

MEMBERSHIP

Membership Recruitment and Retention

- As of June 30, 2015, ICMA had 9,568 total members representing over 30 countries. Of the total membership, 6,504 were Full or Affiliate members in direct service to local government.
- Attracted 728 new in-service members (679 United States and 49 international), including 397 Full in-service members (355 United States, 129.1% of goal) and 201 entry- to mid-management Affiliate in-service members (199 United States, 113.7% of goal).
- In the United States, continue state-by-state recruitment efforts in partnership with the state associations, with a focus on CAOs and assistant CAOs. Significant progress is being made particularly in the West Coast, Midwest, and Southeast regions where ICMA has a regional director.

Member Services

Member Engagement

- The Task Force on Leadership submitted its final report to the board in September. The board approved recommendations of the Task Force on Leadership in November 2014, and the staff work plan to implement those recommendations was presented to the board in June 2015.
- The board reviewed the Task Force on Financing ICMA recommendations in November 2013, and directed staff to implement the flat-rate department director dues rate. The board concluded that the flat-rate dues for department directors, along with the affiliate dues rate, was a key element in the strategy to make the dues structure attractive for the next generation segment. The new flat rate for department heads was implemented with the July dues cycle. The board will ask the new Strategic

Planning Task Force to review the dues structure.

- Task Force on Women in the Profession concluded its work and presented its final report to the board in September. The board reviewed the report in November and directed Pat Martel to work with a segment of the task force to prioritize the recommendations and report back to the Membership Committee. The prioritized report was submitted to the Membership Committee in February. In June, the committee recommended implementation of 14 elements, including research on the gender breakdown in the executive recruitment process for CAO. The board approved the implementation plan.
- Task Force on Strengthening Inclusiveness launched at the Charlotte conference. The task force solicited member feedback through a survey this spring and used those results to inform its discussion in March. Task force is on track to deliver a report to the board in September.
- Launched member volunteer process for ongoing committees and task forces for 2015-16. A record-setting 300 members responded with requests to serve. Appointments were made in early June.

Awards

- Conferred 4 Distinguished Service, 5 Professional, and 11 Program Excellence Awards; recognized recipients at the Charlotte conference and in a *PM* magazine insert.
- Conferred honorary membership to 2 individuals, which were approved by the membership during the annual business meeting in Charlotte.
- Honored 813 members for their service to the profession, including 1 member recognized for 50 years of service. Members receiving awards for 25 years

or higher were recognized in the awards booklet, and all recipients were announced online. Recipients attending the conference received additional recognition at the Celebration of Service session, and at a special reception.

- Gave award recipients the option of having a contribution made in their honor to the Fund for Professional Management or *Life, Well Run* campaign, in lieu of receiving a personal plaque, resulting in \$1,525 in donations.

Senior Advisors / Personal Support

- Developed strategic plan and guidance documents for ICMA regional directors and team leaders to use in helping state sponsors revise their senior advisor program policies and procedures. Eight state sponsors have already done so and 5 are in process.
- Continued to facilitate bimonthly conference calls for members in transition.
- Provided 30 members in transition (MIT) with complimentary annual conference registrations and awarded 3 travel stipends. Offered an MIT “brownbag” session that drew about 20 current and former MITs, and will provide all MITs with complimentary access to the virtual conference archive.
- As of the end of June, there were 87 senior advisors in 22 states. Approximately 80 percent of active ICMA members have access to a senior advisor.
- As of the end of June, there were 114 members participating in the MIT program. Refreshing the benefit and service package with an emphasis on the advice and guidance provided.

Member & Customer Support

- Responded to 95.5% of incoming e-mail inquiries to membership@icma.org and

customerservices@icma.org within 48 hours.

- Continued outreach strategy to engage members via phone and gather information about topics relevant to them. Made 220 calls used to generate a total of 19 biweekly issues of internal e-news brief, *Conversations & Connections*.
- Mailed 958 membership information packets to new members.
- Mailed 41 life pins with personalized letters to Life members highlighting their ongoing contributions, bringing the total of pins mailed to date to 139. Continued sending upgraded Life member certificate to new Life members.

Ethics Awareness and Enforcement

- Processed 22 ethics cases resulting in 1 public censure, expulsion, and Credential revocation; 3 public censures and membership bars; 3 public censures; 6 private censures; and 9 closed cases.
- Conducted ethics trainings/workshops for ICMA professional, emerging, and student leadership programs (6), state and affiliate associations (14); and local governments (12).
- Published 11 Ethics Matters! columns in *PM* magazine.
- In April, Corporate Members approved (2,144 for; 152 against) new language for Tenet 12 of the ICMA Code of Ethics. Tenet 12 now reads, “*Public office is a public trust. A member shall not leverage his or her position for personal gain or benefit.*” The CPC then submitted recommendations to the executive board for edits to 4 of the 7 Tenet 12 Guidelines. The board approved those recommendations during its June 2015 meeting. Notable changes or clarifications to the Guidelines include:

- Members may no longer provide written recommendation letters for vendors to submit when seeking future work. Members may serve as references and respond verbally if called upon.
- Members are not to endorse commercial products and/or services via their social media accounts.
- Any information that is available through a public information request is not considered confidential information.
- De minimus ownership of a company that is a part of a mutual fund or is publicly-traded on a stock exchange, even if that company conducts business in the member's community, does not require divestment or disclosure.
- During the September 2014 meeting, the executive board approved amendments to the *Rules of Procedure* that clarified when fact-finding is required and that members have the option to request that the CPC reconsider its recommendation based on new information.

Credentialing

- Granted ICMA Credential or Candidate status to 123 members.
- Promoted the Legacy Leader Program recognizing ICMA Credentialed Managers who actively coach and recruit young professionals; 37 Legacy Leaders and 65 Legacy Leader candidates currently participate.

Relationship Management

State Liaison

- Provided ongoing support to ICMA regional vice presidents, regional directors, and ICMA liaisons for their

representation of ICMA at 54 state and affiliate association meetings.

- Coordinated and conducted 5 U.S.-based regional summit programs with ICMA University Workshop, ICMA Update, and regional nominating process. Each was preceded by an Emerging Professionals Leadership Institute program. Supported regional vice presidents for their detailed ICMA Report and issues discussion on the summit program.
- Supported ICMA's 3 regional directors in their roles as lead ICMA staff in the West Coast, Midwest, and Southeast regions.
- Supported 19 ICMA liaisons in their respective state association relationship roles, ICMA representation, and information sharing.
- Sustained secretariat support to state associations in Maryland, Nebraska, Nevada, and Great Open Spaces (Idaho, Montana, North Dakota, South Dakota, and Wyoming). Continued web hosting service support to Cal-ICMA, South Carolina, Virginia, and Women Leading Government.

Affiliate Relationships

International Hispanic Network (IHN) and National Forum for Black Public Administrators (NFBPA)

- Reached out to IHN and NFBPA leadership to ensure participation in the regional nominating process for 2015. Secured names for participation on 5 regional nominating committees; encouraged both organizations to reach out to potential candidates for the December 12, 2014, expression of interest deadline.
- Held follow-up conversation with NFBPA Executive Director to update the memorandum of understanding with ICMA.

- ICMA leadership and staff attended the NFBPA Forum conference in April to participate in their board meeting, moderate 2 sessions, and present content on ethics and leadership.

National Association of County Administrators (NACA)

- Staffed the NACo Legislative Conference in Washington, DC, February 21-25, 2015. Facilitated development of 2 educational sessions on the NACo conference program; supported coordination of a mobile workshop to Loudoun County.
- Emphasized NACA's continued participation in the ICMA regional nominating process in year 3; reaffirmed designated NACA board members and alternates to serve on each of the 5 regional nominating committees.
- Hired NACA intern, with support from ICMA-RC, for next generation efforts. Work plan emphasized NACA presence on social media with creation of NACA Facebook and LinkedIn sites, as well as a NACA Twitter account. Enhanced web content and expanded membership development.
- Provided scholarships to 4 NACA members (first-time attendees) for the 2015 ICMA Emerging Professionals Leadership Institutes and regional summits in the Southeast, Midwest, Mountain Plains, and West Coast regions.

International Affiliates

- Finalized white paper on international local government sustainability issues developed as part of 2014 International Regional Summit in Yangzhou, China.
- Facilitated hosting of international affiliate representatives and a meeting of international affiliate organizations at the Charlotte conference.

- Coordinated meeting of European City Manager Network at Charlotte conference.
- Signed a new affiliate agreement with the Municipal Association of Honduras and updated agreements with the Society of Local Authority Chief Executives (U.K.) and Local Government Managers Australia.
- Coordinated discussions with ICMA membership staff and Local Government Managers Australia on enhancing joint membership arrangements. Continued discussions with SOLACE (U.K.) and CAMA (Canada) on joint promotion of membership.
- Worked with the Japan Local Government Center to identify 2 ICMA members to participate in the 2014 CLAIR Fellowship Exchange Program study tour to Japan.
- Worked with New Zealand Society of Local Government Managers (SOLGM) to arrange a match for 2 members as part of 2014 International Management Exchange Program.
- Coordinated 2015 International Regional Summit in February in Wellington, New Zealand, which included separate and joint meetings of the ICMA Executive Board and International Committee, as well as interaction with leaders and other members of the SOLGM. Following the summit, several board and committee members traveled to Sydney, Australia, to participate in an international professional forum on challenges faced by local governments during periods of reform.

Career Services/Next Generation

- Re-enrolled ICMA's student chapters and increased chapters to 48. Held a chapter administrative meeting at the Charlotte conference.

- Held quarterly conference calls for student chapters, focusing on administration and engagement, insights in the profession with Bob O’Neill, and on job hunting in local government.
- Continued conversations about fundraising and internal organization to take the Coaching Program national, under the financial and managerial supervision of ICMA. Sent fundraising interest letters to contacts made at Charlotte conference, developed copy to include in ICMA-RC funding package, and drafted first contract for services for review.
- Released the updated career resource, “ICMA Job-Hunting Handbook.”
- Opened applications for the 2015 Local Government Management Fellowship (LGMF). There are currently 34 hosts placing 49 Fellows, with 15 positions still recruiting.
- Held sessions and social activities targeted toward students and early careerists at the Charlotte conference, including fellow orientation, speed coaching, student chapter meeting, and a networking mixer (partnering with ELGL to draw record-setting attendance of 300). We are partnering with ELGL again in for this event in Seattle.
- Held the *Managers as Faculty* session in Charlotte to encourage managers to explore teaching a course in an MPA program, and to engage with managers already teaching.
- Provided 16 one-on-one coaching sessions for student and early-career members and prospective members/career changers.
- Held an information session on the Charlotte conference for students at UNC Chapel Hill with staff in the area.
- Sponsored the ELGL Annual Conference in Portland, Oregon. Three members attended and hosted the ICMA

information table to promote the association to ELGL members.

- Renewed annual agreement with AFI to host their ads through the job center.
- Attended NCCCMA Winter Seminar and sponsored North Carolina student chapter reception in recognition of the state with the most student chapters (7).
- Launched 2015 student video contest.

Leading Ideas Series

- Included complimentary copy of new Jim Collins DVD in each Charlotte conference bag. Produced boxed set of the first 6 DVDs and gave to first-time conference attendees.
- Released the next video for the series, Daniel Pink on, “To Sell Is Human.”
- Produced live webcast focused on the next 100 years of the profession, featuring Bob O’Neill, Marc Ott, John Nalbandian, and Shannon Flanagan-Watson. Co-branded with AFI, webcast is available online with audio version available in ICMA’s podcast stream.

PROFESSIONAL DEVELOPMENT

Professional Development Management

- Added the new ICMA career stage guide icons and legend to the main ICMA University web page and corresponding program pages.
- Implementing a plan to offer “Local Government 101: Mastering the Fundamentals” as a dedicated track at the 2015 ICMA Annual Conference followed by an online certificate program to be launched December 2015.

Annual Conference

- With 2,547 member attendees, the 2014 Charlotte conference broke the record previously held by the Portland/1999 conference (2,405). There were 3,581 total attendees, ranking tenth in ICMA’s history.

Virtual Conference

- There were 134 registrants for the 2014 virtual annual conference, which was stronger than 2013 but weaker than budgeted.

ICMA University

Online Assessments

- Sold 186 Applied Knowledge Assessments for a lifetime total of 4,938.
- Sold 1 Professional Development Planning Assessment for a lifetime total of 323.

Annual Leadership Institutes

- Held Williamsburg Leadership Institute 2014 with 13 participants. Eight individuals have registered for the 2015 institute as of June 30, 2015. Set dates for Williamsburg 2016.
- Due to the popularity of the Gettysburg Leadership Institute, number of registrants was increased to 34 for 2015 session. NCCCMA provided scholarships for 6 of their members to attend.
- Held ICMA-SEI with 19 senior manager and 15 Leadership ICMA participants.

Workshops

- Delivered 19 ICMA University workshops and the fourth Annual Leadership Institute at the Charlotte conference. Seventeen of the 19 workshops received evaluations in the excellent to good range. The Annual Leadership Institute received 100% excellent ratings.
- Partnered with state/affiliate associations and local governments to offer 13 workshops, with evaluations in the excellent to good range.

Webinars and E-learning

- Conducted 20 ICMA University webinars for 859 jurisdictions.

- Completed Effective Supervisory Practices series; 120 jurisdictions took part.
- Completed 3-part webinar series in grants management with Strategic Partner eCivis.
- Conducted a complimentary webinar with Siemens on leadership and resiliency and one with IBM on economic vitality.
- Conducted a 4-part complimentary webinar series on Returning Veterans featuring NLC, NGA, NACo, and NCSL, with total registration of 118 jurisdictions.

Leadership ICMA

- Graduated 17 members of Leadership ICMA class of 2014 in Charlotte. The class completed 4 capstone projects.
- The 17 members of Leadership ICMA Class of 2015 are on track to graduate at the ICMA conference in Seattle. They are completing 4 capstone projects in Charlotte, North Carolina; Issaquah, Washington; Navajo County, Arizona; and Tacoma, Washington.
- Accepted 16 members into the Leadership ICMA Class of 2016.
- Opened the application process for the Class of 2017.

Emerging Leaders Development Program

- Graduated 19 in the class of 2014.
- Fifteen members are enrolled in the class of 2015; 33 in the classes of 2016; and 16 in the spring class of 2017.
- Opened the application process for the fall class of 2017.

Young Professionals Leadership Institute (Emerging Professionals Leadership Institute)

- Changed name of program to the Emerging Professionals Leadership

Institute (EPLI) to attract a larger group of attendees.

- Five EPLIs, open to both members and nonmembers, preceded the summits; 123 attended across 5 regions.

Mid-Career Management Institute

- Graduated 14 in the class of 2014 in Charlotte.
- Class of 2015 began meeting at spring 2014 regional summits; 14 participants are enrolled and scheduled to graduate in Seattle.
- Class of 2016 began meeting at spring 2015 regional summits; 20 participants are enrolled. This is the first year we have exceeded enrollment goal of 15.

Local Government Training

- Conducted ethics sessions for Culpeper, Virginia; the Northern Kentucky City/County Management Association; and the North Carolina Government Budget Association.

Publications

Books

- Reduced large inventory of print books to 9 best-selling titles and converted numerous other popular titles into PDFs (e-docs). Also unbundled *Managing Local Government: Cases in Decision Making* in order to offer the cases individually (in addition to offering the book in full).
- Published 2 e-books, *Performance Appraisal Fundamentals* and *Preparing Your (Small) Community for Climate Impacts*.
- By the end of the fiscal year, 1,170 digital publications were sold by our distributors (to institutions and retailers).
- Sold 417 digital publications through ICMA's online bookstore.
- Solicited and edited *Advancing Women in Local Government*, and decided to

publish it in *PM* magazine rather than as an e-book. It became the January/February 2015 cover story.

- Released *The Municipal Year Book 2015*.
- Created a new online bookstore in NetForum. Updated the text and appearance of the Publications area of the website to reflect the changes to ICMA's inventory.

InFocus

- Published "Effective Crisis Communication" in July and "New Council Member Orientation: Developing a Positive Relationship" in October.
- The final *InFocus* report, "The EMS Imperative: Demonstrating Value," was completed in March and released in April.
- After reviewing the performance of the *InFocus* product line (i.e., fewer than 65 subscriptions and steeply declining individual sales); the increasingly limited resources to maintain it; and the executive board's programmatic priorities, decided to sunset this product.

Publishing and Order Fulfillment Services

- Since July, shipped 99.6% of orders accurately; shipped 92% of orders within 48 hours.
- Responded to 84% of e-mail inquiries within 24 hours or less; 94.1% were resolved within 48 hours.

Public Management (PM) Magazine

- Published ICMA's annual award winners in the October issue, ICMA's annual report in the November issue, and the 2015 conference preliminary program in the June issue.
- Published 110 member authors.

- Received 41 requests to reprint *PM* articles.
- Published separate, special four-page advertorial covers featuring ICMA Insights.

Knowledge Network

- Average monthly unique visits was 40,821, which exceeded goal.
- Average monthly social media traffic was 2,217, which exceeded goal.
- Average monthly page views was 66,608, which exceeded goal.
- Average monthly engagements was 401, which fell short of goal by 74.
- Added 112 In the Know blog posts.
- Established content-sharing partnerships with Best Friends Society, IBM, Davey Tree, Johnson Controls, eCivis, LBL Technology, 2U, CIMTRA, Center for Local, State, and Urban Policy, Association of Government Accountants, American Bar Association, The Public Lawyer, Southeast Regional Climate Change Compact, American Public Works Association, Human and Social Dimensions of Science and Technology, and Govloop.
- Led the Knowledge Network Advisory Board (KNAB) in its first meeting at the Charlotte conference, and in May established the KNAB for 2015-2016

Public Policy

- Discussed hot topics during the Government Affairs and Policy Committee (GAPC) conference meeting, including local initiatives to protect transportation revenues, need for better communication about unaccompanied minors being placed in local communities, surplus military equipment, cybersecurity, and the new nationwide broadband network.
- Organized/gave presentations at ICMA conference: “Dealing with

Organizational Legacy Costs,” “Is Municipal Bankruptcy Contagious?,” “Reintegrating Veterans,” “State Constitutions & Local Governments,” and “Railroad Proximity and Safety.”

- Selected new white paper topic, “Role of Municipal Bonds,” to be written in cooperation with the Government Finance Officers Association, and released in August.
- Coordinated the work of the Big 7 national associations representing state and local governments, with tax and revenue issues remaining top priorities, along with a long-term funding solution for surface transportation and reintegrating returning veterans.
- Partnered with Big 7 organizations to hold a December 2014 event at the Capitol to encourage Congress to take action on marketplace fairness legislation.
- Discussed Supreme Court cases affecting local government, long-term transportation authorization in Congress, and preservation of the tax-exempt status of municipal bonds at the GAPC spring meeting.
- Participated in discussions of a joint white paper on cybersecurity at the spring meeting of the National Homeland Security Consortium.
- Signed onto 16 letters: urging long-term reauthorization of the Highway Trust Fund, opposing the “Permanent ‘Internet Tax Freedom Act,’” expressing support for the continued tax-exempt status of municipal bonds, articulating problems with the SEC’s approach to regulating Money Market Mutual Funds, urging enactment of marketplace fairness legislation, requesting a temporary extension of the Internet Tax Freedom Act, and encouraging the GASB not to proceed with proposed requirements for

additional public disclosure of tax abatements, among others.

- Signed onto 10 Supreme Court amicus briefs in cases related to railroad and sales taxes, income tax reciprocity, sign codes, hotel registry ordinances, the Fair Labor Standards Act, police accommodation of a suspect's mental illness during arrest, and public notice requirements.

Alliance for Innovation Partnership

- The Enhanced Research Partnership of ICMA, the Alliance for Innovation, and Arizona State University completed its second research project on collaborative service delivery. Research was sponsored by CH2M HILL, an ICMA Strategic Partner. Products of the research include a bibliography of relevant articles and books on collaborative service delivery, a compilation of case studies, and a new assessment/dialogue tool.
- Alliance for Innovation president and co-author David Swindell published "Collaborative Service Delivery: A Tool for Assessing Feasibility" in *The Municipal Year Book 2015*.
- Published 2 articles on civic engagement, under the authorship of Kevin DeSouza, which appeared in *Governing* and *Public Sector Digest*. Two additional articles were prepared, one of which ran in the March *PM* magazine "Citizen Disengagement: The Minority Opinion." These articles complete the partnership's work in civic engagement. The Center for Management Strategies continued to deliver programs on civic engagement for various state associations, state leagues, and regional organizations of local government and will continue to deliver those topics to heighten awareness of the availability of resource

materials created by the ICMA/AFI/ASU Enhanced Research Partnership.

- The Local Government Research Collaborative (LGRC—a network of local government managers and academic researchers whose purpose is to advance the research agenda of the Alliance partnership more rapidly than would otherwise be feasible) completed its work on its first research project, conducted by the University of North Carolina, on due process issues and opportunities for innovation.
- The final version of this study, *Red Tape, Green Tape & Grievance Policies in Local Government Organizations*, was presented at the Transforming Local Government conference in April. Additional dissemination of the research findings will include digital news releases, use of social media, an article, video interviews with the authors, and a joint ICMA/AFI webinar.
- The LGRC is now funding a second project, which is being conducted by the George Washington Institute of Public Policy at George Washington University on "Improving Local Governance in the United States by Learning from Abroad."
- The Alliance for Innovation president contributed 4 Innovation Edge columns for *PM*.

RESEARCH AND TECHNICAL ASSISTANCE

Center for Performance Analytics (ICMA Analytics)

- Launched ICMA Insights at the conference with demonstrations of the software provided to more than 400 conference attendees who registered or asked on site for a preview.
- In addition to demonstrations at conference, conducted more than 150 group and one-on-one demonstrations

and 40 virtual demos for potential ICMA Insights customers.

- Enrolled more than 130 participants (transition and new) in ICMA Insights.
- Finalized e-learning lessons and website developed by professional curriculum developers for ICMA Insights participants.
- Approached NLC, NACo, and GFOA on co-marketing ICMA Insights to their members.
- Promoted and presented on ICMA Insights at various state meetings and events, including the NACo annual conference, GFOA Executive Board meeting, National Forum for Black Public Administrators, and California Clerk Association.
- Exhibited at the NACo, GFOA, and CBPP annual conferences.

Center for Management Strategies (CMS)

- Served as primary ICMA staffing for the Enhanced Research Partnership of ICMA, the Alliance for Innovation, and Arizona State University, and as the ICMA staff support for the Local Government Research Collaborative.
- Completed agreement with 1 new practice leader/service provider in the new process improvement discipline (Lean Process Improvement for Local Governments) and launched the program at the Charlotte conference.
- Delivered 17 different programs at the Charlotte conference, including educational sessions, forums, and ICMA University workshops.
- Sponsored the Center for Priority Based Budgeting's annual conference in Denver, Colorado, in August and a regional civic engagement program in conjunction with the Frontiers of Democracy Conference in Boston in July.

- Presented programming at the National League of Cities conference in November 2014.

Center for Sustainable Communities (CSC)

- As part of a HUD-funded cooperative agreement, CSC manages the National Resource Network: New Solutions for Cities website with updated resources, original content, and the network's response to inquiries received via the 311 for Cities feature.
- Continued to manage the EPA-funded Local Government Environmental Assistance Network (LGEAN.org).
- With support from the U.S. Department of Energy's SunShot Initiative, CSC continues to coordinate outreach and education in support of the SunShot Solar Outreach project.
- Planning Brownfields 2015 in collaboration with EPA.
- Developed the Mecklenburg Livable Communities Plan (MLCP).
- Released final report and 9 case study reports for HUD-sponsored project, Advancing Social Equity Goals to Achieve Sustainability; and presented findings in Charlotte.
- Provided communications support to the city of Philadelphia to help get the word out to city employees and the general public about its new customer relationship management system before it went live in December.
- Continue to work with HUD on Choice Neighborhoods research program.
- Funded by the Robert Wood Johnson Foundation, completed a project with the Kansas Health Institute's Center for Sharing Public Health Services to provide survey research, analysis, case studies, and a report regarding successful models of shared administrative services among local health departments.

- Under contract with Arcadis, conducted a survey about water rate decision making and policies with chief administrative officers and chief elected officials that had 2,891 respondents.
- Under contract with Michigan State University's Center for Regional Food Studies, conducted survey and case study research on local government's role in creating healthy food systems.
- Partnered again with Cornell University's Dr. Mildred Warner to conduct a survey on local government sustainability policies and programs.
- Cosponsored Hackstock for #LocalGov with Esri and Mind Mixer at the Charlotte conference, which brought in web developers and computer programmers from the Charlotte area to work on creating new apps for local governments.
- In discussions with AARP to form a partnership around creating livable communities that are appropriate for residents of all ages. Would include cross-promotion of resources, jointly developed content, and webinars/trainings.

INTERNATIONAL PROGRAMS

- Made a positive impact on thousands of citizens' lives through programs that build local government capacity in newly decentralized countries and promote good governance worldwide.
- Continue efforts to diversify in new countries, with new funders, and to penetrate the market in promising technical fields:
- The ICMA China Center Board of Directors met at the Charlotte conference and approved the 2014 Activity Report, 2014 Financial Report, and 2015 Activity Plan, which includes 9 services to be provided for ICMA members and Chinese city officials; a

corporate partnership program to leverage private funds; and a marketing plan in China.

- In September, the U.S. Department of State awarded ICMA the 2015 Professional Fellows Program, targeting all 10 countries in the Association of Southeast Asian Nations (ASEAN). This program provides an opportunity to work in 6 new countries: Singapore, Brunei, Malaysia, Cambodia, Laos, and Myanmar.
- Awarded a \$49 million project by USAID Philippines for Strengthening Urban Resilience for Growth and Equity (SURGE).
- Helping the Government of Georgia design adequate waste management and recycling systems in the Kakheti and Adjara regions, implementing a \$4.8 million USAID-funded Georgia Waste Management Technologies in Regions (WMTR) program.
- Awarded a \$6.7 million cooperative agreement by USAID/Dominican Republic. The 5-year Planning for Climate Adaptation program focuses on mainstreaming climate change into urban planning processes initially in 4 cities in the Dominican Republic.

BRAND MANAGEMENT, MARKETING, AND COMMUNICATIONS

Life, Well Run Campaign

- Showcased the campaign and introduced *Life, Well Run* materials to members at Charlotte conference with a booth, a session, videos, and displays.
- Added print advertising agreements in 3 additional states: Kansas, Alaska, and Vermont; in addition to ongoing campaigns in Alabama, Arizona, Arkansas, California, Colorado, Connecticut, Florida, Georgia, Idaho, Illinois, Indiana, Iowa, Kentucky, a

Maine, Maryland, Michigan, Minnesota, Mississippi, Missouri, Montana, Nebraska, New Hampshire, New Jersey, New Mexico, New York, North Carolina, North Dakota, Ohio, Oklahoma, Oregon, Pennsylvania, South Carolina, South Dakota, Tennessee, Texas, Virginia, and Wisconsin. Reorganized content to focus on 2 main outreach audiences: elected officials and students.

- Secured \$75,000 agreement with Siemens. Held multiple meetings with ICMA-RC to determine next steps in gaining their sponsorship of *Life, Well Run* as a support to their brand strategy of celebrating public service.

100th Anniversary

- Produced 64-page September 2014 commemorative anniversary issue of *PM* magazine, which included essays, articles, and short musings from 27 ICMA members and other authors focused on ICMA and the local government management profession.
- Designed 16-panel 100th anniversary photo gallery featuring images, photographs, memorabilia, and artifacts documenting the history of ICMA and the local government management profession. Displayed at the entrance to the Charlotte conference exhibit hall, the gallery incorporated 4 stand-alone kiosks and 3 artifact display tables.
- Produced 8-minute anniversary video, which features members of the ICMA Executive Board and Anniversary Task Force, and highlighted the past, present, and future of ICMA and professional management.
- Produced “Then-and-Now” visual presentation that highlighted many of the association’s operational and organizational milestones.

- Videotaped interviews with retired and active ICMA members in Charlotte, which will be transcribed, edited, and posted to the ICMA Experience section of the anniversary website.
- Coordinated “Next Big Thing: Local Government’s Next Century” webinar, which was live streamed in March 18.

Digital Strategy

- Expanded social media community size to 27,616 friends/followers (+60% over FY 2014), received 2,300 engagements (40% over goal of 1,297/month). Had 5.4 million page views to icma.org.
- Implemented refreshed icma.org homepage to better highlight news and reduce clutter.
- Recognized in the *Association Trends Social Media Report 2014*. Ranked 3 out of 24 in the Government & Law sector and 73 in the Individual Member Type Category (out of 196).
- The conference mobile app was downloaded by 1,892 participants.

Marketing Communication

- Created a new look and feel for the weekly membership newsletter, *Leadership Matters*, based on member feedback.

Media Relations

- Generated 85.4 million online and 2.2 million print media impressions on a variety of local government-related topics.
- Worked with PR firm to coordinate and promote telephonic press event on September 16 on local government marijuana management. Event featured 3 ICMA members, a former member/municipal consultant, and the manager of Charlotte as moderator; and was covered by 5 national, 7 Colorado, 2 Washington state, and 2 Charlotte media

outlets, and 14 nonprofit and other organizations. Resulted in articles in: *McClatchy DC National Wire Service*, wire stories in the *Chicago Tribune*, *Miami Herald*, *Charlotte Observer*, *Raleigh News & Observer*, and other publications; *Northern Colorado National Public Radio (KUNC)*; *The Coloradoan* (Fort Collins); the *Colorado Summit Daily*; and *American City & County*.

Form of Government and the Fund

- Contributed \$3,000 in September 2014 from the ICMA Fund for Professional Management to *West Columbia United* to retain council-manager government in West Columbia, South Carolina (successful effort; 2-to-1 vote).
- Contributed \$36,500 from ICMA Fund to *Citizens for a Fair Sacramento*, which enabled the group to conduct a preliminary voter poll, the results of which revealed that 62 percent of the voters polled would vote against the measure to change to the mayor-council form. Used this information to craft their November 2014 campaign messaging and ads (successful effort; 57-to-43-percent vote to retain C-M).
- Contributed \$1,395 from the Fund in April on behalf of the New Jersey Municipal Management Association to cover the registration/exhibit hall fee for the NJMMA to be represented at the New Jersey Conference of Mayors spring conference.
- Developed April 2015 letter to the Cape Coral, Florida, Charter Review Commission in support of the manager retaining authority over the city clerk's office.

Survey Research

- Completed the following surveys:

- ICMA-funded CAO Salary and Compensation Survey, 2014.
- Water Utilities Rate Communication (external funding).
- Economic Development (external funding).
- Public Health Shared Services (external funding).
- County Form of Government Survey is in process (ICMA-funded).
- CAO Salary and Compensation Survey (ICMA-funded), 2015.
- Conducting surveys on sustainability (external funding) and food security (external funding).

STRATEGIC DEVELOPMENT AND FUNDRAISING

Strategic Partner Program

- Added 8 general level partners: Accela, Inc.; Johnson Controls; BoardDocs; Secondary Materials and Recycled Textiles Association (SMART); The Sports Facilities Advisory|The Sports Facilities Management; The Parson Corp.; SMG; and Villanova University. Added 3 Executive Level Partners: OpenGov, Republic Services, and Microsoft. Five resignations: Beehive Industries, Blackboard Connect, Honeywell, ARCADIS, and Expense Reduction Analysts.
- Obtained \$122,500 partnership with BoardDocs, which includes ICMA Annual Conference, advertising, and regional meeting participation.
- Renewed Siemens *Life, Well Run* commitment of \$75,000.
- Obtained over \$700,000 in financial sponsorships for annual conference, professional development, and other ICMA programs and activities. Raised additional funds through conference sponsorship, webinar

revenues, advertising, and other support.

- The Ferguson Group committed to a \$15,500 sponsorship of the Harvard Scholarship program for 2015.

Fundraising

- Raised \$23,100 for the \$100 in 100 campaign asking members to make a \$100 gift or pledge to *Life, Well Run* in ICMA's 100th year.
- Published "Why I Give" article series in the newsletter and on the website, which was successful in capturing donor giving stories, and inspiring other members to give.
- The end-of-year giving campaign efforts resulted in \$11,500 of gifts for *Life, Well Run*, which includes \$100 in 100 gifts.
- Included annual recognition list in June *PM* thanking all donors (LWR and the Fund).

ORGANIZATIONAL SUPPORT

Facilities and Administrative Services

- Completed the internal office move of 27 personnel at minimal cost, consolidated and reduced legacy file storage, and consolidated all office supplies in one location. Prepared space we sublet to NFBPA.

Finance and Contracts Administration

- Obtained an unqualified opinion on the FY 2014 audit, with no material findings or control weaknesses reported.
- Ensured smooth transition of Center for Performance Measurement participants to ICMA Insights, in accordance with the plan developed by the Center for Performance Analytics team. Established streamlined accounting processes related to ICMA Insights.
- Transitioned to the new Association Management System, NetForum. Continued working on establishing

optimal processes and internal controls around the new AMS.

- Improved document retention and compliance with internal and donor requirements.

Information Technology

- *Association Management System Implementation*
 - Went live with NetForum on February 25.
 - Implemented a new online experience for icma.org, which included a single sign-on for the NetForum and Knowledge network portions of the website.
 - Worked through numerous data conversion issues with the vendor 20/Twenty.
 - Contracted additional NetForum enhancement with Benel Solutions, including online registration for annual conference and online member join/renew.
 - Moved all electronic publication sales to NetForum for online sales and downloads including ePub, PDF, and MOBI (Kindle) formats.
 - Launched annual conference registration on June 4
- Kicked-off a project to build a new SharePoint site for staff use. Defined requirements, including taxonomy and topology.

Human Resources

- Revised ICMA's teleworking policy; revised employee handbook.
- Developed, launched, and reviewed RFP for executive director recruitment search firm.
- Hired new human resources director.
- Planned annual benefits fair.