



2020 ICMA ANNUAL REPORT

TRANSFORMING THIS MOMENT



ICMA

MESSAGE FROM THE EXECUTIVE DIRECTOR

While the fiscal year is behind us, the legacy of all we have experienced will live on for decades to come.

A YEAR INTERRUPTED

As you know, the purpose of an annual report is to share a fiscal year's financial results and other accomplishments of the organization in its journey toward its strategic objectives. While that information is in this interactive annual report, I also share with you that this year defies the boundaries of the traditional. I believe it will take several years to gain a better—but by no means complete—understanding of the tremendous events that took place in fiscal year 2020 and their profound impact on this organization and the profession it serves.

ENVISION ICMA PROGRESS CONTINUES

We began our fiscal year laser-focused on continued implementation of Envision ICMA Strategic Plan. Today we celebrate major achievements (which you will find under the milestones heading) that made significant progress toward Envision ICMA goals. For example, our membership numbers broke the 13,000 mark and dues revenue increased as well. The ICMA Annual Conference in Nashville shattered previous

records with more than 5,500 total attendees, and our grant-funded work continued to further both the mission of ICMA globally and provide a solid financial return.

RESOURCES REDEPLOYED


Elsewhere in this annual report, you can connect to activities related to the latter part of the year, when ICMA and local governments the world over pivoted to meet the disruptive and deadly challenges of the coronavirus pandemic and the civil unrest resulting from incidents of racial and social injustice. With the ICMA Executive Board's support, we redeployed our resources in service to the overwhelming needs of not only our members but of all local government professionals around the world looking for leading practices, tools, and expertise for circumstances never before experienced. At the same time, in the face of tremendous economic uncertainty, ICMA adopted a fiscally conservative posture in order to protect our resources and underwent a significant operational transformation by moving all of our operations into a virtual environment out of concern for the health and safety of our employees and their families.

ONGOING CHALLENGES AHEAD

So while you will see that our 2020 metrics are sound—we contributed \$1.4 million to net assets, grew our revenues and hit a number of milestones on our journey toward achieving the strategic priorities of Envision ICMA—the true impact of all that has occurred during this year will certainly be felt next year and most likely for the next several years.



I confess that when I said last year you could count on ICMA to support and inspire you as you lead your communities through exciting times, I did not imagine the massive hurdles you would be facing in the latter half of 2020. But true to the inherent nature of this profession, you have taken these challenges and turned them into opportunities for transforming how your communities function and excel. I am proud of the fact that ICMA's critical work has helped you tackle the enormous challenges of the past year.



Marc A. Ott
Executive Director, ICMA

ENVISION ICMA PRIORITIES

In 2017, the Executive Board adopted Envision ICMA, the strategic plan that sets priorities and provides a strategic roadmap to guide our activities. In addition to new initiatives surrounding COVID-19 and racial and social justice, we continued to focus on these five priorities. Visit icma.org/strategic-plan to see the complete Envision ICMA document.



Membership Benefits
and Growth



Learning
Community



Thought Leadership
and Resource Network



Advocacy and
Outreach



Governance
and Operations

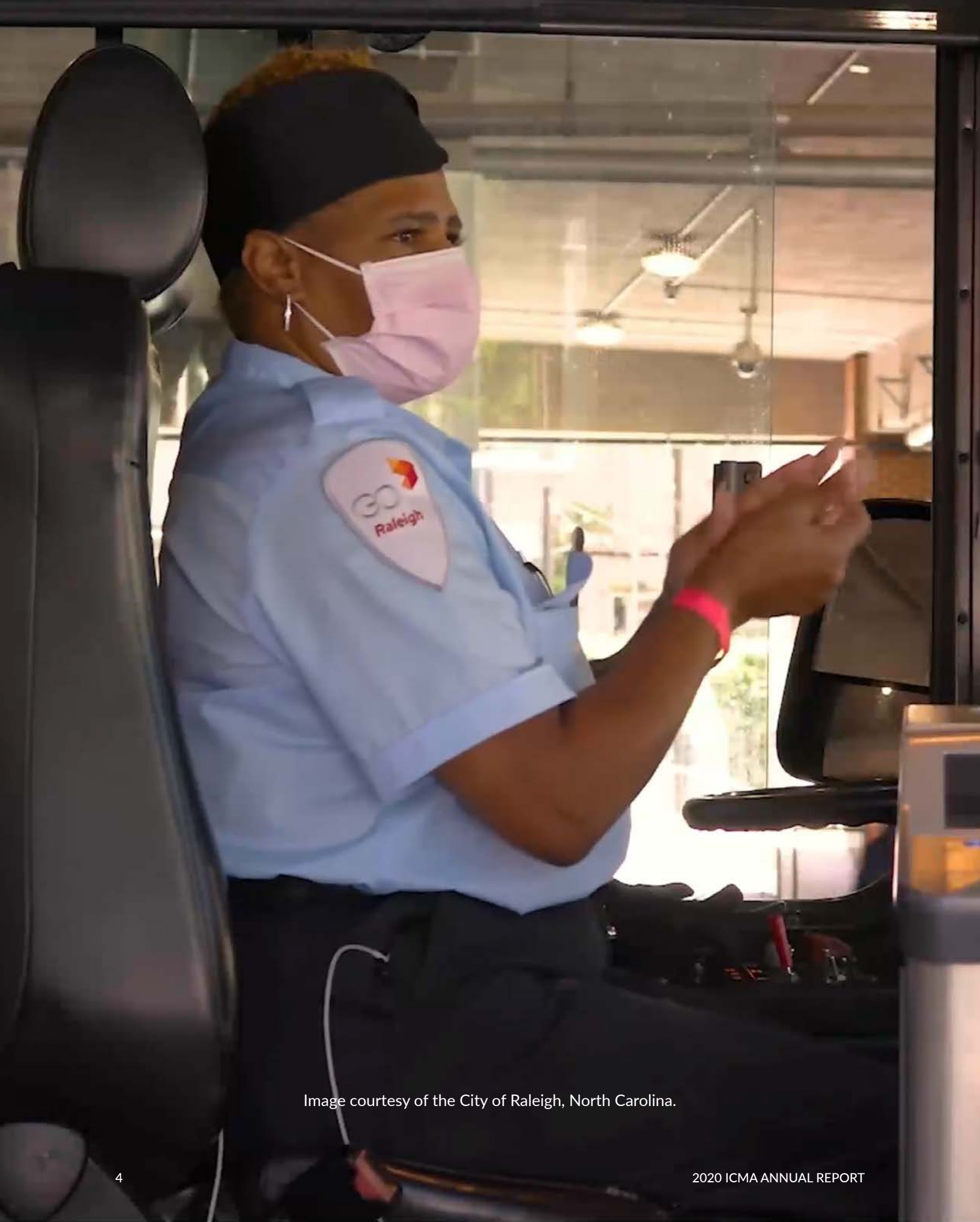


Image courtesy of the City of Raleigh, North Carolina.

POWERING THROUGH THE PANDEMIC

In early March, ICMA shifted staff and resources to focus on helping local government leaders and our partners throughout the world confront the COVID-19 pandemic.

We unlocked all of our content, making it available to members, as well as to our affiliates and local government professionals throughout the world. ICMA built a comprehensive resource center, which is continuously updated as new knowledge resources are developed. Visit icma.org/coronavirus.



Offered 19 community conversation webinars, with over 10,000 participants.



Advocated for 12 major policy initiatives, ranging from stimulus funds to PPE funding.



Prepared 110 articles, fact sheets, infographics, and blog posts that generated 100,000 page views.



Produced 2 major impact studies that informed advocacy work on \$3 trillion stimulus bill, which included funding for local government.

RACE, EQUITY, AND SOCIAL JUSTICE INITIATIVES MOVE FORWARD

ADDRESSING SYSTEMIC RACISM AND OPPRESSION

As communities were working through the pandemic recovery and restoration, another crisis hit local government leaders. Residents took to the streets demanding changes that would bring about significant progress in putting an end to the systemic racism and other forms of oppression that have plagued the U.S. and many other nations. ICMA formed a Race, Equity, and Social Justice Team. Like our Coronavirus Action Team, this group is driving advocacy, content, and partnership activities to better equip our members and their staffs in addressing equity and social justice issues. In June, ICMA released a PM Magazine Special Supplement entitled Moments of Change: Leading with Courage and Commitment for Racial and Social Justice. The publication includes observations and commentary from local government leaders along with resources. You can find it at icma.org/pm.



ICMA CONSTITUTIONAL AMENDMENTS ON INCLUSION

In February, the ICMA membership voted and passed a series of constitutional amendments meant to make the organization more inclusive and diverse. These included: voting privileges for affiliate members; eligibility for affiliate members to serve on the Executive Board; eligibility for any member in service to a local government to serve on a Regional Nominating Committee; and clarification on the implementation timeline for amendments. These constitutional changes are a part of ICMA's longstanding commitment to equity and inclusion. See the full timeline at icma.org/building-diverse-and-inclusive-profession.



ICMA RESOURCE CENTER

In May, ICMA established a Race, Equity, and Social Justice Resource website. Visitors will get frequent updates with the latest content from ICMA and have access to a list of partners and affiliates working with ICMA on the mission of racial and social justice. One of the resources you'll find there is a glossary of terms for understanding expressions used in public discourse. Visit the resource center at icma.org/race-equity-and-social-justice.

EXECUTIVE BOARD STATEMENT ON RACISM

We, like many in our communities, share in the heartbreak and anger over the murder of George Floyd, the spate of racist events and excessive force against protesters across the country, and the systemic racism that continues to exist in the United States. The murder of George Floyd has put the issue of systemic racism front and center on the world stage.

The weight of these recent tragedies falls especially heavy on us because we are in positions of leadership in cities, counties, and towns throughout the world. The local government management profession and ICMA were founded on a Code of Ethics and a Declaration of Ideals, which demand that we serve the best interests of all, achieve equity and social justice, and act with integrity so that we may earn the trust of all those we serve. Addressing systemic racism is our ethical obligation.

As leaders, we must work to achieve fundamental change to break the system of inequality and oppression that has tarnished nations for generations and now, more than ever, in America by our history of racism. This inequality has been brought into sharp relief by the disproportionate economic losses and deaths of African Americans and people of color in the pandemic and horrifyingly so in the unjust murders of Black men and women.

We must stand in solidarity with the Black community, with those who protest in peace, and with those taking a stand for change. We must see racism as a public health crisis and a stain upon our humanity.

“The fierce urgency of now,” as Dr. Martin Luther King Jr. stated, is long overdue.

We are the ones who can forge real change in our own communities. As our cities, towns, and counties rebuild from the pandemic, we can create a new foundation that replaces white supremacy and racism with an aggressive respect for human rights.

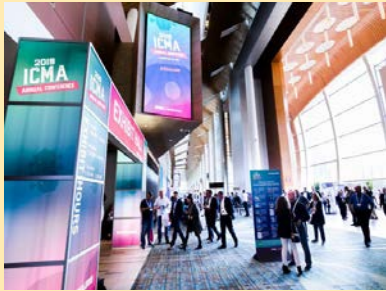
Systemic racism is far reaching in society and goes beyond policing. We are committed to be the agents of change within our organizations to lead to a new future. As part of that change, we recognize the immediate concern is policing. We affirm our commitment to support the professional officers and staff that serve our communities and will work with them to develop new ways to reflect ideals that value all people.

We are the ones who stand in the public square. As leaders in our own communities, it is up to each of us to make our voices heard, but more importantly, to listen, to learn, and to use our voices to amplify the voices of others.

Doing this successfully means that we will need to embrace new ideas, methods, and skills, and above all, the courage to step into roles that we may have been uncomfortable with in the past. As leaders and managers, we must recommit to the highest ideals of just and effective local government and commit to take these initial action steps.

Great social changes often come from turmoil and we as local government leaders can lead that transformation. We can create the kinds of communities we envision, where everyone can flourish. And we begin now by acknowledging Black Lives Matter.

MILESTONES



ANNUAL CONFERENCE SHATTERED RECORD

The 2019 ICMA Annual Conference in Nashville set new attendance records with 5,534 total attendees, including 3,954 members. The previous record was set in 2017 in San Antonio, with 4,746 total attendees, including 2,867 members. **icma.org/2019-conference-success.**



3,400 MEMBERS JOIN ICMA CONNECT

More than 3,400 members joined ICMA's exclusive online community **connect.icma.org**, which launched on March 9. The new member benefit immediately generated hundreds of discussions responding to the global pandemic and other urgent topics. Resources posted by members resulted in 9,000 downloads.

Learn more about ICMA Connect or join today by visiting **icma.org/icma-connect.**



MEMBERS PASS “INCLUSION” AMENDMENTS

Four proposed amendments to the ICMA Constitution, endorsed by the ICMA Executive Board, were voted on and approved in February. The amendments addressed expanding the opportunity for affiliate members to vote, serve on the ICMA Executive Board, and serve on the ICMA Regional Nominating Committee. The aim of the new amendments follows the strategic plan priority of expanding and diversifying the membership.

Read more about this initiative at **icma.org/building-diverse-and-inclusive-profession.**

MILESTONES



SENIOR ADVISORS CELEBRATE 45TH ANNIVERSARY

For 45 years, the ICMA Senior Advisor program has been supporting members at every stage of their careers—from talking through challenges of being a first-time administrator to offering support as a manager deals with an unexpected termination.

You can find a video on this program and other ICMA videos on our YouTube Channel [@icmavideos](#).



SURGE AND GLOBAL OUTREACH EXPANDS

ICMA expanded its economic development work in the Philippines under a contract from USAID. For example, the SURGE (Strengthening Urban Resilience for Growth with Equity) project created Urban Development Learning Centers in three cities, set up one-stop shops to streamline municipal permitting in seven cities, and created two trading centers.

You can watch a video about ICMA's Global Programs on our YouTube channel [@icmavideos](#).



THOUGHT LEADERSHIP DRIVES MEDIA MILESTONE

ICMA's research and other thought leadership advocating for local government helped drive nearly one billion national, regional, and local media impressions. Stories included ICMA research on the effect of the pandemic on local government budgets, as well as continued interest in ICMA's cybersecurity research. Marc Ott contributed a number of opinion pieces to national media as well. thehill.com/blogs/congress-blog/politics/499641-a-covid-19-recovery-for-all-ensuring-equity-as-communities

MILESTONES



375 JURISDICTIONS ARE “SOLSMART”

One in four Americans live in cities, counties, or regional entities now identified by the Department of Energy funded designation “SolSmart.” ICMA has worked with communities over the past three years to meet the defined standard and best practices in areas including permitting, planning, and zoning that make it easier for residents and businesses to go solar. ICMA also supported the Solar in Your Community Challenge that brought solar to low- and moderate-income communities.

For more on ICMA’s solar initiatives visit icma.org/programs-and-projects/solsmart.



ICMA CODE OF ETHICS TURNS 95

2020 marked the 95th anniversary of the ICMA Code of Ethics, which was celebrated in the March issue of PM magazine with articles authored by current and former practitioners who focused on the challenges of ethical leadership. Ethics training in Mexico reached more than 500 local government professionals.

Take a look at the history of the ICMA code of ethics by visiting icma.org/code-of-ethics-timeline.



L.A. HOSTS NATIONAL BROWNFIELDS CONFERENCE

With more than 2,000 attendees, the National Brownfields Conference, jointly organized by the EPA and ICMA, met in December in Los Angeles. The conference offered educational sessions, mobile workshops, keynotes, and networking events focused on cleaning up and repurposing former commercial and industrial properties. Brownfields 2021 will be held in Oklahoma City.

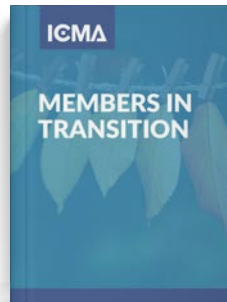
Get all the details by visiting brownfields2021.org.

NEW RESOURCES

In addition to the numerous new resources on COVID-19 response and recovery and racial justice, here are ICMA resources released in FY 2020 which can be found on [icma.org](https://www.icma.org).



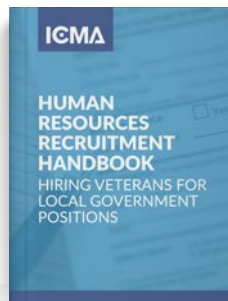
The quintessential budgeting reference manual for local government leaders.



This includes new benefits, such as reputation management services.



A comprehensive guide for both emerging leaders and veteran managers.



A recruitment and career management resource focused on a well-tested talent pool.



Jointly developed by the Center for Public Safety Excellence and ICMA staff.



Experts look at key issues in the decade ahead.



Effective Charter Review Commissions and Gender Imbalance in Local Government.



This survey by ICMA and Indiana University reveals challenges municipalities may be facing.



Dedicated to the millions of men and women who work to make our communities great places.

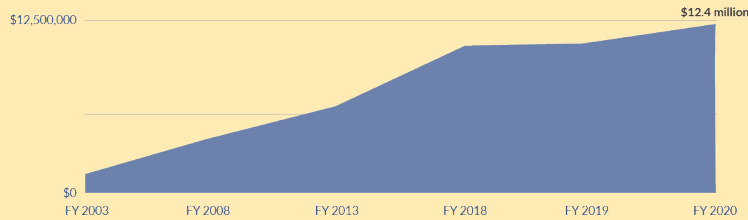
THE NUMBERS

Here are a few metrics reflecting key ICMA priorities.

Revenue Sources



Net Assets



13,106
ICMA Members

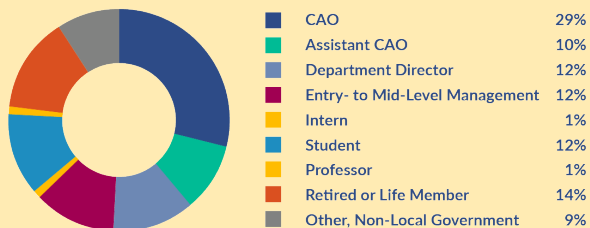


123
Student Chapters



300
Member Volunteers

Membership by Title



Global Programs team
is working in
18 countries
on 12 projects with 140 staff
and over 2,000 volunteer hours.



27 LGM Fellows
70 Veterans Fellows



36 International Affiliates
46 State Associations
National Affiliates including LGHN,
NACA, NFBPA, League of Women in
Government, GARE, & ELGL

STATEMENT OF ACTIVITIES

| | 2020 | | |
|---|-----------------------------|----------------------------|-----------------------------|
| | Unrestricted | Restricted | Total |
| SUPPORT AND REVENUE | | | |
| Grants and contracts: | | | |
| Government | \$ 12,153,858 | \$ - | \$ 12,153,858 |
| Contributed services | 137,108 | - | 137,108 |
| Program income | 360,361 | - | 360,361 |
| Non-government | 204,659 | - | 204,659 |
| Membership dues | 6,176,772 | - | 6,176,772 |
| Publications, subscriptions sales and advertising | 1,217,255 | - | 1,217,255 |
| Conferences and meetings | 4,553,809 | - | 4,553,809 |
| Fees | 1,754,392 | - | 1,754,392 |
| Subtenant rental income | 586,710 | - | 586,710 |
| Royalty income | 2,478,317 | - | 2,478,317 |
| Investment income, net | 741,852 | 128,356 | 870,208 |
| Other | 689,849 | 92,988 | 782,837 |
| Net assets released from donor restrictions | <u>178,064</u> | <u>(178,064)</u> | <u>-</u> |
| Total support and revenue | <u>31,233,006</u> | <u>43,280</u> | <u>31,276,286</u> |
| EXPENSES | | | |
| Program Services | 21,353,712 | - | 21,353,712 |
| Management and General | <u>8,468,140</u> | <u>-</u> | <u>8,468,140</u> |
| Total expenses | <u>29,821,852</u> | <u>-</u> | <u>29,821,852</u> |
| Change in net assets | 1,411,154 | 43,280 | 1,454,434 |
| Net assets at beginning of year | <u>11,006,376</u> | <u>3,194,807</u> | <u>14,201,183</u> |
| NET ASSETS AT END OF YEAR | <u>\$ 12,417,530</u> | <u>\$ 3,238,087</u> | <u>\$ 15,655,617</u> |

THANKS TO THE ENTIRE 2019–2020 EXECUTIVE BOARD

President

Jane Brautigam
City Manager
Boulder, Colorado

President-Elect

James Malloy
Town Manager
Lexington, Massachusetts

Past President

Karen Pinkos
City Manager
El Cerrito, California

Regional Vice Presidents

International Region

Tim Anderson
Chief Administrative Officer
Waterloo, Ontario, Canada

Sue Bidrose
Chief Executive Officer
Dunedin City Council, New Zealand

Robert Kristof
Manager in Transition
Timisoara, Romania

U.S. Midwest Region

Wally Bobkiewicz
City Administrator
Issaquah, Washington

Clint Gridley
City Administrator
Woodbury, Minnesota

Molly Mehner
Deputy City Manager
Cape Girardeau, Missouri

U.S. Mountain Plains Region

Michael Land
City Manager
Coppell, Texas

Heather Geyer
City Manager
Northglenn, Colorado

Raymond Gonzales
County Manager
Adams County, Colorado

U.S. Northeast Region

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Town Manager
West Hartford, Connecticut

Christopher Coleman
Town Administrator
Westwood, Massachusetts

Teresa Tieman
Town Manager
Fenwick Island, Delaware

U.S. Southeast Region

W. Lane Bailey
City Manager
Salisbury, North Carolina

Laura Fitzpatrick
Deputy City Manager
Chesapeake, Virginia

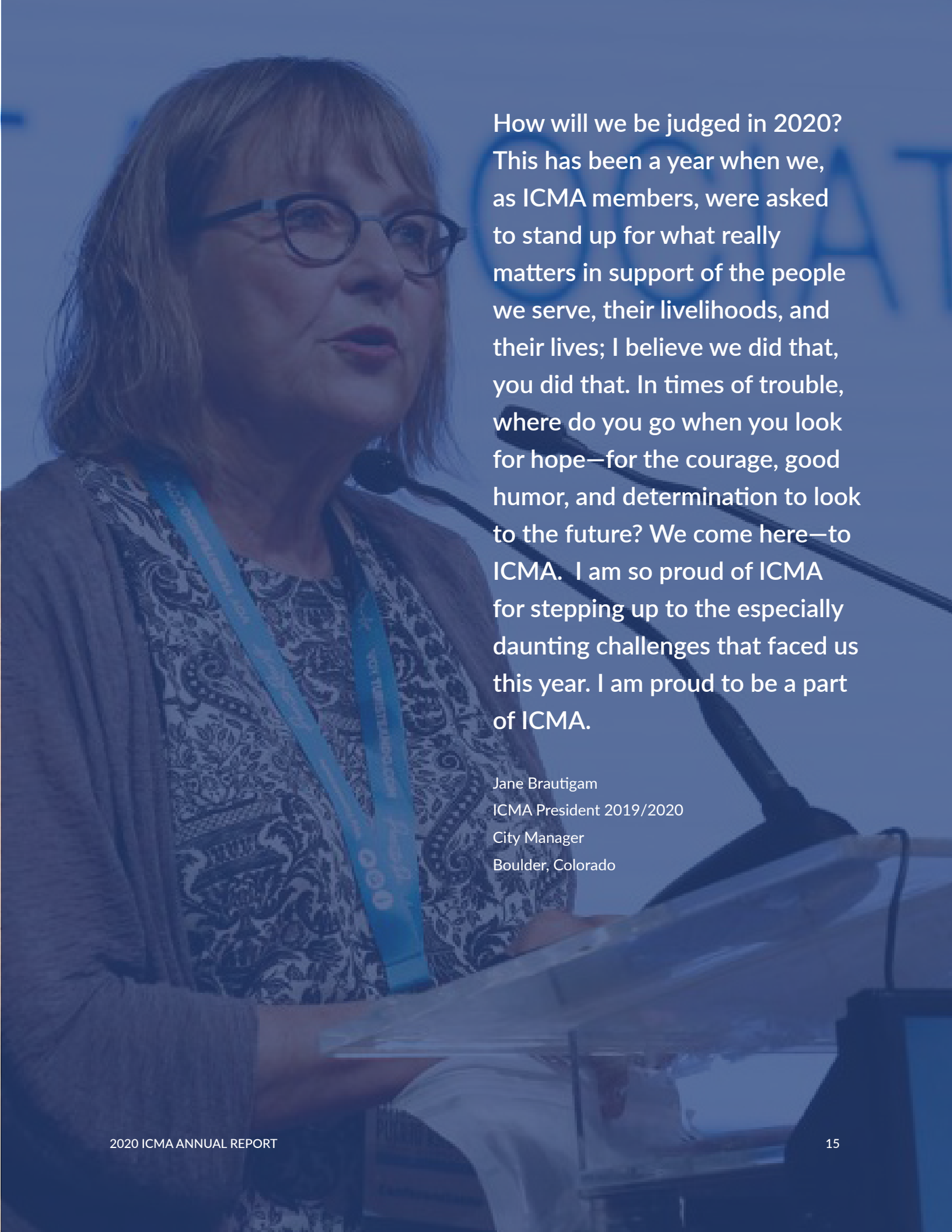
Michael Kaigler
Assistant County Manager
Chatham County, Georgia

U.S. West Coast Region

Maria Hurtado
Assistant City Manager
Hayward, California

Edward Shikada
City Manager
Palo Alto, California

Peter Troedsson
City Manager
Albany, Oregon

A photograph of Jane Brautigam, ICMA President 2019/2020, speaking at a podium. She is wearing glasses, a patterned top, and a blue lanyard. The background is a blue wall with the word 'ASSOCIATION' partially visible. The image is overlaid with a semi-transparent blue filter.

How will we be judged in 2020? This has been a year when we, as ICMA members, were asked to stand up for what really matters in support of the people we serve, their livelihoods, and their lives; I believe we did that, you did that. In times of trouble, where do you go when you look for hope—for the courage, good humor, and determination to look to the future? We come here—to ICMA. I am so proud of ICMA for stepping up to the especially daunting challenges that faced us this year. I am proud to be a part of ICMA.

Jane Brautigam
ICMA President 2019/2020
City Manager
Boulder, Colorado



INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION

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To experience our interactive annual report visit

<https://icma.org/2020-ICMA-Annual-Report>