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# Central and Eastern Europe Local Government and Housing Privatization

**STUDY TOUR REPORT:  
MUNICIPAL MANGEMENT AND DEVELOPMENT  
STUDY TOUR FOR ROMANIAN AND BULGARIAN  
OFFICIALS**

**NOVEMBER 1994**

Prepared for the Office of Housing and Urban Programs  
Agency for International Development



**ICMA  
Consortium Report**

**Consortium Members**

**International City/County Management Association  
Urban Institute  
Urban Land Institute  
National League of Cities**

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**Prepared for the Office of Housing and Urban Programs  
U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT**

**Prepared by**

**Meredith Poulton**

**INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION  
USAID Project No. 180-0034  
USAID Contract No. EUR-0034-C-00-2034-00  
Local Government and Housing Privatization  
Request for Services # 102**

## **ABSTRACT**

At the request of the United States Agency for International Development (USAID), the International City/County Management Association (ICMA) designed an observational tour consisting of educational sessions, site visits and opportunities for city officials from Romania and Bulgaria to meet their counterparts from the United States. The start of the tour coincided with the 80th Annual ICMA Conference hosted by ICMA from September 18-21, 1994 in Chicago, Illinois. Besides conducting programs at the Conference, ICMA coordinated study visits with municipal officials and community leaders in West St. Paul, Minnesota, Rock Island, Illinois, Richmond, Virginia, Virginia Beach, Virginia and Washington, D.C.

This report contains a summary of the presentations given as part of the study tour, participant evaluation forms and a detailed agenda of the activities.

## EXECUTIVE SUMMARY

At the request of the United States Agency for International Development (USAID), the International City/County Management Association (ICMA) designed an observational tour that consisted of educational sessions and site visits for city officials from Romania and Bulgaria. The start of the tour coincided with the 80th Annual ICMA Conference hosted by ICMA from September 18-21, 1994 in Chicago, Illinois. Besides conducting programs at the Conference, ICMA coordinated study visits with municipal officials and community leaders in West St. Paul, Minnesota, Rock Island, Illinois, Richmond, Virginia, Virginia Beach, Virginia and Washington, D.C.

As systems of local government evolve in Romania and Bulgaria, local government officials face new challenges. The USAID Office of Environment and Urban Programs through its Local Government and Housing Privatization Contract is providing technical assistance to local governments in Romania and Bulgaria on many local government issues. As part of a complete technical assistance program, peer to peer exchange between city officials has been very important. While the circumstances in individual cities are different, the process of decision-making, the demands on city staffs and solutions to common problems are similar. Drawing on information solicited from participants through pre-departure questionnaires, ICMA stressed importance of finding innovative ways of looking at issues that cities confront in the areas of government accountability, economic development, public works, infrastructure development municipal finance, urban planning, citizen relations and the role of municipal associations.

The program met its goal of giving the participants the opportunity to experience U.S. local governments in action. Participants were exposed to a variety of approaches to the common problems that face cities throughout the United States. It is hoped that the participants will be able to apply what they learned to their cities or organizations.

This report contains a summary of the presentations given as part of the study tour, a participant list, evaluation forms, a detailed agenda, and an article describing the tour published in the *West St. Paul Sun*.

**USAID/International City Management Association  
Municipal Management and Development Study Tour  
for Romanian and Bulgarian Officials**

**September 15 - October 1, 1994**

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## **Section 1 - Synopsis of Presentations, Discussions and Site Visits**

### **Background**

At the request of the United States Agency for International Development (USAID), the International City/County Management Association (ICMA) designed an observational tour consisting of educational sessions and site visits for government officials from Romania and Bulgaria. The start of the tour coincided with the 80th Annual ICMA Conference which took place from September 18-21, 1994 in Chicago, Illinois. Besides conducting programs at the Conference, ICMA coordinated study visits with municipal officials and community leaders in West St. Paul, Minnesota, Rock Island, Illinois, Richmond, Virginia, Virginia Beach, Virginia and Washington, D.C.

As systems of local government evolve in Romania and Bulgaria, local government officials face new challenges. The USAID Office of Environment and Urban Programs through its Local Government and Housing Privatization Contract is providing technical assistance to local governments in Romania and Bulgaria on many local government issues. As part of a complete technical assistance program, peer to peer exchange between city officials has been very important. While the circumstances in individual cities vary, the process of decision-making, the demands on city staffs and solutions to common problems are similar. Drawing on information solicited from participants through pre-departure questionnaires, ICMA stressed the importance of finding innovative ways of looking at issues cities face in the areas of government accountability, economic development, public works, infrastructure development, municipal finance, urban planning, citizen relations and the role of municipal associations.

ICMA's Annual Conference, currently in its 80th year, is an educational event designed to help local government officials sharpen their management skills, broaden their perspective on innovative management techniques, and identify intergovernmental and public/private solutions to problems facing individual communities. The conference was an opportunity for participants to discover ways in which municipal associations can promote and improve city management and professional development and also provide participants with the opportunity to be exposed to state-of-the-art management practices, to observe U.S. and other local government officials and to view conference exhibits. The conference provided a unique opportunity for one on one exchange between city managers and study tour participants.

### **Program Objectives**

To date, there has been very little local government reform in Romania or in Bulgaria. Cities in the region do not have near the autonomy of their American or Western European counterparts. As the reforms progress, leaders in Romania and Bulgaria will need models to follow. The purpose of the tour was to expose the delegations to progressive concepts and approaches to city management. Combining conference sessions with site visits to individual cities, the

program was designed to meet the following objectives:

- Introduce municipal leaders from Bulgaria and Romania to new approaches to urban management for cities operating in a market economy.
- Encourage exchange of technical information through small group seminars tailored to the interests of the participants.
- Allow local and national government officials to experience first hand the issues and concerns cities confront and how American mayors and senior local government officials respond. Exposure to the many aspects of local government management in the United States will ideally teach new transferable approaches to dealing with local government issues in Romania and Bulgaria.
- Give participants the opportunity to learn about ICMA and the role of professional associations in promoting improved urban management.
- Review with USAID officials in Washington the effectiveness of urban/housing sector technical assistance to Bulgaria and Romania to date and identify priority areas and approaches for future technical assistance.

## **Overview of Themes and Issues**

The following section is a summary of the discussions that took place during the study tour. The paragraphs beneath each heading summarize the main topics of the presentations as well as the concerns and insights the participants brought to the sessions.

### **Role and Structure of City Government in the United States**

The basic structure of city governments in the United States was highlighted during the following presentations:

Dialogue on the Future of the Council Manager Form of Government - ICMA  
Conference  
City of Rock Island, Illinois  
City of Bettendorf, Iowa  
Davenport, Iowa  
St. Paul Municipal Center  
The Urban Institute

*Key Issues*

- In many states, the public chooses a city's form of government. Most of the cities visited on the study tour have a council/manager form of government. The role of the city manager in these cities is to implement the policies decided by the mayor and the city council. Unlike their counterparts in Romania and Bulgaria, U.S. cities do not derive their powers from the national constitution. Thus, the relationship between cities and states will vary from state to state. Generally, there is a good deal of overlap between city, state and federal responsibilities. For example, the federal government or the states pass laws, such as drinking water standards, that the local governments must abide by (unfunded mandates). The federal or state government may or may not provide funding to implement these laws.

*Participant Response*

- The structure of U.S. city councils is very different than in Romania or Bulgaria. In contrast to American city councils, which typically have seven to twelve members, Romanian and Bulgarian councils, which function like state legislatures in the U.S., can have as many as seventy members.
- Romanian and Bulgarian cities are given most of their powers and responsibilities by the central government. As decentralization progresses, they too are facing more and more unfunded mandates from the national government.
- Because both local and central government officials participated in the tour, the group was mixed as to whether or not cities should derive their powers from the national government.

**Ethics in Government**

Ethics is a primary concern of any elected official. This is especially important in Romania and Bulgaria where the citizen's experience with one corrupt local official can taint their views of the whole reform process. The ICMA Code of Ethics provides a set of general guidelines for the ethical conduct of city officials throughout the world.

*Key Issues*

- ICMA, as an organization, is based on the premise that ethics are central to good government. ICMA members must uphold the Code of Ethics.
- One of the main ethical issues facing city managers is conflict of interest. Because city managers serve at the pleasure of the council, even the appearance of conflict of interest can cost a city manager his job.

*Participant Response*

- Ethical standards for elected officials in Romania and Bulgaria are beginning to be formulated.
- A widely debated issue in Romania and Bulgaria is whether elected officials can have outside employment. In Bulgaria, the central government decides whether or not outside employment constitutes a conflict of interest for elected officials.

**Economic Development - Public/Private Partnerships**

Public/Private Partnerships were discussed in presentations by the following organizations:

Chicago Department of Planning and Development  
Developing Local Government Partnerships - ICMA Conference  
Mall of America-Minneapolis, Minnesota  
City of Moline, Illinois  
Urban Institute

*Key Issues*

- Public/private partnerships seek to create a win/win situation for business and governments. Governments create incentives (i.e., tax breaks or infrastructure) in return for jobs generated by incoming businesses.
- Cities must decide where and how to encourage growth based on demographic (white collar vs. blue collar), industrial (what is the city's current industrial base?) and political (how much power does a mayor or city manager have to offer incentives?) factors.
- Cities must balance growth opportunities with possible costs. Population increases may add to infrastructure and other costs. These additional costs may or may not be offset by the advantages gained by having new businesses move into the area.

*Participant Response*

- As part of the decentralization process, municipalities must find ways to mobilize and rationalize resources and service delivery. Because the resources of the municipality are often insufficient to meet the ever increasing scale and scope of responsibilities given them by the central government, it is both advantageous and necessary to coordinate with the private sector and non-governmental organizations in mobilizing and leveraging resources and providing services.
- Romanian and Bulgarian cities may stimulate private investment by adopting some U.S.

incentive structures.

- Currently, Romanian cities are not given total freedom in offering relocation incentives to new businesses. For example, a Romanian city can provide a new business site with infrastructure, but cannot give tax breaks.
- Incremental change can be just as effective as radical change in giving cities the tools needed to put together attractive incentive programs.
- Bucharest helped Reynolds to locate a factory within the city by offering some land and by speeding up the business registration process.
- Bourgas has developed an RFP system to allow cities to choose between different private development firms.

### **Economic Development - City Marketing Efforts**

Municipal marketing methods were highlighted in the following presentations:

City of Moline, Illinois

Richmond Chamber of Commerce/Metropolitan Economic Development Council

#### *Key Issues*

- In order for marketing efforts to be effective, cities must carefully target the businesses that are most likely to relocate to the area.
- Associations of private business owners, such as Chambers of Commerce or local development groups can be useful allies in city marketing efforts.
- Cities can often attract new businesses by simply providing accurate and up to date information, marketing brochures, videos, etc.

#### *Participant Response*

- Before the transition, Chambers of Commerce existed in Romania and Bulgaria as associations of state-run businesses. Now, Chambers represent both state and private businesses.
- Rousse, Bulgaria is interested in pursuing a sister city relationship with Richmond, Virginia.

## **Public Works and Utilities**

Site visits were made to the following public utilities:

Rock Island, Illinois Water Treatment Plant  
Bettendorf Community Recycling Plant  
City of Richmond, Department of Public Works  
Southeastern Public Service Authority Refuse Derived Fuel Plant  
Virginia Beach Landfill and Recycling Center  
Mt. Trashmore Park, Virginia Beach, Virginia  
Virginia Beach Department of Public Utilities  
City of Norfolk Water Treatment Plant  
Virginia Beach Public Utilities Control Center

### *Key Issues*

- Utilities in the United States are largely funded by user fees. The rate structure is determined by the utility company or the city based on service provision costs. There is usually some provision for providing utilities to those who cannot afford them.
- Maintaining utility systems requires long-term planning to avoid shortages. Much of the long-term financing for capital projects comes from long-term bonds. The debt service on bonds needs to be calculated in to utility rate structures.
- Unlike in Central and Eastern Europe where the utilities are often centrally owned, utilities in the United States can either be publicly or privately owned. Privately owned utilities generally share part of their profit with the municipality. If the utility is publicly owned, a share of the profit goes back into the city's general operating fund.

## **Capital Financing**

Methods for financing long-term projects were discussed in the following sessions:

Infrastructure: When to Replace, How to Finance - ICMA Conference  
Follow-up Session: Infrastructure and Capital Finance - ICMA Conference  
City of Rock Island, Illinois  
City of Richmond, Virginia  
City of Virginia Beach, Virginia

### *Key Issues*

- Capital budgets are long-term budgets used to finance large, expensive equipment or building needs. The idea is to spread the debt over several budget years.

- Large capital projects are usually funded through bond issues. The amount of revenue coming into the general budget should be in line with the amount of debt that needs to be serviced in the capital budget.
- To finance capital projects, cities must strive to achieve the best possible bond rating.
- A capital improvement program should be designed that meets the needs identified by the community and infrastructure maintenance requirements.

#### *Participant Response*

- Financing capital projects is very difficult for Romanian and Bulgarian cities, because they do not yet have the same access to credit as U.S. cities. The participants were very interested in learning more about the bond rating and issuing process.

#### **Municipal Finance and Budgeting**

Municipal finance and budgeting were covered in the following presentations:

Nuts and Bolts of Budgeting - ICMA Conference

Budgeting follow-up - ICMA Conference

City of Rock Island, Illinois

City of Richmond, Virginia

City of Virginia Beach, Virginia

The Urban Institute

#### *Key Issues*

- Generally, states and the federal government require standardized reporting with regard to the use of state and federal funds.
- Grants from the federal government are given to cities to fulfill specific national or statewide goals. Objective criteria are usually used for grant distribution. Often the federal or state government will delegate responsibilities, or mandates, to the local governments without giving them the budgetary means to carry them out.
- To use the budget as a planning and management tool, rather than as merely an accounting tool, cities should solicit citizen participation as part of the budgeting process.
- Budget audits are used to determine if program and financial goals are being met.
- Municipal budgets must be balanced. Cities cannot spend money they do not have.

*Participant Response*

- Currently, local governments in Romania and Bulgaria are struggling to raise funds to meet their new responsibilities. Central governments are delegating new responsibilities to cities without giving cities the financial means to carry them out.
- There is a tension between the central and local government as responsibility for local government budgets begins to shift to the municipalities.

**Community Development and Citizen Relations**

Methods for achieving increased citizen participation and input in local government affairs were highlighted in presentations by the following organizations.

City of Bettendorf, Iowa  
City of Richmond, Virginia  
National Democratic Institute

*Key Issues*

- Municipalities are legitimate representatives of their citizens only to the extent that they are democratically elected, transparent in their operations, involve citizens in government processes and systems and can be held accountable by the public for their decisions and actions.
- The resources of a variety of community groups can be marshaled to improve almost every aspect of local government policymaking and program administration.
- Some methods for encouraging citizen participation include: strategic planning, neighborhood teams and community access television channels.
- A strategic plan is a community plan that involves the public and private sectors in a course of action that guides the city toward a determined future while using its resources wisely. It may include specific goals related to infrastructure, planning, economic development, social programs, schools and neighborhood revitalization.
- Cities can also be more responsive to their citizens through improved media relations. Some cities have public affairs offices to assure that the public is receiving fair information about the city. Cities also try to publicize their events through citizen newsletters or even city cable television stations.

*Participant Response*

- Currently, it is difficult to put into place transparency improving measures such as strategic planning. Because of the widespread use of "five year plans" with only token citizen participation under communism, citizens are wary of long-term planning. Strategic development plans are generally formulated by teams of professionals.

**Role of Municipal Associations**

The role of municipal associations in the United States and in Romania and Bulgaria was discussed at a luncheon meeting with ICMA staff members.

*Key Issues*

- Municipal associations in the United States are primarily membership organizations that promote the professional city government while providing services to members. ICMA represents city managers rather than individual cities.
- Associations seek to provide information and assistance to members to help them to do their jobs better.
- Exchange among members is encouraged through conferences, newsletters and educational sessions.

*Participant Response*

- Associations have begun to form in Romania and Bulgaria. These associations are at the forefront of promoting reform in the region.

**Urban Planning and Development**

The following organizations gave presentations focusing the effects of planning and zoning on economic development.

City of Chicago, Housing Redevelopment Authority  
City of Rock Island, Illinois  
City of Moline, Illinois  
City of Richmond, Virginia  
City of Alexandria, Virginia  
ICMA/PADCO

*Key Issues*

- In partnership with private businesses and community groups, cities can transform abandoned industrial areas into useful community space. Back of the Yards in Chicago, Illinois and Old Town Alexandria, Virginia are examples of this sort of transformation.
- Heavy citizen involvement in the planning process makes both planning and political sense. For example, Richmond, Virginia held over 135 community meetings and maintained regular contacts with 125 neighborhood associations when formulating its last master plan.
- The master plan, once adopted by the city council, becomes a policy regarding the physical development of the city, both in terms of land use and transportation.
- Citizens should be encouraged to participate in the planning process by serving on the city planning, zoning and related boards and commissions.

*Participant Response*

- Many municipal programs in Romania and Bulgaria, as in the U.S., are dependent on information that is geographically referenced. Use of Geographical Information Systems may help municipalities provide better services by promoting greater coordination of information between city departments, with the national government, and with utility companies and private firms seeking to work with the cities.

**Technical Assistance to Romania and Bulgaria - Future Directions**

A meeting was held with USAID personnel at the U.S. Department of State to discuss current and future technical assistance efforts in Romania and Bulgaria. The meeting opened with a general overview of the USAID program in Central and Eastern Europe, followed by an explanation of how the Housing Guaranty program works around the world. Finally there was a general discussion about the state of municipal reform in Romania and Bulgaria.

At the conclusion of the discussions, the participants filled out study tour evaluation forms and were presented with study tour certificates and other mementos of their trip.

*Participant Response*

- Local government, like other public institutions in Romania and Bulgaria, is in a period of transition. Cities are striving to create a legislative and organizational framework that meets both national and local needs.

- Tremendous political, organizational and economic barriers lie in the path of reform in Romania and Bulgaria.
- Cities cannot perform their new responsibilities without more financial and political resources.
- In order for reform to succeed, wary citizens must be convinced that change is permanent.
- Citizen/voter education is very important to the success of the reform process.
- Currently the sheer size of city councils and the inexperience of the council members makes city governance very difficult.

### **Conclusions**

- The study tour provided an excellent overall opportunity for Romanian and Bulgarian municipal officials to see how autonomous local governments function. As local government reform progresses and municipalities are given more freedom, they can learn from the problems and successes of the cities visited in structuring their own systems.
- The selection of participants from both central and local government allowed opportunities for exchange of ideas and discussion of central/local issues that is often difficult in the participants' home countries.
- Attendance at the ICMA Conference allowed participants to be exposed to a variety of local government issues and provided a unique opportunity for participants to meet and discuss issues with city managers and other local officials from the United States and other countries.
- Inviting participants from both Romania and Bulgaria led to some cross pollination of ideas. Useful contacts and plans for possible future cooperation were made by the Romanian and Bulgarian participants.

## **Section II - Summary of Evaluations and Recommendations for Future Tours**

### **Romanian Participant Evaluations\***

#### **ICMA Conference**

The Conference was useful as an overview of the problems and issues facing U.S. cities today and as a means for city managers from throughout the country to exchange information on common issues and concerns. Many participants felt that the City Manager form of government could be adapted to some small and medium sized towns in Romania. The Tech City exhibit, an exhibit of innovative technology applications for local government sponsored by Public Technology, Inc. and IBM, provided participants with the opportunity to see how technology can be useful in providing more efficient city services.

#### **West St. Paul, Minnesota**

Similar in size to many of the participant's cities, West St. Paul provided a glimpse of how the city manager form of government works in a typical American city. The Romanians were especially impressed with the examples of public-private partnerships and intergovernmental cooperation. The Metropolitan Council in the St. Paul area might be a model for cooperation between Romanian cities and suburban areas.

#### **Virginia Beach, Virginia**

Municipal finance and public works were the primary topics of discussion in Virginia Beach. Romanian city officials are currently working toward implementing some U.S. municipal finance principles such as balanced budgets and increased local autonomy in financial decisions. The cleanliness and efficiency of Virginia Beach's waste water treatment plants were noted by several participants.

#### **Washington, D.C.**

The participants were pleased with the Washington, D.C. program. The seminar at the Urban Institute provided a good general overview of intergovernmental relations. Another highlight was the meeting between the Romanian delegation and Congressman Wolfe of Virginia which provided an opportunity for the participants to have meaningful exchange with a U.S. government official.

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\* Romanian participant evaluations are included as Appendix IV.

## **Overall Impressions**

The Romanians were impressed with the amount of information presented to them on the study tour and its relevance to their situation in Romania. Topics that were the most useful were citizen participation and the development of a civil society, local economic development issues, organization of local government in the United States and intergovernmental relations. Inviting representatives from Parliament, as well as mayors, allowed meaningful exchange between the local and the national government.

## **Recommendations**

On future study tours, the Romanians would like to explore how civil society functions in greater depth. They would also like to meet with institutions interested in direct contact and cooperation with Romania. Another focus for future groups could be intergovernmental relations with meetings scheduled with state and federal officials. The mayors suggested that the city visit come before the ICMA conference to provide the background for full participation in the conference. Finally, the participants expressed a desire for a more in-depth pre-departure orientation including a meeting with organizers to set the study tour objectives.

## **Bulgarian Participant Evaluations\***

### **ICMA Conference**

The Bulgarian participants saw the conference as an opportunity to exchange information on local government issues and on how to solve the problems that are common to all cities. Like the Romanians, the Bulgarians felt that the City Manager form of government could be applicable in some Bulgarian cities. Many participants felt that an overall pre-conference briefing on the place of local governments within the overall national structure would have been useful.

### **Quad Cities (Rock Island, Illinois, Moline, Illinois, Bettendorf, Iowa, Davenport, Iowa)**

The participants felt that the visit provided them with a good opportunity to experience ways of solving problems in several different cities. The visit also highlighted the advantages of regional cooperation. The main criticism of the agenda was that using multiple cities within the same metropolitan area adds to the orientation time required and thus detracts from time to discuss substantive subjects. An alternative for future tours might be to spend most of the time in one location, with representatives from all four cities contributing to the program in the host city.

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\* Bulgarian participant evaluations are included as Appendix V

### **Richmond, Virginia**

Richmond's program was very strong in the areas of strategic planning and citizen participation through neighborhood teams. The delegation enjoyed attending a city council meeting. The budgeting presentations were also considered particularly useful.

### **Washington, D.C.**

The meeting with USAID officials at the State Department provided participants with a general overview of USAID funded programs in Eastern Europe. The participants also enjoyed the Urban Institute presentation because it treated the problems of local government globally. The visit to the Alexandria waterfront and Torpedo Factory Art Center was also highly rated. The GIS presentation was considered too technical for many participants.

### **Overall Impressions**

The participants felt that most of the topics presented during the tour were relevant to their cities or organizations in Bulgaria. Because the Bulgarian participants came from a variety of backgrounds, they were divided on which sessions were the most useful.

### **Recommendations**

The Bulgarians recommend that future study tours be limited to ten days or so. The responses were mixed about whether national government officials and mayors should be invited at the same time. In the future, the Bulgarians would like to see a more in-depth pre-departure orientation including sending the participants in advance a more detailed set of study questions related to the issues that will be covered during the study tour.

## **ICMA Recommendations for Future Study Tours**

### **Participant Selection**

- Participants should be selected as early as possible to allow time for a more in-depth pre-departure orientation and early ICMA conference registration. By the time participants were selected for the tour, many conference events were already sold out. Early registration would give us a wider choice of opportunities for the participants.
- In order to allow for a more focused program, participants with similar interests could be grouped together, for example a tour group could consist of budget directors or city managers only. A few participants expressed frustration that some of the sessions (especially those dealing with budgets or public works) were too specific to be useful. On the other hand, choosing participants too narrowly limits productive exchange within

the group. For example, the study tour was an excellent chance for Romanian municipal leaders to meet and discuss issues with national officials.

- Having a representative from the USAID mission in Romania helped to facilitate the educational process, added credibility to the tour, and led to the continuity of the dialogue surrounding local government reform in both the United States and in Romania.
- There should be a healthy portion of English speakers in the group, if possible, to allow for better discussions with U.S. hosts. There was a noticeable difference between how much the Romanian and the Bulgarian delegations seemed to get out of the tour. At least part of the difference is attributable to the number of English speakers in each of the groups. Most of the Romanian participants spoke at least some English, while none of the Bulgarians did. The Bulgarians had a difficult time interacting independently with the Americans because, in part, of the language barrier. However, finding English speakers in Bulgaria may be difficult.
- Having two different groups planned under the same project management team caused some unnecessary communications problems. It might be better to invite fewer participants from each country and have the groups travel together or to have a separate management team and logistics coordinator for each country group. A possible problem with having separate groups taking part in study tours at the same time is that they may be difficult to staff. It also may be difficult to schedule presentations without overburdening local organizations.

## **Planning**

- Field offices, working closely with Washington based technical personnel, could determine the study tour agenda based on the wants and needs of potential participants. For this tour, we solicited input via a questionnaire sent to participants. However, not all participants responded to the questionnaire and the responses received came very late in the planning process. The agenda tended to reflect the responses actually received from the participants who turned in questionnaires rather than the group as a whole. By possibly relying more heavily on the field offices earlier in the planning process, it might be possible to create a program more accurately focused on participant needs. If participants are selected early enough, we could solicit their input before finalizing the agenda.
- To help participants to get the most out of the study tour, pre-departure briefing materials on the general structure of U.S. local government could be prepared, translated and given to the participants. These readings could be discussed at a pre-conference orientation coordinated by the field office. Although time and cost factors make this seem impractical, it may be possible to translate a set of basic readings that are given to

participants of all study tours arranged by ICMA or USAID in that country. Specific study questions relevant to the issues being covered during the study tour could be drafted by technical personnel and then given to participants to complete before their pre-departure orientation. The answers to the questions could provide a basis for discussion throughout the tour.

- Study tour staff should work closely with ICMA conference organizers to ensure that the study tour program is well integrated with the conference program. If there are enough English speakers, city managers (perhaps from cities that hosted participants) could act as "conference mentors" taking groups of three or four participants "under their wing" and showing them how to get the most out of the conference.
- Perhaps logistical planning for the conference could be delegated to an interpreter/tour director who could travel with the group. The costs incurred by having a consultant instead of an employee involved in the planning could be offset in part by having fewer staff people travel with the group. The advantage of including an interpreter/tour director on the project management staff is that they may be able to plan the tour in such a way that participants will not experience as much culture shock. More time can then be spent on substantive matters.

### **Study Tour Format**

- The order of the tour could be reversed. The tour would start in D.C. with presentations on local government theory, then include site visits and end with attendance at the ICMA conference. This would allow participants to have some background before attending the conference. On the other hand, the time at the conference is typically very intense. It may be that participants will not be as energetic at the end of the study tour as they were at the beginning. The conference also provides a somewhat more controlled environment in which to orient participants to the study tour and to the United States.
- Two weeks may be too long for an intensive program. In order to tone down the intensity of the program, perhaps one of the city visits might be eliminated and the other lengthened a bit. The participants could then be given more free time to reflect on the information presented.
- Although we solicited participant input throughout the tour, more time could have been spent discussing how ideas gleaned from various sessions could be applied to home cities or organizations. A session should be held at the end of the study tour for the group to process their impressions of local government in the United States.

**ICMA/USAID MUNICIPAL MANAGEMENT AND DEVELOPMENT  
STUDY TOUR FOR BULGARIAN AND ROMANIAN OFFICIALS**

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Deputy Mayor of Bourgas, Bulgaria

Dimitre Doukov  
ICMA Field Director/Bulgaria

Ivo Ivaovov Saraliyski  
Mayor of Kardjali, Bulgaria

Daniel Leviev  
Deputy Minister of Regional Development and Construction  
Bulgaria, Sofia

Pancho Panayadov  
Mayor of Dupnitca, Bulgaria

Vanguel Pavlov  
Deputy Mayor of Rousse, Bulgaria

Ivanka Ivanova  
Interpreter

Stoyko Stoykov  
Interpreter

Peter Feiden  
Assistant Director, ICMA's Central and Eastern European Programs

## **ROMANIA**

**Adrian Moruzi**

**Mayor of Brasov, Romania and President of the Federation of Municipalities**

**Victor Savulescu**

**Mayor of Ploiesti, Romania**

**Gheorghe Ocneanu**

**Mayor of Piatra Neamt, Romania**

**Nicolae Latcan**

**Mayor of Focani, Romania**

**Emil Balan**

**Director, Division of Control and Synthesis in Bucharest**

**Department of Public Administration**

**Mircea Ciumara**

**Member of Parliament**

**President, Public Administration Committee, Romanian Parliament**

**Gabriela Matei**

**Director of ICMA/Romania**

**Alina Popescu**

**USAID Representative/Romania**

**Robert Dubinsky**

**ICMA Senior Advisor/Washington, D.C.**

**Brad Heckman**

**ICMA Research Assistant/Washington, D.C.**

**Meredith Poulton**

**ICMA Research Assistant/Washington, D.C.**

**Nadia Brunsdein**

**Interpreter**

**Julie Donat**

**Interpreter**

## Appendix II - Romanian Agenda

## **AGENDA: ROMANIAN GROUP**

### **Municipal Management and Development Study Tour for Bulgarian and Romanian Officials**

#### **September 15 and 16 • Orientation and Arrival**

*Thursday, September 15      Pre-Departure Orientation*

The ICMA and PIET field offices in Sofia, Bulgaria and Bucharest, Romania will provide a short orientation for participants covering necessary information about the United States and the ICMA Annual Conference.

*Friday, September 16      Arrive in Chicago, Rental Van transfer to Hyatt Regency*

The delegations will be met at the airport by ICMA logistics coordinators and interpreters. The participants will then be transported to the Chicago Hyatt Regency.

## September 17-21 • ICMA Annual Conference

*Saturday, September 17*

*10:00am-10:45am Staff Orientation Meeting*

Study tour staff, including interpreters, will meet to discuss conference logistics, goals, work assignments, etc.

*11:00am-12:30pm Orientation Meeting*  
Skyway Suite 268

This meeting will provide an overall orientation to the ICMA Annual Conference and to the study tour in general. Methods of getting the most out of the study tour will also be discussed.

*1:30pm-4:00pm Chicago Tour*  
Meet at Skyway 268 at 1:00 to meet bus

Andy Norman, industrial development specialist with the Chicago Department of Planning and Development will take participants on a tour looking at contemporary issues facing the City of Chicago. The tour's focus will be community development and re-development of industrial areas.

*7:30pm "Sky-High Chicago" Reception*  
The Amoco Building, 200 East Randolph Drive  
Meet in Skyway 268 at 7:00 to walk to reception together.

The reception will be held in a private club on the top floor of the Amoco Building-the fourth tallest building in the world-which offers stunning 360 degree views of the Chicago skyline and Lake Michigan shoreline. The reception will feature hors d'oeuvres and live musical groups. Dress is evening casual. From the reception, each group will catch a shuttle bus to dinner at an ethnic restaurant.

*Sunday, September 18*

*8:00am*                      *Breakfast and Orientation Meeting*  
Skyway 268

*9:00am*                      *Tech City Exhibit*  
Exhibits Hall

Participants will meet for a private tour of Tech City. High performance solutions for local government executives will be featured that will demonstrate the practical use of information technology and how it can turn data into meaningful information. The focus of Tech City will be on using technology to balance the demands for increasing public services while controlling costs.

*1:00pm-3:00pm*            *Opening Session*  
Grand Ballroom, ballroom level, East Tower  
Meet in Skyway 268 at 11:45 (seating is very limited)

William F. Murphy, mayor of Woodbridge, IL and president of the Illinois municipal league will welcome ICMA members, families and guests. Herb Cohen, international negotiator and celebrated speaker will kick off this year's conference as keynote speaker. Romanian and Bulgarian guests will be recognized during the opening ceremonies.

*3:30pm-5:00pm*            *Educational Session*

**Developing Local Government Partnerships (Columbus Hall E)**

Panelists will examine success, failures, innovations and strategies and the future role of public/private and public/public partnerships in local government management.

*5:30pm-7:30pm*            *"Meet you at the Stadium Club" Opening Reception (Optional)*

Conference Opening Reception will feature a baseball theme. Music, games and very light snacks will be available.

*10:00pm*                    *International Reception*

Participants will meet in Skyway 268 to proceed to reception in the honor of all international visitors.

*Monday, September 19*

*8:00am*                    *Breakfast*  
*Skyway 268*

*8:30am-10:15am*        *Dialogue on Future of Council Manager Government (Optional)*  
*Grand Ballroom, ballroom level East Tower, meet at Skyway 268 at 8:15*

To provide a forum for exploring one of the most critical issues facing today's communities, ICMA brings together a panel of elected officials, professional managers, academics and journalists from across the country for a discussion about the effectiveness of the major forms of local government. This thought provoking session will offer an opportunity to hear the many sides of the argument about which form of government is best.

*12:00pm*                    *Lake Michigan Cruise*  
*Meet in Skyway 268 at 11:45*

A short 1 hour cruise of Lake Michigan will highlight Chicago's unique architectural heritage.

*12:30pm*                    *Lunch*

*1:45pm-3:15pm Educational Session*

**Nuts and Bolts of Customer Service (Columbus Hall K)**

Learn to assess your organization's customer service skills, motivate employees to improve customer service, and increase your local government's effectiveness.

*3:30pm-4:45pm Educational Session*

**Infrastructure: When to Replace, How to Finance (Columbus Hall G)**

What is the best approach for estimating the useful life of capital improvements? How much should a community borrow and when? What factors go into the formulation of a bond rating? Gain insights into the answers to these questions, and learn about innovative developments in the financing and management of capital improvement projects from a panel of public and private sector experts.

*5:00pm*                    *Reception in Bill Hansell's Suite*

City Managers who took part in the Krakow Conference, as well as, other interested parties, will be invited to meet the Rumanian and Bulgarian Delegations in ICMA Executive Director Bill Hansell's suite.

2

**7:00pm-10:00pm**      *ICMA in the Field with Dinosaurs- Reception at the Field Museum of Natural History.*  
Meet at Skyway 268 to board busses to the Chicago Museum of Natural History

ICMA will take over the entire Field Museum of Natural History for a private "Taste of Chicago" festival. Participants will view exhibits that take them from one corner of the world to another in one of the foremost natural history museums in the world. Visit Africa, the South Pacific, and the only Egyptian tomb in the United States. Hollywood type lighting and live music for dancing will contribute to the evening's special mood. Casual Dress recommended.

*Tuesday, September 20*

**8:45am-9:30am**      *Follow-Up Session- Ethics*  
Skyway Suite 268

Speakers from the ICMA ethics conference session will present short summaries of the session and provide opportunities for discussion with participants.

- Roger Crum - City Manager, Spokane, WA
- Steven C. Carter - City Manager, Champaign, IL

**9:45am-10:45am**      *Follow-Up Session- Infrastructure*  
Skyway 268

Speakers from the ICMA infrastructure conference session will present short summaries of the session and provide opportunities for discussion with participants.

- Barbara Flickinger - Public Finance Department, Moody's Investors Service, New York, New York.
- David H. Barber - Director of Public Works, Evanston, IL

**11:00am-12:00pm**      *Exhibits*  
Wacker Hall, exhibit level, East Tower

Participants will have an opportunity to tour the ICMA Conference Exhibits Hall. The exhibits include a wide variety of interesting products and services available to local governments.

**2:00pm-3:45pm**      *Educational Session*

**Nuts and Bolts of Budgeting (Columbus Hall K)**

Regardless of a jurisdiction's budgeting process, all managers need tools to increase revenue, cut costs, increase public understanding and support, and facilitate adoption with minimum

controversy. This session describes tools that are effective in meeting these goals and explores the budget process. The special challenges of the town meeting budget process will be highlighted.

*3:45pm-5:00pm Educational Session*

**The New Local Democracies (Grand Ballroom D North)**

This session will examine the continuing decentralization of authority and the evolving role of local government in political and economic transformation of the former socialist countries.

*5:15pm-6:30pm Follow-Up Session: Finance and Budgeting  
Skyway 283*

Dan Hobbs, City Manager of Greenbelt, MD and participant in the USAID Conference on Municipal Finance and Budgeting held this July in Krakow, Poland, will review the basics of the budgeting process as well as discuss the unique problem of Central and Eastern European countries in the areas of municipal finance and budgeting.

**SEPTEMBER 21-SEPTEMBER 23 • WEST ST. PAUL, MN.**

*Wednesday, September 21*

*8:00am Breakfast and Orientation Meeting*

*3:30pm Arrive in West St. Paul (Delta #1517)*

*7:00pm Dinner at St. Mary's Romanian Orthodox Church*

*Thursday, September 22*

*9:00am Intergovernmental Programs  
St. Paul Municipal Center*

C. Oral Lambert will give a general overview of the city/manager form of government.

*10:00am Tour of City Facilities*

*11:30am Lunch at Galtier Plaza*

*12:00pm Metropolitan Council of the Twin Cities*

Ken Reddick, St. Paul's representative on the Metropolitan Council will lead a general question and

answer session on the role of the council in intergovernmental relations in the Twin Cities.

*1:30pm St. Paul Skyway System Tour*

*3:00pm Tour of State Capitol*

*4:00pm Ft. Snelling museum, background on Twin Cities, Historic Fort*

*6:00pm Dinner at St. Stefan's Romanian Orthodox Church*

*Friday, September 23*

*9:00am Housing Redevelopment Area*  
Mark Ulfers, Housing Redevelopment Authority, Rosemont, MN.

The West St. Paul Redevelopment Authority will conduct a tour of a redevelopment project that includes senior citizen housing funded by tax increment financing.

*10:30am Public Private Partnerships*  
*Mall of America*  
Clark Arneson, Vice President

Participants will see the inner workings of Mall of America, the largest public/private endeavor in Minnesota.

*2:45pm Departure Delta #532 for Washington D.C.*

*Saturday, September 24*

*10:30am-12:30pm Tour of Washington DC.*  
Meet in Lobby at 10:15 to board bus

This birds-eye tour will provide a general overview of the DC area. We will cover monuments, Georgetown, downtown and the National Cathedral.

## SEPTEMBER 25-28 • VIRGINIA BEACH

*Sunday, September 25*

*9:30am-2:30pm*                      *Free*

*4:50pm*                                *Arrive in Norfolk, VA*

*5:30pm*                                *Welcome Dinner Cruise*

Participants will meet the Virginia Beach Mayor, City Manager and other designated staff.

*Monday, September 26*

*9:00am*                                *Official Welcome by Mayor and City Manager*  
*Virginia Beach Municipal Center*

*9:30am*                                *The Budgeting Process*  
*Virginia Beach Municipal Center*

Ed Block of the Virginia Beach Office of Management and Budget will give a presentation on local government budgeting practices in the United States, and more specifically, in Virginia Beach. Mr. Block's presentation will include; the history of local budgeting in the United States, the functions of budgets, the budgeting process in Virginia Beach and the 1995-2000 capital improvement program for the city.

*11:00am*                                *Tour of Southeastern Public Service Authority Refuse Derived Fuel Plant*  
*Felicia Walker Blow, Public Information Officer*

*1:30pm*                                *Tour of Virginia Beach Landfill and Recycling Center*

*3:00pm*                                *Tour of Mt. Trashmore Park*

*6:30pm*                                *Reception at Marine Science Museum*

*Tuesday, September 27*

*9:00am*                                *Utility Rate Structures*  
*Clarence Warnstaff, Virginia Beach Department of Public Utilities*

Public Utilities staff will give a general orientation to public utilities in Virginia Beach and how they establish rate structures.

*11:00am Tour of City of Norfolk Water Treatment Plant*

*1:30pm Tour of Hampton Roads Sanitation District  
Wastewater Treatment Plant  
Irwin Bonatz, Plant Manager, Atlantic Plant*

Participants will visit the Hampton Roads Sanitation plant which services southern Virginia Beach and parts of Chesapeake and Norfolk. The plant has won several EPA awards.

*3:00pm Tour of Virginia Beach Public Utilities Control Center*

*6:00pm City Council Meeting  
Delegation will be officially recognized by the City of Virginia Beach*

## SEPTEMBER 28- OCTOBER 1 • WASHINGTON DC

*Wednesday, September 28*

*11:15am Arrive in Washington DC*

*12:30pm Luncheon/Interactive Discussion-How can municipal associations be relevant in Romania/Bulgaria?  
Lexington Room, Bellevue Hotel*

Luncheon/ Discussion featuring Ross Hoff, Director International Programs, Beth Kellar, Deputy Director, Chuck Anderson, Director CEE Programs, Mike Murphy, Director ICMA International Municipal Programs.

*2:30pm-5:00pm Community Participation Seminar  
ICMA Fifth Floor Training Room*

Seminar will address basic concept and techniques for improving government accountability and transparency (improving citizen participation in local government).

*7:00pm Evening at the Kennedy Center-Twila Tharp Dance Theater*

*Thursday, September 29*

*9:00am Geographic Information System Presentation  
ICMA Fifth Floor Training Room*

Ben Cross, Consultant on the ICMA GIS project in Blagovrad, Bulgaria and representatives from PADCO will discuss Geographic Information Systems.

*Afternoon- Free to explore Washington, D.C. and Alexandria, VA.*

*Friday, September 30*

*9:00am Urban Institute Seminar  
2100 M Street NW  
Mike Hoffman, Chris Walker, Blaine Leiner*

The seminar will focus on the subjects of public housing, economic development and performance monitoring. Lunch will be provided by the Urban Institute.

*1:00pm - 4:00pm AID Roundtable  
U.S. Department of State*

The rountable will provide an opportunity for participants to discuss current and future technical assistance efforts with USAID representatives.

*5:00pm Meeting with Congressman Wolfe  
Congressman Wolfe's Office*

*October 1*

*9:30am Depart for New York City*

*10:00am Bus Tour of New York City*

*7:00pm Depart for Romania*

## Appendix III - Bulgarian Agenda

**AGENDA: BULGARIAN GROUP**

**Municipal Management and Development  
Study Tour for Bulgarian and Romanian Officials**

**September 15 and 16 • Orientation and Arrival**

*Thursday, September 15      Pre-Departure Orientation*

The ICMA and PIET field offices in Sofia, Bulgaria and Bucharest, Romania will provide a short orientation for participants covering necessary information about the United States and the ICMA Annual Conference.

*Friday, September 16      Arrive in Chicago, rental van transfer to Hyatt Regency*

The delegations will be met at the airport by ICMA logistics coordinators and interpreters. The participants will then be transported to the Chicago Hyatt Regency.

## September 17-21 • ICMA Annual Conference

*Saturday, September 17*

*10:00am-10:45am Staff Orientation Meeting*

Study tour staff, including interpreters, will meet to discuss conference logistics, goals, work assignments, etc.

*11:00am-12:30pm Orientation Meeting*  
Skyway Suite 268

This meeting will provide an overall orientation to the ICMA Annual Conference and to the study tour in general. Methods of getting the most out of the study tour will also be discussed.

*1:30pm-4:00pm Chicago Tour*  
Meet at Skyway 268 at 1:00 to meet bus

Andy Norman, industrial development specialist with the Chicago Department of Planning and Development will take participants on a tour looking at contemporary issues facing the City of Chicago. The tour's focus will be community development and re-development of industrial areas.

*7:30pm "Sky-High Chicago" Reception*  
The Amoco Building, 200 East Randolph Drive  
Meet in Skyway 268 at 7:00 to walk to reception together.

The reception will be held in a private club on the top floor of the Amoco Building-the fourth tallest building in the world-which offers stunning 360 degree views of the Chicago skyline and Lake Michigan shoreline. The reception will feature hors d'oeuvres and live musical groups. Dress is evening casual.

*Sunday, September 18*

*8:00am*                    *Breakfast and Orientation Meeting*  
Skyway 268

*9:00am*                    *Tech City Exhibit*  
Exhibits Hall

Participants will meet for a private tour of Tech City. High performance solutions for local government executives will be featured that will demonstrate the practical use of information technology and how it can turn data into meaningful information. The focus of Tech City will be on using technology to balance the demands for increasing public services while controlling costs.

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Grand Ballroom, ballroom level, East Tower  
Meet in Skyway 268 at 11:45 (seating is very limited)

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*3:30pm-5:00pm*        *Educational Session*

**Developing Local Government Partnerships (Columbus Hall E)**

Panelists will examine success, failures, innovations and strategies and the future role of public/private and public/public partnerships in local government management.

*5:30pm-7:30pm*        *"Meet you at the Stadium Club" Opening Reception (Optional)*

Conference opening reception will feature a baseball theme. Music, games and very light snacks will be available.

*10:00pm*                *International Reception*

Participants will meet in Skyway 268 to proceed to reception in the honor of all international visitors.

*Monday, September 19*

*8:00am*                    *Breakfast*  
*Skyway 268*

*8:30am-10:15am*        *Dialogue on Future of Council Manager Government (Optional)*  
*Grand Ballroom, ballroom level East Tower, meet at Skyway 268 at 8:15*

To provide a forum for exploring one of the most critical issues facing today's communities, ICMA brings together a panel of elected officials, professional managers, academics and journalists from across the country for a discussion about the effectiveness of the major forms of local government. This thought provoking session will offer an opportunity to hear the many sides of the argument about which form of government is best.

*12:00pm*                    *Lake Michigan Cruise*  
*Meet in Skyway 268 at 11:45*

A short cruise of Lake Michigan will highlight Chicago's unique architectural heritage.

*1:00pm*                    *Lunch*

*1:45pm-3:15pm*        *Educational Session*

**Nuts and Bolts of Customer Service (Columbus Hall K)**

Learn to assess your organization's customer service skills, motivate employees to improve customer service, and increase your local government's effectiveness.

*3:30pm-4:45pm*        *Educational Session*

**Infrastructure: When to Replace, How to Finance (Columbus Hall G)**

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Skyway Suite 268

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- o Roger Crum - City Manager, Spokane, WA
- o Steven C. Carter - City Manager, Champaign, IL

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Skyway 268

Speakers from the ICMA infrastructure conference session will present short summaries of the session and provide opportunities for discussion with participants.

- o Barbara Flickinger - Public Finance Department, Moody's Investors Service, New York, New York.
- o David H. Barber - Director of Public Works, Evanston, IL

11:00am-12:00pm *Exhibits*  
Wacker Hall, exhibit level, East Tower

Participants will have an opportunity to tour the ICMA Conference Exhibits Hall. The exhibits include a wide variety of interesting products and services available to local governments.

2:00pm-3:45pm *Educational Session*

**Nuts and Bolts of Budgeting (Columbus Hall K)**

Regardless of a jurisdiction's budgeting process, all managers need tools to increase revenue, cut costs, increase public understanding and support, and facilitate adoption with minimum

controversy. This session describes tools that are effective in meeting these goals and explores the budget process. The special challenges of the town meeting budget process will be highlighted.

*3:45pm-5:00pm Educational Session*

**The New Local Democracies (Grand Ballroom D North)**

This session will examine the continuing decentralization of authority and the evolving role of local government in political and economic transformation of the former socialist countries.

*5:15pm-6:30pm Follow-Up Session: Finance and Budgeting  
Skyway 268*

Panelists will review the basics of the budgeting process as well as discuss the unique problem of Central and Eastern European countries in the areas of municipal finance and budgeting.

- o William Finger-Town Manager, Shelburne, VT

**SEPTEMBER 21-SEPTEMBER 23 • ROCK ISLAND, IL**

*Wednesday, September 21*

*8:00am Breakfast and Orientation Meeting*

*9:30am Chicago Board of Trade  
Meet bus on Wacker Drive*

*11:30am Ethnic Neighborhoods of Chicago-Bus Tour*

The Chicago Department of Planning and Development will sponsor a bus tour highlighting Chicago's various ethnic neighborhoods and how they have transformed themselves over the past few decades.

*4:00pm Fly to Moline*

*6:30pm Dinner with Rock Island City Officials and Walking Tour of District  
Villa Campione Restaurant, Plaza One Hotel, Rock Island, IL.*

*Thursday, September 22, 1994*

*8:00am Overview of Basic City Government Functions- Rock Island City Staff  
City Council Chambers - Rock Island City Hall*

Welcome and Organizational Structure of Rock Island - John C. Phillips, City Manager

Municipal Financing - Bill Scott Finance Director

Public Works - Management and Financing - Bob Hawes, Public Works Director

Economic Development- Greg Champagne, Director of Community and Economic Development

Citizen Involvement- John C. Phillips, City Manager

*10:30am Tour of Rock Island Water Treatment Plant*

Dale Howard, Utilities Superintendent and Randy James Wastewater Plant Chemist will lead participants on a tour of the facilities.

*12:00pm Regional Cooperation- Lunch with elected and appointed Mayors and City Managers/Administrators from the Quad City Area.*

Rock Island Arsenal Club- hosted by Bi-State Regional Planning Commission.

*1:45pm Meeting with Moline City Government and Staff*

Welcome - Stanley F. Leach, Mayor

Economic Development (planning and its effects on business growth)- Joseph Rekar, Director of Planning

*3:00pm Tour of MARK of Quad Cities Convention Center  
Moline, IL*

*4:00pm Tour of Deere & Company  
Moline, IL*

*7:00pm Dinner with Mayor of Moline  
Captian's Table-Moline, IL*

*Friday, September 23, 1994*

*8:00am Meeting with Bettendorf City Officials  
Bettendorf City Hall, Bettendorf, IA*

*9:00am Tour of Bettendorf Fire and Police Stations*

*10:30am Tour of Bettendorf Community Recycling Plant*

*12:00am Quad Cities Wrap-Up - Lunch and Discussion with Davenport, IA City Staff  
City Council Chambers, Davenport, IA City Hall*

- 3:00pm *Neighborhood Tour of Rock Island*  
Jim's Shuttle Service
- 5:00pm *Fly to Washington DC*
- 11:15pm *Arrival- Washington Dulles Airport*

SEPTEMBER 24-SEPTEMBER 25 • WASHINGTON DC

*Saturday, September 24*

- 10:30am-12:30pm *Tour of Washington DC.*  
Meet in Lobby at 10:15 to board bus

This birds-eye tour will provide a general overview of the DC area covering monuments, Georgetown, downtown and the National Cathedral.

*Sunday, September 25*

- 9:30am-5:00pm *Free*
- 5:30pm *Depart by train for Richmond*  
Meet at 5:15 in Lobby to meet train

SEPTEMBER 25-28 • RICHMOND, VA

*Monday, September 26*

- 9:30am *Public/Private Partnerships for Economic Development-Richmond Chamber of Commerce-Metropolitan Economic Development Council*  
Richmond Chamber of Commerce, James W. Dunn

The Chamber of Commerce and Metropolitan Economic Development Council will give a presentation on Richmond's efforts to attract new businesses into the area.

- 12:00pm *Public Works*  
Richmond City Hall  
Paul Bender, Deputy Director, Buddy Gally, Deputy Director, Gas and Water,  
Morgan Rogers, Superintendent of Water Plant

The Public Works Department will give participants a general overview thier municipally owned utility operation.

3:00pm                    *Planning and Zoning*  
Richmond City Hall  
Charles Peters - Director of Community Development  
David Sacks - Principal Planner

Planning and land use issues and how they relate to municipal management will be discussed.

6:05pm                    *City Council Meeting*  
Old City Hall, Richmond

Participants will be officially recognized by the City of Richmond.

*Tuesday, September 27*

9:30am                    *Budgeting and Capital Finance*  
Richmond City Hall  
Jeffrey Woodson, Director of Budget Department

Discussion will cover the issues involved with revenue generation, capital finance and performance measurement.

10:15am                    *Strategic Planning*  
Richmond City Hall  
Daisy Weaver, Senior Budget Analyst

A basic overview of the strategic planning process highlighting the city's latest effort, Richmond Tomorrow.

12:00pm                    *Public Information*  
Ann Amoury, Public Information Officer

Participants will discuss the interaction between the city and the media and what steps cities take to influence news coverage.

3:00pm                    *Citizen Involvement- The Neighborhood Team*  
Selena Cuffee-Gleen, Neighborhood Team Director

Participants will discuss Richmond's neighborhood teams as a method of making government more responsive to citizen's needs.

5:00pm                    *Train to Washington D.C.*

SEPTEMBER 28- OCTOBER 1 • WASHINGTON DC

*Wednesday, September 28*

*10:00am Capitol Tour*

*12:30pm Luncheon/Interactive Discussion-How can municipal associations be relevant in Romania/Bulgaria?  
Lexington Room, Bellevue Hotel*

Luncheon/ Discussion featuring Ross Hoff, Director International Programs, Beth Kellar, Deputy Director, Chuck Anderson, Director CEE Programs, Mike Murphy, Director ICMA International Municipal Programs.

*2:30pm-5:00pm Community Participation Seminar  
ICMA Fifth Floor Training Room*

Seminar will address basic concept and techniques for improving government accountability and transparency (improving citizen participation in local government).

*7:00pm Evening at the Kennedy Center-Twila Tharp Dance Theater*

*Thursday, September 29*

*9:00am Geographic Information System Presentation  
ICMA Fifth Floor Training Room*

Ben Cross, Consultant on the ICMA GIS project in Blagovrad, Bulgaria and representatives from PADCO will discuss Geographic Information Systems.

*12:30pm Lunch - Union Street Public House*

*12:30pm-4:30pm Historic Preservation and Economic Development  
Meet Jane Federico, Historic Preservation Director, City of Alexandria and Peter Smith, Architectural Review Board.*

This walking tour will focus on the interaction of planning with economic development. The tour will include Harbor Place, a development built on land owned by the municipal utility company and the Torpedo Factory as examples of how industrial land is transformed for other public purposes.

*Friday, September 30*

*9:00am*                      *Urban Institute Seminar*  
2100 M Street NW  
Mike Hoffman, Chris Walker, Blaine Leiner

The seminar will focus on the subjects of public housing, economic development and performance monitoring. Lunch will be provided by the Urban Institute.

*1:00pm - 4:00pm*        *AID Roundtable*  
U.S. Department of State

Participants will meet with USAID officials to discuss current and future technical assistance efforts in Romania and Bulgaria.

*5:00pm*                      *Reception at Urban Institute*  
Urban Institute 2100 M Street

The Urban Institute will host a reception for the Bulgarian participants.

*October 1*                    *Last Day in Washington, DC*  
Busses or Metro to Shopping Centers

*3:00pm*                      *Depart for Bulgaria*

## Appendix IV - Romanian Participant Evaluations

**PROGRAM EVALUATION**  
**Bulgaria/Romania Municipal Mangement Study Tour**

1. What did you think of the ICMA conference in Chicago, and how was this useful to you?
2. What did you think of the field visit to the Rock Land/St. Paul area?
3. What did you think of the field visit to Richmond/Virginia Beach?
4. Which activities during the final three days in Washington were of most interest and why?
5. Overall what type of subject matter presented during the study tour was most relevant to your needs in your position in Bulgaria/Romania and why?
6. Overall what type of subject matter presented during the study tour was least relevant to your needs in your position in Bulgaria/Romania and why?
7. What changes can you suggest to improve future study tours for Bulgarian/Romanian officials concerned with local government management?
8. Please provide your general assessment of the study tour. We would greatly appreciate any additional comments.

## **OCNEANU**

1. It was a very interesting conference. It offered a great deal of information on issues confronting local governments in USA and the specific ways to solve them.
2. Interesting to learn about ways to cooperate between neighboring cities: public/private partnership; strong feelings accompanying the meeting with Romanian community.
3. Very interesting presentation of local budget management; the numerous information on ways of addressing the issues of water supply and waste water treatment; impressive the visit to the Recycling Center.
4. Visit to Congress: the seminar on citizen participation; the evening at Kennedy Center.
5. Citizen participation and development of civil society; local economic development issues; these are the main problems that can ensure the building of a democratic society in Romania.
6. none, since subject matters represent the eternal problems of local governments all over the world.
7. More stress on knowing how a civil society functions; direct contacts with such institutions/components of the civil society. Talking more about the means with which local governments stimulate local development--with concrete examples as well.
8. It was a very interesting study tour, which provided an enormous quantity of information and meetings with many people. I discovered a part of the U>S> and now, upon returning to Romania, with all this accumulation of information, I realize that perhaps I'll need some time, but not too much, to think about what I learned and saw, to understand it correctly, and then to put it in practice in Piatra Neamt.

I leave with the belief that local governments in Romania can become the main engine in the democratization and the development of our country. All depends on the way in which we'll understand the importance and the responsibility of our office in the city that we represent.

Many thanks to ICMA and USAID.

## **BALAN**

1. I believe that the association of local government in an NGO of such a force is extremely useful. This experience may be useful in Romania within the trend of increased participation of citizens within the social /civic life, and for the setting up of the legal framework that allows for the dialogue between government and NGOs.
2. I was impressed by the skyway system. It was the first contact with the mechanism of local democracy--in action--in the U>S>
3. I liked the solutions for water treatment and the recycling of waste. I found interesting the way that city council meetings are organized. Same for the relationship mayor/council.
4. The meetings at Urban Institute, where Intergovernmental realtions (federal/state/local) were presented in detail.
5. The manner in which local government is organized; relations between the three levels of government. This experience will be used in the new regulations/legislation in Romania.
6. None
7. It is very useful for East Europeans to understand the relations central/local governments. It is necessary to include in the discussions meetigns with federal or state government agencies or persons who deal with local government issues.
8. Very useful. I met kind, civilized people who were very open to our desire to know the American system.

## **SAVULESCU**

1. For Romania where cities have many problems that must be addressed by the city hall, the city manager type of institution is a good example of form of local government. A good example is also the annual discussions of issues.
2. Very useful was the presentation of the local budget, also since the size of St. Paul and Ploesti population is very similar. An interesting experience is also the housing for senior citizens. The Metropolitan Council can be a good example for cooperation between Romanian cities and suburban areas.
3. Very interesting the discussions on Local budgets and the organization of city services. Interesting the solid waste treatment.
4. The contact with Rep. Wolf, for the briefing on his opinion re Romania, but also for the information he received from the Romanian delegation. The discussions at ICMA. The exchange of views at AID.
5. The city manager type of local government; local budgets; the possibility of future cooperation with Urban Institute.
6. One
7. Perhaps it would be a good idea that participants to the study tour and ICMA/AID should meet beforehand and set the objectives and the program of their visit.
8. The program was very well organized and it followed the planned agenda to the point, except for small modifications. For us, the American organizational skill as well as its efficiency are impressive.

## **LATCAN**

(The study tour) was very important in that we saw the true reality of American cities and of the entire organizational system.

1. It was a real classroom, to learn from the experience of those who chaired the general meetings and the workshops.
2. St. Paul is a model city both for its organization and development.
3. In Virginia Beach I noticed during the visits to the water plant, the water treatment plant and the waste fueling center a very high degree of cleanliness inside the facilities, so there is no difference between the three (a great deal of concern for the protection of the environment). For each technological process there is in place a technical and an operational system.
4. The meeting with Rep. Wolf--to know the real facts of the situation in Romania and of the proposals made. The competence of the Urban Institute.
5. The theoretical research of the Urban Institute and the program monitoring/evaluation. The organization of city councils in the cities visited.
6. None
7. In future visits, I believe would be needed to have the visits with local governments first, and only afterwards attendance of a convention.
8. It was very well organized, in a professional manner.

## **Ciunara**

1. The office of city manager can be introduced in Romania as well, in an adapted form, especially in smaller towns. Several techniques of organization of Congress were of interest to me, I will try to apply them in Romania. The computer programs for the land register could be purchased for use in Romania as well.
2. I understood in more detail the role of the city manager and the organizational structure of a local government.
3. I understood the ways in which local budgets are decided and carried out. The ways in which public services are organized can be adapted to Romanian conditions.
4. The ways in which local governments can help in the economic recovery ...????(illegible)
5. local budgets; organization of city halls and of the institutions ...???(illegible);
6. none
7. none
8. I am very satisfied.



\*

3. What did you think of the field visit to Richmond/Virginia Beach?

[ \_\_\_\_\_ ]

Very interesting and attractive, as details and as a whole!  
Congratulations to Wade Kyle for his personal merits in organizing and carrying on the visits.

4. Which activities during the final three days in Washington were of most interest and why?

[ \_\_\_\_\_ ]

ICMA meeting with different NGO representatives.  
Gave many ideas!

5. Overall what type of subject matter presented during the study tour was most relevant to your needs in your position in Bulgaria/Romania, and why?

[ \_\_\_\_\_ ]

Housing problems solving by USA local governments and communities.

6. Overall what type of subject matter presented during the study tour was least relevant to your needs in your position in Bulgaria/Romania, and why?

[ \_\_\_\_\_  
\_\_\_\_\_ ]

I can not consider such a situation.

7. What changes can you suggest to improve future study tours for Bulgarian/Romanian officials concerned with local government management?

[ \_\_\_\_\_  
\_\_\_\_\_ ]

Keep together people of local powers and  
Central Government and Parliament  
Consider and some people from Finance  
Ministry in a delegation.  
Also and a PDSR or PUNR mayors!

8. Please provide your general assessment of the study tour. We would greatly appreciate any additional comments.

[ \_\_\_\_\_  
\_\_\_\_\_ ]

Very welcome!  
Hope to help you in organizing some other  
such tours!

**Summary of Report By Mr. Victor SAVULESCU, Mayor of Ploiesti  
on His Visit Organized by ICMA, September 16 - October 2, 1994**

**Introduction**

The local administration is in a period of transition like every other field of public life in Romania.

The objective of this transition is to create a legislative and organizational framework and to choose the best model of local administration adaptable in Romania.

**Impressions after the visit in the U.S.**

1. The visit was very fruitful (there is an experience of a previous visit in the U.S.).
2. It was a very good idea to invite representatives of the Parliament and Government of Romania. The mayors had the opportunity to share their impressions with each other and thoroughly discuss their opinions.
3. The position of City Manager seems to be applicable in the City Halls of Romania.
4. The program offered the occasion to visit two smaller cities, similar in size with Ploiesti. This was important as the mayors invited were able to see how the problems of City Halls comparable to theirs are dealt with in the U.S.
5. Some of the principles used in the U.S. in local administration that may be implemented in Romania are:
  - to have a balanced separation of the local revenues between the local budget and the central budget
  - to avoid including new expenditures of the local administration without ensuring the revenue source
  - to have the control over the institutions or activities financed by the local administration
  - to have well established criteria for Federal or State transfers
  - to have autonomy of the local administration (no limits for control or getting authorizations)
6. The meetings in Chicago and Washington were very fruitful. A very pleasant surprise was to meet the Bulgarian delegation.
7. Suggestions for future ICMA and USAID actions:
  - meetings with American mayors or municipal officials who want to cooperate with Romanian mayors or municipal officials
  - more meetings with American decision makers: the Congress, the State Department, etc.

**8. Suggestions for future cooperation:**

- assistance for a draft legislation necessary for the local administration in Romania
- involvement of the U.S. in the program of the Economic Agency for Local Development from Ploiesti if there is an interest for such an involvement.

## Appendix V - Bulgarian Participant Evaluations

## Program Evaluation

### Bulgarian Municipal Management Study Tour

1. The conference in Chicago was a clear illustration of the desire of local governments, through information exchange, to improve their operations and to find new means of funding as well as to spend the available funds more efficiently. The focus on better involvement of communities in local government was very important.
2. The visit to Quad City area was useful because it gave us the opportunity to see different local government structures in two states and four different cities. It would have been even more beneficial if we specified in advance particular issues to look at.
3. The same as for question 2. above.
4. Perhaps the last day in Washington, D.C., because we were able to express our different impressions from the tour and give our opinion about the organization of the program. Overall though, everything we get in touch with in the U.S. leaves a permanent impression in us and gives us the impetus to try and apply some of the experiences in our cities.
5. First and foremost, the issue of strategic planning which is underestimated in our country. Also, the topics of municipal budgeting and relations with community, and citizen organizations were of great importance for us.
6. I don't think that there was any subject matter that was irrelevant. As I stated earlier, everything seen or heard in the U.S. can be useful for our work.
7. It would be better if an attempt is made to summarize in advance the specific interests of the participants and structure the program on the basis of that summary.
8. My general assessment of the study tour is very good.

## Program Evaluation

### Bulgarian Municipal Management Study Tour

1. Sufficient theoretical background about the structure of local government.
2. Very good.
3.
  1. We got the whole picture of the relationship between the citizens and the city government (city council and mayor).
  2. Methods of determining the goals and values of the city and the region.
4. The visit to Alexandria:
  - construction and development of the water front for public recreation
  - the conversion of the Torpedo Factory.
5.
  - The relationship between city government and the citizens
  - Tools for surveying the public opinion and concerns
  - Public housing programs for the poor
  - Structural organization from the federal level down.
6. Local government budget.
- 7.
8. Very good.

09/30/1994

V. Pavlov

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## Program Evaluation

### Bulgarian Municipal Management Study Tour

1. It would have been even more beneficial if we were first acquainted with the place of local government within the overall administrative structure of the country as well as its place within the financial system of the country.
2. Good!
3. Good!
4. The last one on Friday, September 30, 1994.
5. The topics related to the autonomy of city budgets which ensure the basic condition for implementation of democratic governance.
6. The specialized in the area of Geographic Information Systems.
7.
  1. About the length - maximum 10 days.
  2. About the participants - to be included a member of the Committee on Local Government with the National Council.
  3. To be organized a meeting with the Agency responsible for proposing and allocating the block grants.
8. Good!  
It would be useful if more people could see and hear what we did.

09/30/1994

B. Georgiev

## **Program Evaluation**

### **Bulgarian Municipal Management Study Tour**

1. The conference was well organized with traditions. Many mechanisms of local government were presented. The City Manager form is unusual for us. It can be applied, though, in some municipalities in Bulgaria.
2. This was an example of a democratically governed city.
3. The visit was useful. We felt the difference compared to the previous cities. The mayor is elected by the city council. Our attendance of the city council meeting revealed to us some mechanisms of the direct democracy.
4. The meeting at the Urban Institute. The issues are not separated into economic, financial, urban development, and legal but rather they are treated as part of a whole. The issue of the GIS was presented in technical details. I expected a more global presentation.
5.
  1. Zoning in relation to the preparation of a Bill for Territorial Development.
  2. The issues of local government and local administration in relation to the above Bill.
  3. GIS in relation to the Bill for Cadastre.
6. Specific technical issues.
7. Perhaps, sending in advance a list of problematic, debatable issues which should be addressed during the study tour.
8. My general assessment is very good. The tour was very useful.

09/30/1994

D. Leviev

## Program Evaluation

### Bulgarian Municipal Management Study Tour

1. Very positive. The ICMA Annual Conference is an excellent opportunity for information exchange on the issues that local governments have to resolve and tools for resolving those issues.
2. The visit to different cities, including Rock Island, is a must. We saw very good cooperation between the city governments of Rock Island, Davenport, Moline in their efforts to resolve some problems. Besides, we had the opportunity to discuss their experience in resolving specific problems.
3. The same applies as for Question 2. Besides, the opportunity to attend a City Council meeting was very useful for us. We got acquainted with the joint work of the City with the Neighborhood Teams and other problems which are of interest to us.
4. The meetings at ICMA and the State Department. At those, we got information about the programs in Eastern Europe funded by USAID.
5. Due to the differences in our legal/regulatory system, I consider the following topics as most important for me:
  - Establishing public - private sector partnerships
  - City Council
  - Improving the quality of services offered by the City to the citizens
  - Decentralization of local government.
6. I don't think that there was any irrelevant subject matter. Even the topics that are not currently applicable for Bulgaria were of interest to me and I have no objections as to being acquainted with them.
7. Almost none. Maybe, the presentations could be a little shorter and give more time for interactive discussion, since there were many participants willing to express their opinion or ask questions.
8. Excellent. We were presented with an opportunity to study the experience and work of local governments.

G. Georgiev

## Program Evaluation

### Bulgarian Municipal Management Study Tour

1. ICMA's conference in Chicago was very well organized and the sessions topics were of interest to me. It would have been nice if we knew the overall itinerary of the conference in advance, so that we could participate in other sessions, too.
2. I think that it would be better either to lengthen the duration of stay or to decrease the number of meetings because it was quite tiresome that way.
3. It was very well organized and all covered topics and discussions were very interesting.
4. All meetings were interesting since they coincided with my interests.
5.
  1. Community economic development.
  2. Urban planning and development.
  3. Creating and implementing GIS.
  4. Civic associations relations.
  5. Municipal budgeting and bond loans.

I am afraid, I may have missed some topic, but almost all of them were directly related to my professional responsibilities and interests.
6. There weren't any - the Secretary of a municipality in Bulgaria must handle all issues of local government.
7.
  1. To try to jointly determine the topics of the sessions, in advance.
  2. Better pacing of all meetings.
8. The study tour was very useful. I think that the setbacks were insignificant.

I. Popov

## Program Evaluation

### Bulgarian Municipal Management Study Tour

Pancho Lyubomirov Panayotov M.D., Mayor, City of Dupnitza  
09/30/94

1. If we assume that the conference was 100% useful for the Americans, it was 40% useful for me, which is real, actual, working usefulness. Many of the things that were presented were on a different level of development of the social and governance reality.
2. My impressions of all cities are concentrated in one image. I remember the substance of things while the cities are like one. I can't remember right now in which city we talked more about the infrastructure, in which we talked about police and fire department, and in which about finances. But, overall, I learned a lot about all those aspects.
- 3.
4. All were interesting except "Geographic Information Systems" - this topic is too theoretical and practically inapplicable for us. I am less interested in cultural, purely sightseeing activities. In Washington, too, I was interested in effectiveness, reality of governance.
5.
  1. Local government operations. Responsibilities, authorities of local government.
  2. Funding of local government.
  3. Responsibilities of local government to business, tourism (this was something unexpected for me, but it's a good idea)
6. There wasn't such except "GIS".
7.
  1. The groups should be differentiated - only mayors or only central government representatives.
  2. Only people with proven dedication to change and democratic reform should be trained.
8. For me personally, as a mayor engaged in reforms, the study tour was very, very, extremely useful. I learned a lot of useful principles and things, received reinforcement and assurance about the things that we are doing, and I will start implementing many of these things immediately upon my return to Bulgaria.

**Appendix VI - Article from *West St. Paul Current***

**NEWS**

County pursues  
detention funding

**2A****SPORTS**

Sibley gridders  
fall in overtime

**13A****LIFESTYLE**

Wildlife artist  
keeps on winning

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C Section

3 Sections

September 28, 1994

Vol. 19, No. 41

# Romanians tour West St. Paul

## Local government services explained

By Sue Hegarty  
Staff Writer

West St. Paul was host to a dozen Romanian visitors last week, mostly mayors of cities from the southeastern European country. They came to examine how city government operates in the United States.

The delegates were part of the International City/County Management Association exchange program. West St. Paul's City Manager Bill Craig is a member of the association and was the tour guide for the delegates'

three-day visit.

They toured city buildings, the Wentworth library, the state Capitol, St. Paul skyways and the Mall of America. They were treated to dinner at St. Mary's Romanian Orthodox Church in St. Paul and St. Stephan's Romanian Orthodox Church in South St. Paul. They heard presentations from the Housing and Redevelopment director and about the Metropolitan Council.

The mayors were among the first elected mayors in Romania since a new free-market economy program was introduced and a new constitution took effect in 1991. Romania is now a multi-party presidential republic.

"They need a model for how they can work cooperatively. I think the Twin Cities area is viewed as having a great deal of cooperation between governmental units," Craig said.

West St. Paul is an example of cooperation because of the contracted services it provides for smaller surrounding communities.

One delegate was impressed by the organization of West St. Paul's city government.

"We don't know where to start," said Alina Popescu, a Romanian who is an employee of the United States Agency for In-

**TOUR: To Page 7A**

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# Tour

From Page 1A

ternational Development.

While touring City Hall, the curious group seemed mesmerized by the fleet of fire engines, especially the city's one-year old \$500,000 aerial pumper truck.

The new mayors had many questions for Craig.

"How many taxes can Americans expect to pay," asked one guest through an interpreter.

"Many," Craig said with a smile, as he continued to explain the federal, state and county tax systems.

Craig went on to explain the independence of American city government and government in West St. Paul. He also talked about the cooperation between city, county and state government with regard to services.

"Who watches over the legal validity of the City Council?" asked one of the guests.

The visitors will get more than one view of city government. The group had spent four days in Chicago and will also visit Washington D.C. and Virginia Beach before returning to Romania Oct. 1.



Romanian mayors and government officials receive a lesson in American civic government from Bill Craig, West St. Paul city manager. (Sue Hegarty/Staff Photographer)

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