SUPPORT**

ICMA fosters an active and engaged membership dedicated to contributing to and improving the association. The association promotes and embraces diversity among its members, including a governing board that reflects ICMA's membership and the communities served. ICMA is a source of personal support and renewal for its members throughout their life in public service. The association is committed to strengthening strategic partnerships on behalf of members and providing the highest quality products and services to its members.

**ICMA will:**

- Actively promote the value of membership in both ICMA and the MCMA.
- Provide current lists of ICMA members in Missouri.
- Propose opportunities to work together on membership recruitment.
- Provide partnership opportunities for recruitment of ICMA members who are not members of the state association.

- Provide ICMA membership information; information about professional development offerings; catalogs of publications, products, and services to MCMA.
- Conduct state officers' roundtable at the ICMA annual conference
- Convene meeting of state secretariats / state association staff at the ICMA annual conference
- Ensure presence of ICMA leadership (ICMA state liaison, board member, and/or executive director) attendance at the MCMA's annual conference.
- Conduct annual regional meetings of state leadership to solicit feedback and encourage networking.
- Designate a senior staff member or senior advisor to serve as state liaison to oversee and support the formal relationship.
- Provide information regarding committee openings and rosters (including name, municipality, and state), as well as a list of Missouri members expressing an interest directly to ICMA in serving on committees.
- Provide one complimentary ICMA conference registration for designated state staff member when matched by state travel stipend.
- Extend a complimentary registration to ICMA annual conference for the Range Rider when matched by state travel stipend.

**MCMA will:**

- Promote the value of ICMA membership and encourage MCMA members and young professionals and students to become members of ICMA.
- Provide ICMA with language regarding the benefits of membership in MCMA so that the value of belonging to both the state and ICMA can be well understood.
- Provide feedback and input on ICMA committee volunteers, executive board nominations, and annual awards program nominations.
- Provide recommendations for service on the ICMA Nominating Committee; follow the guidelines and participate in the ICMA nominations and elections process in support of candidates to serve on the ICMA Executive Board.
- Convene a general session for ICMA leadership to meet with members for an update of ICMA activities as well as the opportunity to interact socially at the MCMA's annual conference.
- Encourage MCMA's staff to communicate regularly with ICMA state liaison to provide input on ICMA programs and policies and to facilitate the flow of information between the associations.
- Provide complimentary registration for two members of ICMA leadership and staff to attend MCMA's annual conference. NOTE: If the ICMA Executive Director attends, he/she will also be provided with complimentary registration.
- Provide an updated list of state officers annually.
- Provide a travel stipend for state staff and/or Range Rider to attend ICMA annual conference, subject to available funding.

**B) PERSONAL AND CAREER SUPPORT**

**ICMA will:**

- Provide information and assistance on establishing and maintaining member and partner support networks.
- Make updated career publications available through ICMA's career services initiatives on ICMA.org.
- Conduct outreach to ICMA members known to be in transition.

- Offer complimentary ICMA conference registration and up to three years complimentary ICMA membership for ICMA members in transition.
- Provide support and reimbursement of 50% expenses for agreed-upon individuals to serve as Range Riders.

**MCMA will:**

- Foster support networks for members and their families.
- Conduct ongoing efforts to assist members in transition.
- Provide regular updates on MCMA's members in transition to ICMA designated staff contact.
- Manage and provide 50% of funding of Range Rider program, provided all costs are identified and mutually agreed upon in advance by MCMA and ICMA, and provided further that MCMA and ICMA mutually agree upon the person to serve as Range Rider.
- Extend complimentary membership and conference registration for MCMA members in transition for three (3) years.

**SECTION 5: DURATION**

This agreement shall be subject to annual review and approval by the ICMA Executive Director and the Executive Committee of the MCMA'S Board of Directors.

**Authorizing signatures:**

Robert J. O'Neil Executive Director, ICMA	6/2/10 DATE

Barry Alexander President, MCMA	DATE