

ICMA Executive Director's Report

September 2008

Bring this with you to the annual business meeting, along with the booklet from your registration packet that presents the meeting agenda and background materials.

As of June 2008, ICMA had 9,084 members: 8,723 in the U.S. and 361 internationally. Of the total membership, 6,349 worked for local government ("in service") and 115 were "in transition"; 1,338 new members joined in FY08; 1,036 members dropped voluntarily or were suspended for nonpayment of dues.

MEMBERSHIP RECRUITMENT AND RETENTION

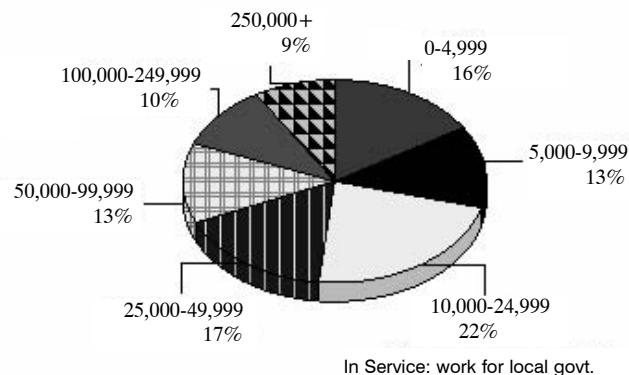
- Achieved a 94.7% retention rate of U.S. in-service members, with an overall U.S. retention rate of 87.5%.
- Received strong ratings from a member survey in May: nearly 90% rated ICMA's customer service in general as excellent or good, and more than 87% rated the value of ICMA membership as excellent or good.
- Developed partnerships with Virginia, North Carolina, Tennessee, and Illinois to help recruit new members; gained 178 members through a continuing partnership with California to recruit new joint affiliate members from assistants' associations; tested other approaches to recruiting new affiliate members.
- Developed an initiative to increase the number of young professionals joining ICMA, which included passage of a new affiliate dues rates schedule for entry- to mid-level local government staff and creation of a marketing and messaging campaign to be launched at the 2008 conference. Conducted focus groups with students and emerging leaders to gather feedback in preparation for the campaign.
- Further developed personal member-to-member selling as a key recruitment strategy, targeting ten key states and recruiting lead member champions from the ICMA Executive Board (current and former members), senior advisors, and members to coordinate efforts in their respective states.
- Implemented the Legacy Leader program recognizing credentialed managers who actively coach and recruit young professionals. By year end, 18 legacy leaders and 90 legacy leader candidates were participating.

MEMBERSHIP PROGRAMS

Member Participation and Recognition

- Launched ICMA's first blog at the 2007 annual conference, with seven ICMA members blogging about their experience in Pittsburgh.
- Received expressions of interest from 107 members to serve on member committees.
- Conferred 4 professional and 12 program excellence awards; recognized recipients at the Pittsburgh conference and in a *PM* magazine insert. Achieved a satisfaction rate of 100%, according to a survey completed by 11 annual award recipients.
- Solicited 119 eligible nominations for the 2008 Annual Awards program.

ICMA In Service, U.S. Members (population size)



Member Support

Range Riders/Personal Support

- Ended the year with 86 Range Riders, an increase of 4 since the beginning of the year, serving members in 23 states; reestablished a program in Missouri.
- Engaged Range Riders in the development of a "tips" sheet for members in transition (MITs) on how to explain their status in a job interview; started monthly conference calls for MITs, moderated by Range Riders, to address topics proposed by participants.
- Provided support to members in communities experiencing natural disasters in the Midwest.

Membership Operations

- Received 11,239 e-mail messages to membership@icma.org and responded to 96.8% within 24 hours.
- Provided complimentary benefits to 115 MITs, contacted them periodically to offer support, and assisted state associations with their support programs by maintaining a clearinghouse of state MIT activities; achieved a satisfaction rating of 91% in a survey completed by 32 MITs.
- Presented service awards to 814 members and gave special recognition at the Pittsburgh conference to two 50-year recipients; overhauled ceremony plans for 2008 based on member suggestions.
- Encouraged networking by maintaining current contact information that includes members' education and employment histories. Collected information on reasons for joining.

Ethics

- Issued three public censures with membership bars, four public censures, one private censure with membership bar, and eight private censures; closed six cases.
- Assisted 11 fact-finding committees in California (2), Florida, Illinois, Kansas, New Hampshire, North Carolina, Pennsylvania (2), Texas, and Wisconsin.

- Responded to 174 ethics inquiries; publicized ethics issues in 11 issues of *PM* magazine, and published in the *ICMA Newsletter* the results of 12 cases involving allegations of unethical conduct by members.

Relationship Management

State Liaison

- Maintained communications, support, and deployment of 11 senior advisors representing ICMA in 9 states; evaluated the program; and renewed agreements through June 2009.
- Held four regional summits, achieving record attendance in three of four regions. Built on successful formats from FY06 and FY07, including an ICMA University workshop led by executive director Bob O'Neill.
- Provided ICMA representation (by state liaison, executive director, vice presidents, and/or ICMA president) at meetings of 93% of state associations (42 associations met during the year with an ICMA representative present at 39 of them).
- Provided ICMA programs at meetings of 47% of state associations.
- Provided ICMA staff support during the fifth year of Cal-ICMA (the consortium of city manager, assistant, county, COG, and other groups of local government management professionals in California, which serves as the official ICMA affiliate in the state).
- Prepared and distributed three issues of *StateSide* for state association leadership.
- Began serving as secretariat to the Maryland City/County Management Association.

Affiliate Relationships

- Maintained liaison with the leadership of the International Hispanic Network (IHN); provided information, conference support, and other outreach.

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- Sent staff liaison to the National Forum for Black Public Administrators (NFBPA) board meetings and annual conference; scheduled ICMA executive director's presentation of "Good to Great" workshop on NFBPA conference program.
- Developed and monitored work plan resulting from the Task Force on Diversity in Governance. Focused on messages to IHN and NFBPA members regarding participation in ICMA activities; worked with IHN and NFBPA to identify topics, panelists, and moderators for the ICMA conference.
- Published and delivered six issues of the National Association of County Administrators (NACA) *Journal of County Administration* in both print and electronic format; provided secretariat services for the association.
- Worked with the Japan Local Government Center to identify an ICMA member to participate in the 2008 CLAIR Fellowship Exchange Program study tour to Japan.
- Worked with the New Zealand Society of Local Government Managers to arrange a match for two members as part of the International Management Exchange Program.

Member Communications

- Tested an online *PM* Forum; created "PMplus" on the magazine's Web site, to feature exclusive articles not available in the print edition; increased visits to the *PM* Web site to 45,437 (10,608 more than the FY07 baseline).
- Continued to engage members in article creation. Of 56 cover story and feature articles, 43 were written by members.
- Highlighted the 90th anniversary of *PM* with four short articles that reference historic benchmarks.
- Featured two articles (on turnaround management and on redevelopment) in the *Local Government Matters* e-newsletter; the articles received the first- and second-highest number of visits and "hits" since *LGM* debuted.
- Achieved 90.3% "good" or "excellent" ratings for the *ICMA Newsletter* in the ICMA member survey (the highest rating of the 15 member benefits listed).
- Launched the *ICMA News Briefing*, delivering current local government news by e-mail each business day, compiled from 10,000 sources by *U.S. News & World Report* editors.

ADVOCACY

Public Information

- Generated 95.4 million online and 12.6 million print impressions for total of 108 million media impressions containing references to ICMA, compared with 63.8 million and 11.8 million respectively (total = 75.6 million) in FY07.
- Used available information and statistics to respond in a timely manner to more than 63 media inquiries on form of government and general management issues; a "quick poll" of members on the impact of increases in fuel and transportation costs resulted in a May 2008 article highlighting ICMA in the print edition of *USA Today* and in a number of local papers.
- Coordinated three successful media events in conjunction with the Pittsburgh conference on ICMA/CIGNA Healthcare study, professional management, and sustainability.

Policy Analysis

- Completed and distributed policy "white papers" on immigration and congressional earmarks.

- Supported two members attending the wrap-up of the National Academy of Public Administration Intergovernmental Forum on Transportation Finance.
- Finalized arrangements with NLC to include appointed administrators on NLC's policy committees.
- Supported ICMA members on external boards and commissions, including the NFPA 1710 Technical Committee, the National Homeland Security Consortium, the FEMA National Advisory Council, GASB, and GASAC.
- Coordinated with other "Big 7" organizations on letters to Congress and others advocating on behalf of local governments.

Form of Government

- Increased the number of contributors to the Fund for Professional Management from 587 in calendar 2006 to 632 in 2007; dollar contributions increased from \$127,076 in FY07 to \$156,422 in FY08 (the corpus is \$1.2 million).
- Provided financial contributions to four communities that successfully retained council-manager government and to one where efforts to adopt the form were unsuccessful.
- Provided tailored assistance to communities seeking to adopt or retain council-manager government by offering literature, advice, and other resources.

PROFESSIONAL DEVELOPMENT

Annual Conference

- Planned and implemented the 2007 annual conference in Pittsburgh, which received an overall rating of "very good" or "excellent" by 83.5% of evaluation survey respondents.
- Exceeded revenue goals by 3.7%, in part because of stronger than anticipated attendance (total attendance was 3,311; paid member attendance, the fifth highest in ICMA history, was 2,271).
- Received positive satisfaction ratings concerning participation in the exhibit hall from 95.8% of respondents to the exhibitor evaluation survey.

Member Development

ICMA University: Credentialing

- Granted the ICMA Credential or Candidate status to 85 additional members, for a total of 1,100; achieved a renewal rate of 93%, with 97% of renewals completed online.
- Continued to offer and improve an online system that enables credentialed managers to track professional development activities and submit annual updates.
- Beta-tested and launched a revised version of the Applied Knowledge Assessment, developed with extensive involvement by credentialed managers.

Next Generation Programs

- Welcomed 18 new participants into Leadership ICMA, for a total of 42.
- Enrolled 64 new participants in the Emerging Leaders Development Program (ELDP), which now has five "classes" with four more expected in FY09.
- Held Young Professionals Leadership Institutes in conjunction with regional summits in the Midwest and Northeast; the institutes are designed for next gen/ELDP nonmembers or early careerists and will be offered in all U.S. regions in FY09.

- Recruited 12 local governments to host 12 new Local Government Management Fellowship (LGMF) program fellows beginning in late summer-early fall 2008; six previous-year hosts renewed for a total of 18.
- Helped Wittenberg University recruit a host government for the 2008 Local Government Management Internship program; eight undergraduates participated in the eight-week internship in Fernandina Beach, Florida.
- Developed conference activities and sessions for the Pittsburgh conference designed to develop students, young professionals, emerging leaders, and mid-careerists; provided financial assistance to 11 women and minorities and individuals beginning or considering careers in local government to attend the conference; 61 students and 20 interns attended.
- Created the position of Senior Advisor on Next Generation Initiatives and recruited Frank Benest to fill this position after his retirement from Palo Alto.
- Created a "speed coaching" session to be introduced at the Richmond conference, based on similar work done by Cal-ICMA.

Training and Professional Development

ICMA University: Courses and Workshops

- Continued to enjoy steady sales of the training product (participant's handbook) that accompanies ICMA's best-selling *Effective Supervisory Practices*.
- Offered 18 ICMA University workshops at the Pittsburgh conference; partnered with state associations or affiliates to offer an additional 22 workshops.
- Offered workshops to a total of 186 paid participants at four regional summits, each of which included the ICMA University workshop "The Manager's Role in Moving Your Community from Good to Great," led by Bob O'Neill and Felicia Logan.
- Maintained an evaluation average of 4.4 on 5.0 scale for workshops and covered all direct costs.

ICMA University: Leading Practices

- Developed new partners in professional development and offered nonmembers the opportunity to experience ICMA professional development through a Leading Practices conference titled "The Manager's Role in Moving Communities from Good to Great" held in Corpus Christi, Texas.

Local Government Training

- Conducted fee-based programs on ethics for 12 local governments; two ICMA University workshops, "Building an Ethical Culture," at the Pittsburgh conference; and one audio conference.

ICMA Academy for International Development

- Conducted on-line, hour-long introductory orientation session for 38 participants, including two nonmembers; conducted day-and-a-half fee-based workshop for 23 participants, including one nonmember.

RESEARCH AND INFORMATION

Publishing

- Published completely revised editions of *Service Contracting: A Local Government Guide* and *Emergency Management* (the first Green Book released in an updated design).

- Published *The Municipal Year Book 2008*.
- Published six *IQ Reports* and increased subscription revenue through marketing efforts.
- Convened the Advisory Board on Graduate Education, which meets with a group of professors from NASPAA and advises on matters relating to curriculum and text content.
- Convened the newly organized ICMA Press Editorial Advisory Board.
- Increased circulation of *Academic Matters*, an e-newsletter for full-time and adjunct professors, by 25 percent.
- Expanded the frequency of audio conferences, which were successfully pilot tested in FY07 and were designed to bridge the information needs of ICMA Press and ICMA University audiences; they are now branded as an ICMA University product.

Survey Research

- Conducted ICMA-funded national surveys of police and fire personnel expenditures and county form of government; tested a new series of short surveys on "hot" topics, such as foreclosures and transportation fuel costs.
- Conducted surveys funded by the Gates Foundation and by the Center for State and Local Government Excellence and other small surveys.

Knowledge Center

- Selected the technology platform for a new Knowledge Center, which will be used by ICMA and the Alliance for Innovation.
- Added more than 150 new content items to the ICMA Resource Center, which will merge into the Knowledge Center.

Performance Management

Center for Performance Measurement (CPM)

- Continued to provide a rigorous program in performance measurement; exceeded annual growth target for net participating local governments by 20% for a total of 222.
- Increased the number of state/metro-area consortia from 12 in FY07 to 15 in FY08.
- Prepared a set of mini-case studies, *What Works: Effective Practices from High Performing Local Governments*; created brief individualized dashboards of key measures for managers and administrators; published *Comparative Performance Measurement: FY 2006 Data Report* and *Comparative Performance Measurement: FY 2007 Mid-Year Data Report*; continued to publish two monthly e-newsletters.
- Continued the successful ICMA Graduate Assistant/Intern program, with MPA students from Arizona State University, George Washington University, and the University of North Carolina working with the CPM staff.
- Delivered ICMA University workshops in Vermont and New Mexico; presented the kick-off address for ICMA-Mexico's conference on performance measurement in Chihuahua.

National Citizen Survey

- Through a partnership with the National Research Center, continued to provide local governments with access to a high-quality, low-cost National Citizen Survey as a means to get feedback from their residents regarding the quality of local government services; increased NCS participants from 64 in FY07 to 70 in FY08.

OPERATIONS

Customer Contact Center

- Handled 10,151 phone calls and 22,040 e-mails; processed 199,215 "bounced" e-mails; added library of standard e-mail responses.
- Answered 99.6% of all e-mails within 24 hours; answered 97% of incoming phone calls within 20 seconds.
- Maintained automatic customer service survey deployed to all members who call the Customer Contact Center; 92% of all respondents rated their experience with the center as very good or better.
- Maintained a comprehensive set of monitoring and reporting tools for scheduling, forecasting, and tracking all customer contacts; added a staff desktop monitoring tool to provide internal quality control.

Facilities and Administrative Services

- Produced an overview of real estate options to the ICMA Executive Board to facilitate discussions on ICMA's strategic real estate/facilities plan.
- Increased sublease revenue by negotiating rents with subtenants.

Information Technology

- Completed transition to a service provider for network and user support, increasing support hours and introducing support by remote access to PCs.
- Replaced all network switching and firewalls, increasing traffic capacity tenfold and improving security.
- Moved main association databases and Web servers to virtual servers at a data center for improved Internet connectivity, performance, scalability, and security.
- Installed new wireless networking, eliminating the problems with previous unreliable wireless coverage.
- Replaced Internet connection with significantly more bandwidth for improved staff Internet access and telecommuter access to on-site servers.
- Redesigned backup procedures to store backups at ICMA's data center and copy to a second data center for disaster recovery purposes.
- Implemented icma.org home page design improvements.

Finance

- Obtained an unqualified opinion on the audit of the FY07 books and records, with no material findings or control weakness reported.
- Negotiated dividend distributions under the real estate investment trust structure of the building.

Marketing and Communications

- Continued building ICMA brand equity by launching a media outreach campaign that resulted in more than 100 million media impressions (print, online, and electronic) and tripling ICMA's participation in international and U.S.-based trade events.
- Improved the effectiveness of ICMA outreach vehicles, including the Web site and newsletters, to create higher impact in the marketplace. Increased the number of Web visits by 90% to 1.8 million visitors; open rates of e-newsletters exceeded industry average.

- Expanded ICMA content capabilities by adding ICMAtv.com to the Web site with more than 75 news and information segments, and created the Leading Ideas Series featuring authors who served as ICMA conference keynote speakers.

- Created several new business opportunities, including ICMA University audio conferences, licensing agreement for ICMAtv, and a test of annual conference session CD sales.

TECHNICAL ASSISTANCE, CONSULTING, AND OTHER SERVICES

International Technical Assistance

- Conducted consulting assistance and training assistance in 14 countries: Afghanistan, Albania, Bulgaria, Croatia, Ethiopia, Guatemala, India, Indonesia, Iraq, Lebanon, Mexico, Russia, Serbia, and Sri Lanka.
- Continued assistance to local governments through the CityLinks program, including the following projects:

Afghanistan: Local government and provincial service delivery improvements, including park infrastructure and development, financial management, general management and decision making, trash collection, and sewer maintenance in five selected districts.

Albania: Environmental management technical assistance, especially regarding solid waste collection and disposal, in the capital city of Tirana.

Bulgaria: Local economic development strategic planning in 30 cities and development of a business plan for the Bulgarian Association of Local Governments (FLGR).

Croatia: Local government-to-government exchanges involving the development of local economic development strategic plans.

Ethiopia: Assisted four municipalities in a range of local government service issues, including local economic development and emergency management practices.

India: Assisted two municipalities in tsunami recovery, local economic development, and financial management.

Russia: Assisted local governments in the Russian Far East, especially related to local economic development.

- Provided consulting assistance and training to local governments, officials, staff, and citizens to improve local government performance:
 - Guatemala:* Performance measurement and management.

India: Financial management and service delivery implementation.

Indonesia: Financial management, budgeting, general local government services training.

Iraq: Local government and regional service delivery.

Lebanon: Local economic development and strategic planning in five cities.

Mexico: Management training and development and improvement of performance standards.

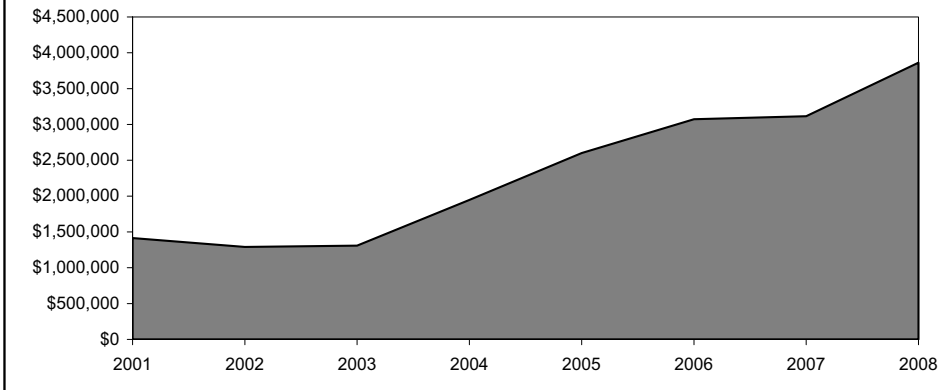
Sri Lanka: Finance and local government service delivery.

Domestic Technical Assistance

Sustainability

- Established the Sustainability Advisory Committee; published a *Management Perspective* on sustainability.

**ICMA General Fund Net Assets (Fund Balance)
2001-2008**



- Provided services through the Smart Growth Network (SGN), a national network of more than 5,000 organizations and individuals; delivered two workshops for the public and private sectors; published *This Is Smart Growth*, a primer distributed to more than 23,000 readers and logging more than 2,000 downloads per month.
- Managed the Local Government Environmental Assistance Network (LGEAN), a resource for information and tools on environmental management. LGEAN averages 30,000 online user sessions per month, has 4,600 subscribers to its electronic newsletter, and responds to 100 questions a month.
- Managed the Brownfields 2008 national conference in Detroit, which attracted 7,000 registrants and set a record for highest number of participants, booths, and sponsors.
- Conducted a webcast and distributed a CD on strategies to protect water quality while attaining growth management and redevelopment goals.
- Conducted a webcast on Energy Star and financing options to improve energy management.
- Launched an employee mobility project to develop a new knowledge resource focusing on strategic management of the 21st century mobile workforce.
- Published a *Management Perspective* on public libraries and their role in local sustainability with Gates Foundation funding.
- Published a *Management Perspective* on affordable housing with funding from Wells Fargo.
- Continued a partnership with the Robert Wood Johnson Foundation on active living to develop knowledge resources aimed at reducing obesity.
- Launched a community building initiative with the Annie E. Casey Foundation.
- Continued work with CIGNA on employee health initiative with a focus on new a strategic guide.

Public Safety and Emergency Management

- Integrated National Emergency Management Network (NEMN) resource management and mapping software with Florida emergency management systems; provided train-the-trainer sessions for state-designated local, regional, and state trainers.
- With the Virginia, South Carolina, and Florida managers' associations and support from Fannie Mae, demonstrated the networked approach to emergency management by coordinating 11 missions for local government sup-

port, staffing, and equipment to the Gulf communities of Pascagoula, Pass Christian, and Moss Point, Mississippi, as part of Hurricane Katrina recovery efforts.

Management

- Conducted a study of 3-1-1 and customer service technology in conjunction with the Alfred P. Sloan Foundation; project includes in-depth case studies of local governments that successfully implemented 3-1-1 systems and a national survey.

Consulting Services

- Launched program to members nationwide, providing support in management and public safety; services include performance management and organizational assessments.
- Secured 26 contracts with an average value of \$30,000; identified, recruited, and executed more than 20 consultant agreements to support contracts nationwide.
- Executed partnership agreements with services providers in the areas of lean process improvement and data analysis.
- Identified key individuals for an advisory committee that will be charged with providing strategic-level guidance concerning services to offer that will help address common challenges faced by members.
- Contributed to various ICMA member publications, including *PM* magazine and *Local Government Matters*; conducted popular audio conferences; and provided educational support to ICMA University workshop participants.
- Invited to serve on three national public safety-oriented projects.

Career Services

- Increased traffic to the JobCenter by more than 50% over FY07.
- Conducted satisfaction surveys of advertisers and job seekers to help pinpoint weaknesses and strengths.

Strategic Partnerships

- Received or secured commitments for more than \$1.6 million in support of ICMA programs and activities through corporate partner fees, contributions, grants, joint ventures, and sponsorships.
- Provided four new knowledge resources to the membership through strategic partners: Daniel Pink DVD funded by ICMA-RC; *Management Perspective* on public libraries funded by Gates Foundation; *Management Perspective* on affordable housing funded by Wells Fargo; *Management Perspective* on sustainability funded by CDM.

- Continued the partnership through which ICMA-RC has made an annual commitment of \$500,000 over a three-year period to help expand ICMA's high-quality professional development and continuing education programs through the ICMA University and annual conference.
- Renewed a partnership through which CIGNA provides \$300,000 in support for annual conference events, and proceeded with development of a strategic guide on healthy employees.
- Engaged strategic partners in key programmatic areas: Brownfields (AIG Environmental, CH2MHill, ESRI, International Council of Shopping Centers, URS Corporation), healthcare and active living (CIGNA, Robert Wood Johnson Foundation), sustainability (CDM), public libraries (Gates Foundation), community building (Annie E. Casey Foundation), emergency management and disaster recovery (PERI), 311 (GovPartner and EMA), Emerging Leaders and Next Generation (NEOGOV), audio conference (TechSolve). Nine partners contributed to ICMA publications and e-library, including *Local Government Matters*, *PM*, *IQ Reports*, and 2007 annual conference.
- Ongoing projects with five foundation partners: Soros Foundation, Robert Wood Johnson Foundation, Bill and Melinda Gates Foundation, Annie E. Casey Foundation, and Alfred P. Sloan Foundation.

CENTER FOR STATE AND LOCAL GOVERNMENT EXCELLENCE

- Published seven research studies on retirement plan issues and one report on retiree health care benefits.
- In January 2008, the Center released its first public opinion survey report, "Security: What Americans Want in a Job." The fact that Americans value good benefits and job security over compensation was picked up by the *Washington Post*, *Louisville Courier-Journal*, *Toronto Globe and Mail*, *HR News*, *American City & County* magazine, and other news outlets and blogs.
- Attracted 70 participants to National Press Club event where the Center released its survey report, "Facing the Future," showing that Americans are unaware that public health departments face a serious shortage of skilled professionals.
- Center research and survey results cited in Senate testimony and in academic conferences.
- Addressed the importance of good employment practices and benefits, current research on pension funding, and the implications of the aging public sector work force in two letters to the editor in the *Washington Post*, an op-editorial column in the *Orlando Sentinel*, and a letter to the editor in the *Harrisburg Patriot-News*.
- Made presentation on Center research at the GFOA conference; on "Retirement in the 21st Century" at the National Press Foundation; on GASB at the ICMA conference; and on retiree health issues at the ASPA conference.
- Published article about the Center's mission and research in the *Virginia Review*.
- Launched monthly e-newsletter in November 2007, attracting 348 subscribers.
- Took steps to establish Center as an independent 501(c)(3) organization.