

**ICMA EXECUTIVE BOARD**

**November 5-8, 2009**

**Detroit, Michigan**

**INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION**

**Executive Board Meeting Schedule**

**November 5-8, 2009**

**The Atheneum Suite Hotel**

**1000 Brush Avenue, Detroit, MI 48226**

**Tel: 313.962.2323**

**Fax: 313.962.2424**

*The sessions for Friday's board meeting will be on the 1<sup>st</sup> and 2<sup>nd</sup> floor of The Atheneum.*

*Friday's breakfast will be on the 1<sup>st</sup> floor and Friday's lunch will be on the 8<sup>th</sup> floor.*

*Saturday's meeting, including breakfast and lunch will be held on the 1<sup>st</sup> floor of The Atheneum. The Friday night reception/dinner will be held at The Atheneum – 1<sup>st</sup> floor.*

*Saturday's reception/dinner will be off property. The Partner Meetings will be on the 1<sup>st</sup> floor.*

<b>DATE</b>	<b>FUNCTION</b>	<b>LOCATION</b>	<b>ATTENDEES</b>
<b>THURSDAY, NOVEMBER 5</b>			
<b>6:30 pm</b>	Hockey Game Red Wings vs. Sharks	Joe Louis Arena	Those who purchased tickets from Limardi
<b>8:30 – 10:00 pm</b>	Hospitality (optional)	Earley's Suite 10 <sup>th</sup> floor - # TBA	Board/Partners & Staff
<b>FRIDAY, NOVEMBER 6</b>			
<b>8:00 - 8:30 am</b>	Breakfast for Board	Hermes – 1 <sup>st</sup> Floor	Board/Staff
<b>8:30 - 10:30 am</b>	Session with Deborah Roberts	Hermes – 1 <sup>st</sup> Floor	Board/Staff
<b>9:00 am</b>	Partners Breakfast Meeting	“A”Bar – 1 <sup>st</sup> Floor	Board Partners/Leake
<b>10:30 am – 12:30 pm</b>	Value of the Profession Campaign	Hermes – 1 <sup>st</sup> Floor	Board/Staff
<b>12:45 – 1:30 pm</b>	Lunch	Olympus – 8 <sup>th</sup> Floor	Board/Staff
<b>1:30 – 2:15 pm</b>	CPC Orientation	Hermes – 1 <sup>st</sup> Floor	Board/Staff
<b>2:30 – 4:30 pm</b>	Committee on Professional Conduct Meeting	Socrates – 2 <sup>nd</sup> Floor	<b>Walker – Chair</b> , Baker, Penny, Arnold, Harper
<b>2:30 – 3:30 pm</b>	Finance and Business Operations Committee	Sophocles – 2 <sup>nd</sup> Floor	<b>Muehlenbeck – Chair</b> , Hilvert, Cortes, Fulton, Moore, Duff
<b>3:00 – 4:00 pm</b>	Membership and External Outreach Committee	Euripides – 2 <sup>nd</sup> Floor	<b>Farbrother – Chair</b> , Hancock, Bennett (West), Bennett (NE), Pinkos, Martel
<b>4:00 – 5:00 pm</b>	Audit and Evaluation Committee	Aristoteles – 2 <sup>nd</sup> Floor	<b>Limardi – Chair</b> , Muehlenbeck, Hancock, Earley, Childs
<b>6:30 – 7:15 pm</b>	Executive Board Reception	Aphrodite – 1 <sup>st</sup> floor	Board/Partners, Invited Guests and Staff
<b>7:15 – 9:00 pm</b>	Executive Board Dinner	Aphrodite – 1 <sup>st</sup> Floor	Board/Partners, Invited Guests and Staff
<b>After Dinner (Optional)</b>	Hospitality Reception	Earley's Suite - 10 <sup>th</sup> floor - # TBA	Board/Partners, Invited Guests and Staff

**INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION**  
**Executive Board Meeting Schedule**  
**November 5-8, 2009**  
**The Atheneum Suite Hotel**  
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**Tel: 313.962.2323 Fax: 313.962.2424**

<i><b>DATE</b></i>	<i><b>FUNCTION</b></i>	<i><b>LOCATION</b></i>	<i><b>ATTENDEES</b></i>
<b>SATURDAY, NOVEMBER 7</b>			
<b>8:00 – 8:30 am</b>	Breakfast	Hermes – 1 <sup>st</sup> Floor	Board & Staff
<b>8:30 am – 12:00 pm</b>	Full Board	Hermes – 1 <sup>st</sup> Floor	Board & Staff
<b>9:30 am -</b>	Partners Breakfast Meeting	A "Bar" – 1 <sup>st</sup> Floor	Board Partners & Leake
<b>12:00 – 12:45 pm</b>	Working Lunch	Hermes – 1 <sup>st</sup> Floor	Board & Staff
<b>12:45 pm -</b>	Full Board	Hermes – 1 <sup>st</sup> Floor	Board & Staff
<b>6:30 pm</b>	Depart Atheneum for restaurant	Atheneum Lobby	Board/Partners & Staff
<b>7:00 – 7:45 pm</b>	Cocktail Reception	Seldom Blues Restaurant 400 Renaissance	Board/Partners & Staff
<b>7:45 – 9:45 pm</b>	Dinner	Seldom Blues	Board/Partners & Staff
<b>SUNDAY, NOVEMBER 8</b>			
<b>Travel Home</b>			

**ICMA EXECUTIVE BOARD AGENDA**  
**November 5-8, 2009**  
**Detroit, Michigan**

**BOARD SESSION WITH DEBORAH ROBERTS: WHO AM I AND WHY AM I HERE**

**A. CONSENT CALENDAR**

- 2842 September 11-12, 2009 Minutes
- 2843 Recognitions
- 2844 2010-2011 Nominations and Elections Schedule

**MEMBERSHIP AND EXTERNAL OUTREACH COMMITTEE**

Preparation for Task Force on Organizational Structure And Governance recommendations

- B. Finalize 2009-2010 committee work plan

**FINANCE AND BUSINESS OPERATIONS COMMITTEE**

- C. 2845 Quarterly financial update
- D. Finalize 2009-2010 committee work plan

**COMMITTEE ON PROFESSIONAL CONDUCT**

- 2846 One public censure (in back pocket)
- E. Finalize 2009-2010 committee work plan  
Report from CPC Chair

**AUDIT AND EVALUATION COMMITTEE**

- F. 2847 Executive Director evaluation process and salary assessment
- G. Finalize 2009-2010 committee work plan

**H. ICMA CODE OF ETHICS ORIENTATION**

- I. 2848 VALUE OF THE PROFESSION CAMPAIGN

- J. 2849 TASK FORCE ON ORGANIZATIONAL STRUCTURE AND GOVERNANCE RECOMMENDATIONS

## **ICMA BOARD GOVERNANCE PRINCIPLES**

**Adopted September 2003; Reaffirmed September 2009**

The following principles form an outline of the process that the ICMA Executive Board will use to govern ICMA:

### **ICMA Executive Board Responsibility is to Govern the Association**

**Principle 1: The Board serves as the Trustee on behalf of ICMA members.**

The ICMA Executive Board is the governing body of the Association on behalf of the members of the Association. The Board will establish sufficient processes to maintain oversight of the finances and operations of the Association. In addition, the Board will develop methods of accountability for both the Board and the Executive Director.

**Principle 2: The ICMA Executive Board will establish the strategic direction of the Association and focus its work on policy decisions.**

The ICMA Executive Board will establish a framework for setting the strategic direction of the Association. The Board's focus will be on policy decisions and on the results/outcomes to be achieved.

**Principle 3: The ICMA Executive Board has a responsibility to represent the members of the Association.**

The Executive Board represents all members of the Association and is uniquely positioned to connect the priorities and issues of members to the policies of the Association. Further, the Board has the responsibility to encourage membership, to represent the priorities and strategies of the Association, and to solicit member feedback.

### **ICMA Staff Responsibility is to Support the Executive Board**

**Principle 1: The ICMA Staff will provide complete and accurate information and analysis.**

The ICMA Staff has the responsibility to ensure that the information provided to the Executive Board is complete, accurate, timely and sufficiently comprehensive to support the decision requirements of the Board.

**Principle 2: The ICMA Staff will provide analysis of alternatives and recommendations.**

When appropriate, the Executive Director and ICMA Staff will develop alternatives for the Board's consideration along with analysis sufficient to support the Board's policy-making responsibility. An important responsibility of the Executive Director and Staff is to provide a recommendation for consideration by the Board.

**Principle 3: The Executive Director and Staff will provide the same timely information to all members of the Executive Board.**

While recognizing different learning styles and specific needs of the individual Board members, the Executive Director and staff will ensure that all Board members receive the same information to support the Board's decision-making responsibilities.

**ICMA Executive Board/Staff Relationship**

**Principle 1: The Board will focus on policy and outcomes.**

The Board will focus on what results or outcomes need to be addressed on behalf of our members and stakeholders. The Board's unique value is to ensure that the strategic direction leads the Association to the desired outcome.

**Principle 2: The Board will focus on oversight without micromanaging.**

The Board has an important oversight and fiduciary responsibility and must develop processes to ensure accountability. However, the Board should resist the temptation to micro-manage or tell staff how to do their job.

**Principle 3: The Board will develop an evaluation and accountability system for the Executive Director.**

The Board will establish, in partnership with the Executive Director, an evaluation system that ensures accountability, performance and alignment with priorities and strategies. The Board and Executive Director will mutually develop criteria for evaluation and should ensure that an evaluation of the Executive Director is conducted on an annual basis.

**Principle 4: The Board will evaluate its own performance.**

The Board will develop a system to evaluate its own performance on an annual basis. In addition to soliciting feedback from each Board member, the Board will also ask the Executive Director for feedback on the Board's results and relationship to the staff.

## 2008 Strategic Plan

The demand for leadership, the rapid and unceasing expansion of technology into everyday life, and the growing need to work collaboratively across boundaries compel local government professionals to move beyond traditional assumptions and solutions and to do so within an international context. These themes crosscut every aspect of the ICMA Strategic Plan.

### ***Leadership***

Environmental challenges, fiscal pressures, expanded threats to homeland security, and the changing sense and definition of community present local governments with both challenges and opportunities. This environment requires managers to exercise skills and abilities as community builders. Now more than ever, local government managers must provide sound, professional, and ethical leadership to their communities as well as guidance and support to their elected officials; they must bring innovation and efficiency to the task of building sustainable communities. This Strategic Plan places this call to leadership at the forefront of everything ICMA and its members will do to bring a legacy of professional success into a new century.

### ***Technology***

Rapidly evolving technologies make possible the collection, analysis, packaging, and dissemination of massive quantities of information at ever-increasing speeds, and access to this information has moved from the desktop to the pocket. As more people are able to instantaneously communicate with one another individually and through social networks, they develop expectations of greater responsiveness, customization of service, and transparency. Just as local governments are challenged by these expectations, so is ICMA. This Strategic Plan calls on ICMA to harness and employ the most appropriate, best available, and most financially viable technological resources to meet the demands of members and provide value to them.

### ***Collaboration***

ICMA's mission is most effectively achieved through strong, strategic partnerships. This Strategic Plan requires ICMA to seek and nurture mutually beneficial connections with like-minded state, national, and international associations, the academic community, elected officials, and the private sector.

### ***Going beyond our core membership***

The legacy of professional local government management will extend beyond its current borders as ICMA expands and diversifies its membership. This Strategic Plan intends to engage and serve local government professionals at all levels and to introduce professional local government management as a career and membership in ICMA as a valuable resource to individuals beyond the organization's traditional audience.

### ***International***

The world continues to shrink, and the lives of its citizens and the actions of its governments grow increasingly intertwined. Issues and opportunities in one locality can give rise to issues and opportunities in communities on the other side of the globe. ICMA must capitalize on and expand its international dimension as a catalyst for fostering networks and exchanging information and best practices among local governments worldwide. This Strategic Plan requires ICMA to consider the international dimension in everything it does.

### ***Vision Statement***

We are the premier association of professional local government leaders building sustainable communities to improve lives worldwide.

### ***Mission Statement***

To create excellence in local governance by developing and fostering professional local government management.

### ***ICMA Core Beliefs***

We believe in...

- Serving as stewards of representative democracy
- Practicing the highest standards of honesty and integrity in local governance, as expressed through ICMA's Code of Ethics
- Advocating for professional management as an integral component of effective local governance and community building with council-manager government as the preferred local government structure
- Building sustainable communities as a core responsibility of local government
- Networking and exchanging knowledge and skills across international boundaries
- Ensuring that local governments and the association reflect the diversity of the communities we serve
- Committing to lifelong learning and professional development
- Building up the quality of the profession and the association through an engaged network of members personally committed to that end

### ***Outcomes and Strategies***

#### **1. Leadership**

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

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

#### **Strategies**

- Expand the current membership with an emphasis on attracting young people, women and minorities, entrants from other careers and other local government management professionals who are not members of ICMA.
- Raise awareness of the value that professional management brings to local governance and advocate council-manager government.



- Lead efforts to build sustainable communities by developing a recognized body of knowledge and expertise that focuses on balancing environmental stewardship, economic development, social equity, and financial and organizational viability.
- Promote, enforce, and celebrate the highest ethical standards of professional behavior.
- Initiate, strengthen, and leverage relationships with international, national, state, and local organizations to create excellence in local governance.
- Become more engaged in contributing to the public policy arena as it relates to local government

## **2. Professional Development**

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

### **Strategies**

- Establish a broad network of partners to develop and promote leading practices in professional and personal development.
- Ensure that ICMA serves as a vehicle for personal development and renewal.
- Create opportunities for participants with diverse backgrounds to engage in ICMA training and development activities and programs.
- Position ICMA at the forefront of local government leadership and professional development through the ICMA University.
- Develop a formal path to credentialing that spans the career stages of a member.

## **3. Knowledge Sharing**

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

### **Strategies**

- Create a model of collaboration with other local government professional associations, affiliate organizations, members, and nonmembers that facilitates access to ICMA expertise and leadership development around professional management, ethical practices, and sustainability.
- Engage academics and subject matter experts (including the private sector and other research partners) in efforts to enhance the body of knowledge around preferred and best practices in local government management worldwide.
- Create innovative, worldwide opportunities connecting members to increase knowledge transfer and experience sharing around good local government management values and practices.
- Promote ICMA as the premier clearinghouse for information on local government management practices, community engagement, and service delivery.

#### **4. Member Engagement and Support**

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

##### **Strategies**

- Enhance communication and dialogue to develop synergistic relationships with state and affiliate organizations and other professional associations.
- Foster inclusion, engagement, and support throughout a member's life of public service.
- Create opportunities to gain entry into the profession and into the association and its leadership.
- Be the leader in offering career services to local government professionals throughout their lives.
- Promote work/life balance as part of attracting and retaining members and achieving organizational sustainability.

# **CONSENT CALENDAR**

## **AGENDA COMMUNICATION**

**NO. 2842**

**NOVEMBER 5-8, 2009**

**DETROIT, MICHIGAN**

**SUBJECT:** September 11, 2009 Minutes  
September 12, 2009 Minutes

**RECOMMENDATION:** Approve September 11, 2009 and September 12, 2009 minutes.



**EXECUTIVE BOARD MEETING**  
**September 11, 2009**  
**Montreal, Quebec, Canada**

**Present:**

**President:** Dave Limardi, Highland Park, Illinois

**Vice-Presidents:** Mike Baker, Downers Grove, Illinois; Jim Bennett, Damascus, Oregon; Jim Bennett, Sabattus, Maine; Rick Cortes, Seguin, Texas; Simon Farbrother, Waterloo, Canada; Scott Hancock, Maryland Municipal League; Cheryl Hilvert, Montgomery, Ohio; Kay James, Canandaigua, New York; Robert Johnston, Frederick, Oklahoma; Tony Marryatt, Christchurch, New Zealand; Tom Muehlenbeck, Plano, Texas; Charles Penny, Rocky Mount, North Carolina; Karen Pinkos, El Cerrito, California; Ed Sotelo, Oxnard, California; Bonnie Svrcek, Lynchburg, Virginia; Mike Van Milligen, Dubuque, Iowa; Mike Walker, Brentwood, Tennessee.

**Past President:** Ed Daley, Hopewell, Virginia

**Ex-Officio:** Bob O'Neill, Executive Director

**Incoming President:** Darnell Earley, Saginaw, Michigan

**President-elect:** Dave Childs, Washoe County, Nevada

**Incoming Vice Presidents:** Noelene Duff, Whitehorse Council, VIC, Australia; Matt Fulton, Coon Rapids, Minnesota; Heather Harper, Falmouth, Massachusetts; Pat Martel, Daly City, California; Bruce Moore, Little Rock, Arkansas

**Staff:** Betsy Sherman, Martha Perego, Carla Mazique, Uma Ramesh, Michele Frisby, Regina Anderson-Ford

**Guests:** Murray Levison, Sacramento, California

**MANAGEMENT REPORTS**

- I. Financial Statements for July 2009**
- II. Update on EPA IG Audit**
- III. FY2009 Results**
- IV. Update on Next Generation Strategies**
- V. Update on Voluntary Credentialing Program**
- VI. Update on Center for State and Local Government Excellence**
- VII. Update on Performance Management Commission**
- VIII. Update on Alliance for Innovation**
- IX. Update on Range Rider Program**
- X. Annual Update on ICMA Fund for Professional Management Fundraising Initiative**

**CONSENT CALENDAR: NO. 2823: MAY 28-31, 2009 MINUTES; NO. 2824: RECOGNITIONS; NO. 2825: CREDENTIALS**

- \* It was moved by Mr. Muehlenbeck, seconded by Mr. Daley, to approve the Consent Calendar.**

**The motion passed.**

**AUDIT AND EVALUATION COMMITTEE**

**NO. 2826: AUDIT REPORT AND MANAGEMENT LETTER**

Ms. Ramesh presented the FY2009 year-end financial report to the Board. She reminded the board that the meeting with the audit firm, Rubino & McGeehin, had taken place via conference call the prior week.

In FY2009, revenues exceeded expenses by \$338,153 compared to a budgeted net contribution of \$100,000. Ms. Ramesh noted that early in the fiscal year and prior to seeing the impact of the economic downturn, the Association had benefitted from July 2008 dues revenue and strong attendance for the 2008 Richmond Annual Conference. Revenues and contributions from international technical assistance exceeded budget primarily because of new awards from USAID in Iraq and Afghanistan. Expense controls in other areas also helped offset decreases in other revenue. The Association also exceeded the net asset and cash balance goals set for 2009 by the board. ICMA's auditors delivered an unqualified opinion on the financial statements and reported the sixteenth consecutive year of no material weaknesses.

- \* It was moved by Mr. Daley, seconded by Mr. Muehlenbeck, to accept the audit report and management letter.**

**The motion passed.**

**NO. 2827: PRESIDENT-ELECT SELECTION PROCESS**

Mr. Daley reviewed the Committee's recommendations to address the possibility that no one or only one former vice president might express interest in being a candidate for President-elect. The recommendations were to communicate with past presidents still actively engaged in ICMA prior to the annual conference providing them with the list of eligible past vice presidents and asking them to assist in the process by identifying and encouraging members whom they thought would make good candidates. Then, if no one or only one candidate expressed interest by the January deadline, the Audit and Evaluation chair would convene the most recent three to five past presidents to agree on a strategy to recruit individuals so that the board would have at least two candidates to consider. Submissions from the candidates would be requested by the February board meeting.

The board was supportive of this approach.

## **NO. 2828: 2008-2009 BOARD EVALUATION**

The board discussed their self-assessment during the executive session portion of the meeting.

## **FINANCE AND BUSINESS OPERATIONS COMMITTEE**

### **NO. 2829: REPORT ON E-DEBIT CARD USAGE**

Mr. Van Milligen reviewed usage of the “virtual” Economic Crisis E-Debit Card for in-service U.S. members in recognition of the difficult economic times facing local governments. He reported that as of 8/31/09, 636 members had redeemed \$109,926. The most popular use was for the ICMA Annual Conference in Montreal and the next highest usage was for membership renewal. He noted that the usage pattern was consistent with what was expected by staff.

## **MEMBERSHIP AND EXTERNAL OUTREACH COMMITTEE**

### **NO. 2830: REPORT FROM TASK FORCE ON ORGANIZATIONAL STRUCTURE AND GOVERNANCE**

Ms. Svrcek reported that the Committee had reviewed the recommendations from the Task Force on Organizational Structure and Governance that had been established by the board to consider association governance models that will best address the present and future needs of member and association communities, implementation of the new strategic plan and the changing global environment. She asked Mr. Limardi to present the recommendations. He outlined the proposals supporting affiliation agreements with state and affiliate organizations, offering options for changing the nominations and elections process, establishing an Advisory Council and adding a third International Vice President.

The board conducted a preliminary discussion of the recommendations in preparation for the November 2009 board meeting when decisions will be made on what recommendations should be explored further and on the form and timeline for engagement with state and affiliate leaders and members.

### **NO. 2831: PROGRESS ON MEMBERSHIP RECRUITMENT AND RETENTION**

Ms. Svrcek reviewed the results of August 2009 membership goals adopted as part of the Task Force on Financing ICMA recommendations in 2004. The recommendations gave particular attention to increasing the number of members from targeted membership groups -- managers in state associations who do not belong to ICMA, principal assistants whose managers belong to ICMA, and those early in their careers who will be the next generation of managers.

As of August 31, 2009, ICMA had made significant progress toward the goals established in 2004 although the economic downturn slowed growth over the past year. Overall in-service

membership in the U.S. grew by almost a thousand over the five years. Full members had increased from 4528 to 4897 though the goal was 5025. Affiliate members had grown from 566 to 1174 though the goal was 1300. Ms. Svrcek noted that the Committee stressed the importance of continued focus on recruitment and retention going forward.

#### **NO. 2832: LIFE MEMBERSHIPS**

Ms. Svrcek reported that the Committee supported the staff recommendations.

- \* **It was moved by Mr. Hancock, seconded by Mr. Bennett of Oregon, to approve Life Memberships for Frank Fairbanks, City Manager, Phoenix, Arizona and for John Andrews, Executive Director, New Hampshire Municipal Management Association when they retire this fall.**

**The motion passed.**

#### **NO. 2833: UPDATE ON INTERNATIONAL MEMBER RECRUITMENT**

Ms. Svrcek reported that the Committee had reviewed progress and commended Mr. Farbrother for being a champion on international recruitment.

### **COMMITTEE ON PROFESSIONAL CONDUCT**

#### **NO. 2834: TWO PUBLIC CENSURES**

This item was discussed in executive session in accordance with the ICMA Code of Ethics Rules of Procedure for Enforcement.

#### **NO. 2835: EXECUTIVE DIRECTOR EVALUATION AND PROPOSED CRITERIA FOR FY2010**

These items were discussed in executive session.

#### **VALUE OF THE PROFESSION CAMPAIGN**

The board reviewed creative concepts and the communications plan for the Value of the Profession campaign to raise awareness about the contributions professional managers make to improve the quality of life in communities. The key concept is that “Professional managers are catalysts that make good things happen in communities.” ”The creative approach for the campaign, entitled “Life Well Run,” was presented along with an overview of how the campaign would roll out on both a national and local level. It included extensive on-line and social marketing components and a number of ways state municipal leagues and associations could tie in.

Mr. O’Neill noted that the next steps would be to raise funds to conduct the campaign. In addition to asking members to designate support through the ICMA Fund for Professional Management, this would include taking the presentations before potential funding partners to get



their reaction and to begin to meet with other partners to determine how to integrate a partner recognition component into the campaign. He reported that this campaign and how best to move forward would be a principal topic for discussion at the November board meeting.

### **BRIEFING ON EXECUTIVE BOARD RESPONSIBILITIES DURING THE CONFERENCE**

Staff reviewed board responsibilities during the conference and reviewed proposed agendas for the Sunday regional meetings.

**MINUTES**  
**EXECUTIVE BOARD MEETING**  
**September 12, 2009**  
**Montreal, Quebec, Canada**

**Present:**

**President:** Darnell Earley, Saginaw, Michigan

**Vice Presidents:** Mike Baker, Downers Grove, Illinois; Jim Bennett, Damascus, Oregon; Jim Bennett, Sabattus, Maine; Rick Cortes, Seguin, Texas; Noelene Duff, Whitehorse Council, VIC, Australia; Simon Farbrother, Waterloo, Canada; Matt Fulton, Coon Rapids, Minnesota; Scott Hancock, Maryland Municipal League; Heather Harper, Falmouth, Massachusetts; Cheryl Hilvert, Montgomery, Ohio; Bruce Moore, Little Rock, Arkansas; Tom Muehlenbeck, Plano, Texas; Charles Penny, Rocky Mount, North Carolina; Karen Pinkos, El Cerrito, California; Mike Walker, Brentwood, Tennessee.

**Past Presidents:** Dave Limardi, Highland Park, Illinois

**President-elect:** Dave Childs, Washoe County, Nevada

**Ex-officio:** Bob O'Neill, Executive Director

**Staff:** Betsy Sherman, Uma Ramesh, Carla Mazique, Martha Perego

**Guests:** Mike Conduff, The Elim Group  
Deborah Roberts, Professor, University of Virginia

**PLANNING SESSION FOR 2009-2010 BOARD**

Mr. Earley asked Mr. O'Neill to provide an overview of the upcoming year. Mr. O'Neill noted that it was an important year for local government and for the Association. There would be potentially transformative decisions to address with the proposed Value of the Profession campaign and the Task Force on Organizational Structure and Governance recommendations. The November board meeting would focus discussions on those two topics.

He reviewed the board's representation and connection roles. He noted that vice presidents were the principal representatives of the board in states and countries and in making connections to those leaders. They were ICMA's eyes and ears and vice presidents were encouraged to provide feedback on what they learned. With the economic challenges, personal outreach about the value of membership to renewing and potential members was more critical than ever. He encouraged vice presidents to reach out to members about the value of belonging and the contribution they can make through ICMA. He also encouraged outreach to former vice presidents in states other than their own.

He emphasized the importance of focus and adaptability in pursuing the ambitious goals of Strategic Plan implementation. He urged the board to help staff stay responsive to changing circumstances while also keeping financial responsibilities on track.

He also highlighted the board committee system that has served well in facilitating good decision-making. He noted that hearing board member concerns or questions prior to board meetings allows staff to respond in timely fashion. Finally, he emphasized the importance of taking time for social interaction in making the work of the board more effective.

The three major board committees then met to develop work plans for the coming year.

**CONSENT AGENDA: NO. 2836: DIVISION OF STATES WITHIN REGIONS; NO. 2837: BOARD EXPENSE REIMBURSEMENT POLICIES; NO. 2838: RE-APPOINTMENTS TO ALLIANCE FOR INNOVATION BOARD OF DIRECTORS**

- \* It was moved by Mr. Hancock, seconded by Mr. Bennett of Oregon, to approve the Consent Agenda.**

**The motion passed.**

**DIVISION OF STATES WITHIN REGIONS**

**MIDWEST** (Team Leader: Ross Hoff)

**Mike Baker**

Illinois  
Missouri

**Cheryl Hilvert**

Indiana  
Michigan  
Ohio

**Matt Fulton**

Iowa  
Minnesota  
Wisconsin

**MOUNTAIN PLAINS** (Team Leader: Betsy Sherman)

**Tom Muehlenbeck**

GOSCMA  
Idaho  
South Dakota  
Texas

**Rick Cortes**

Colorado  
Nebraska  
New Mexico  
Utah

**Bruce Moore**

Arizona  
Arkansas  
Kansas  
Oklahoma

**NORTHEAST** (Team Leader: Rita Soler Ossolinski)

**Scott Hancock**

Delaware  
District of Columbia  
Maryland  
New Jersey  
Pennsylvania

**Jim Bennett**

Maine  
New Hampshire  
Vermont

**Heather Harper**

Connecticut  
Massachusetts  
New York  
Rhode Island

**SOUTHEAST** (Team Leader: Martha Perego)

**Mike Walker**

Alabama  
Kentucky  
Tennessee

**Charles Penny**

North Carolina  
South Carolina  
Virginia

**Andrea Arnold**

Florida  
Georgia  
Mississippi  
West Virginia

**WEST COAST** (Team Leader: Dave Mora)

**Jim Bennett**

Oregon  
Washington

**Karen Pinkos**

Alaska  
Northern California

**Pat Martel**

Nevada  
Southern California

**INTERNATIONAL** (Team Leader: Ross Hoff)

**Simon Farbrother**

Canada  
United Kingdom

**Noelene Duff**

Australia  
New Zealand

**NO. 2839: 2009-2010 PRESIDENT-ELECT SELECTION PROCESS**

The board supported the proposed process for 2009-2010.

- \* **It was moved by Mr. Muehlenbeck, seconded by Ms. Pinkos, to approve the proposed schedule and process for the 2009-2010 selection of the president-elect.**

**The motion passed.**

**NO. 2840: 2009-2010 MEMBERSHIP GOALS**

Mr. Farbrother reported that the Committee supported staff's proposal for membership recruitment goals to achieve by August 31, 2010. The goals reflect an emphasis on ensuring that member managers are succeeded by managers who belong to ICMA or who become members as well as on building the future of the profession by attracting young professionals.

- \* **It was moved by Mr. Farbrother, seconded by Mr. Hancock, to approve the following membership goals for August 31, 2010: 200 new Full Members and 175 new entry to mid-management Affiliate Members.**

**The motion passed.**

**NO. 2841: EXECUTIVE DIRECTOR PERFORMANCE CRITERIA FOR FY 2010**

This was deferred to the November 2009 board meeting.

# CONSENT CALENDAR

## AGENDA COMMUNICATION

NO. 2843

NOVEMBER 5-8, 2009

DETROIT, MICHIGAN

**SUBJECT:** Recognitions

**POLICY:** The board has established a set of standards that the executive director uses to determine whether to recognize a local government under Council-Manager criteria. The board approves local governments proposed for recognition under the General Management criteria.

**ACTION:** There is one local government requiring final approval by the ICMA Executive Board under the General Management criteria.

### RECOGNITIONS

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**ACTION:** Final approval is required by the ICMA Executive Board on one (1) local government proposed under the **General Management criteria**.

**Government (population)**

**Administrator (title)**

**Membership**

**Ohio**

Township of Liberty (15,000)

David Anderson (Township Administrator)

Full Member

Approved September 2009

ICMA REGIONS	COUNCIL-MANAGER			GENERAL MANAGEMENT					Grand Total
	Cities	Counties	Total CM	Cities	Counties	COGS	Leagues	Total GM	
Northeast	632	7	639	374	33	10	4	421	1060
Southeast	679	129	808	148	94	45	6	293	1101
Midwest	612	19	631	424	47	29	4	504	1135
Mountain Plains	315	19	634	193	22	42	3	260	894
West Coast	545	19	564	96	35	27	3	161	725
<b>Grand Total</b>	<b>3083</b>	<b>193</b>	<b>3276</b>	<b>1235</b>	<b>231</b>	<b>153</b>	<b>20</b>	<b>1639</b>	<b>4915</b>

Proposed November 2009

ICMA REGIONS	COUNCIL-MANAGER			GENERAL MANAGEMENT					Grand Total
	Cities	Counties	Total CM	Cities	Counties	COGS	Leagues	Total GM	
Northeast	632	7	639	374	33	10	4	421	1060
Southeast	679	129	808	148	94	45	6	293	1101
Midwest	612	19	631	425	47	29	4	505	1136
Mountain Plains	615	19	634	193	22	42	3	260	894
West Coast	545	19	564	96	35	27	3	161	725
<b>Grand Total</b>	<b>3083</b>	<b>193</b>	<b>3276</b>	<b>1236</b>	<b>231</b>	<b>153</b>	<b>20</b>	<b>1640</b>	<b>4916</b>

# CONSENT CALENDAR

## AGENDA COMMUNICATION

NO. 2844

NOVEMBER 5-8, 2009

DETROIT, MICHIGAN

**SUBJECT:** 2010-2011 Nominations and Elections Schedule

**INTRODUCTION:** The nominations and elections process begins now so that there is ample time for the next Nominating Committee to be oriented prior to finalizing the nominations and elections announcement that appears in the first January *ICMA Newsletter*.

**BACKGROUND:** The ICMA board approves the schedule and the appointment of the three non-board members who serve on the Nominating Committee.

The schedule is proposed for approval now since the process needs to begin prior to the February board meeting. The new Nominating Committee will finalize the "Call for Nominations" announcement to be published in January with a deadline for all submissions of July 2, 2010. This schedule ensures that the Nominating Committee announcement will coincide with solicitations of interest by leadership within some regions for their interview process. It also gives the committee adequate time to collect all statements and resumes from candidates, establish the conference interview schedule, and confirm that schedule during the summer.

President Earley solicited expressions of interest in serving on the committee via letters to all state and affiliate association presidents in the regions where seats were open. He also solicited interest in the October 26, 2009 *ICMA Newsletter*. He will forward his nominees to the board for approval by email ballot in November.

**POLICY:** Article VII of the ICMA Constitution establishes the make-up and independence of the Nominating Committee. In 2007, the membership approved a change to the board member composition of the Nominating Committee from

the President and the past President to the President-elect and the past President. The purpose was to allow the President to take full advantage of opportunities for meetings and connections during the annual conference since candidate interviews take up much of Tuesday at the conference.

The President-elect and immediate past president represent their regions, and three Corporate members who have never served on the board are appointed to represent the other regions. The Constitution gives the ICMA Executive Board the responsibility for selecting the three Corporate members.

The board also has the responsibility for setting the nominations and elections schedule within the following parameters: The schedule must be announced at least 60 days prior to the deadline for submitting candidate names. Ballots must be mailed at least 65 days before the conference with at least 30 days between mailing and canvassing.

**PAST PRACTICE:**

The current Nominating Committee structure was recommended by the board and approved by Constitutional amendment in 1987. At its October 1987 meeting, the board adopted rules of procedure which provide that the ICMA President recommend the three Corporate members for service. Since 1987, the President has solicited interest from the membership and has submitted three names for board approval on the consent agenda.

Through 2008, the "Call for Nominations" announcement appeared in a March *ICMA Newsletter*. Now that the state presidents in three regions are using screening panels in conjunction with the Spring Regional Summits to interview candidates to recommend to the Nominating Committee, the Nominating Committee announcement has been moved to the first newsletter in January.

**ACTION:**

Approve the 2010-2011 Nominations and Elections Schedule.



## **NOMINATIONS AND ELECTIONS SCHEDULE 2010-2011**

### **2010**

January 4	“Call for Nominations” published in <i>ICMA Newsletter</i>
July 2	Deadline for letters and petitions
October 19	Nominating Committee meets at San Jose Conference
by October 29	Nominating Committee selects nominees
by November 8	Nominations published on <i>icma.org</i>
November 8	Nominations published in <i>ICMA Newsletter</i>

### **2011**

January 14	Ballots will be available online and mailed to Corporate Members
February 16	Deadline for return of ballots
February 18	Ballots canvassed
February 28	Results published in <i>ICMA Newsletter</i>
March 4	Run-off ballots available online and mailed (if no majority)
April 6	Deadline for return of run-off ballots
April 8	Run-off ballots canvassed
April 25	Run-off election results published in <i>ICMA Newsletter</i> (if necessary)

## **MEMBERSHIP AND EXTERNAL OUTREACH 2009-2010 WORK PLAN**

### **Draft**

- Help board work through issues related to discussion in November on Task Force on Organizational Structure and Governance recommendations and determine best engagement methods to pursue.
- Determine how individual board members can best fulfill their responsibility for member recruitment and retention. Monitor progress.
- Assess value proposition for belonging to ICMA with particular focus on helping members during the economic downturn and on making the most of the new Knowledge Network and social networking tools.
- Review the process for soliciting nominations for Distinguished Service Awards (DSA) in February and act on any submissions for DSA or Honorary Members in June.
- Agree on ground rules for committee operations
  - Monthly conference calls are conducted on the third Thursday at 4pm east coast time
  - All committee members participate actively
  - Committee meetings start on time and discussion materials are provided in timely fashion by staff
  - Chair determines length of discussion on each topic
  - Committee members lead by example in carrying out member recruitment and retention responsibilities

# **FINANCE AND BUSINESS OPERATIONS COMMITTEE**

## **AGENDA COMMUNICATION**

**NO. 2845**

**NOVEMBER 5-8, 2009**

**DETROIT, MICHIGAN**

- SUBJECT:** Quarterly financial update.
- INTRODUCTION:** Uma Ramesh, Director of Finance, will provide an update on financial progress to date.
- BACKGROUND:** Each quarter, staff provide an update of financial performance to date for the fiscal year and an update on the areas of greatest risk and the strategies that would be adopted if actual revenue fell short of budgeted expectations.
- The quarterly financial update as of September 30, 2009 will be emailed to the Executive Board prior to the meeting.
- RECOMMENDATION:** Review the financial update.

**Discussion Leader:**

**Tom Muehlenbeck, Chair**

**Draft Goals and Measures for Finance and Business Operations Committee  
Sept 2009 – Sept 2010**

- Maintain financial discipline.
  - Measure of Success: Maintain progress towards FY 2013 net asset and cash goals.
  
- Progress towards Strategic Plan Implementation:
  - Measure of Success: Ensure that FY 2010 programmatic achievements are in line with what was presented in the Financial plan; Ensure that FY 2011 – FY 2013 financial plan continues progress towards strategic plan implementation.
  
- Plans for ICMA office space.
  - Measure of Success: Since the major office renovations were placed on hold due to the economy, approve a 3 year plan that is incorporated into the budget to maintain the building as a high functioning, clean and safe environment for staff
  
- Salary cap issue:
  - Measure of Success: Make specific recommendations to either increase the salary cap for membership dues or accept the status quo as policy until a set date in the future.
  
- Communication with other committees:
  - Measure of Success: Finance committee members attend other committee meetings during the board meetings to understand issues facing other committees; invite other committee chairs to Finance committee conference calls.

**Committee on Professional Conduct 2009-2010 Work plan**  
**DRAFT**

1. **Ethics Training:** As part of the overall goal to decrease the number of ethics cases and promote ethical conduct, review options for expanding ethics training. For example, mandatory training for credentialed managers and/or a short online course for new members. Include as part of this discussion making affordable training available at state association meetings (Staff has goal to conduct or support 15 ethics presentations at state and affiliate meetings in FY10).
2. **Unethical conduct by non-members:** Continue to explore ways to quickly and effectively respond to incidents especially those that get extensive media coverage.
3. **Promoting Ethics Advice:** Gather and disseminate to members the advice developed by the CPC on various topics including frequently asked questions about fundraising, participation in executive recruitment, etc.
4. **Uniform enforcement of the Code:** Explore what efforts should be taken to encourage members and state association leadership to report potential ethical violations to ICMA to ensure uniform enforcement of the Code.

**Tenet 3 Guideline:**

**Reporting Ethics Violations.** When becoming aware of a possible violation of the ICMA Code of Ethics, members are encouraged to report the matter to ICMA. In reporting the matter, members may choose to go on record as the complainant or report the matter on a confidential basis.

5. **Appeal hearings before the Executive Board:** Continue the process of notifying the CPC when a member files an appeal; schedule a conference call so that the CPC and staff can prepare for the appeal; organize the CPC's participation in the appeal process.
6. **Trends in ethics issues:** Review the 10 year case summaries to identify and address any evident trends.

# AUDIT AND EVALUATION COMMITTEE

## AGENDA COMMUNICATION

NO. 2847

NOVEMBER 5-8, 2009

DETROIT, MICHIGAN

**SUBJECT:** Executive Director evaluation process and salary assessment

**INTRODUCTION:** At the September 2009 board meetings, the board deferred approval of the executive director's statement of performance criteria for FY2010 to this meeting

**BACKGROUND:** A revised evaluation process and document for FY2010 has been developed in order to agree on a compensation philosophy, simplify the evaluation process and criteria and to allow the board more discretion in determining compensation.

The document (located in the back pocket):

- Allows the board to provide a rating and offer comments on the performance standards in Part 1, Section 1 Critical Success Factors
- Focuses Part 1, Section 2 on Recurring Executive Director Commitments
- Maintains the Leadership Behaviors Assessment in Part 1 Section 3
- Focuses Part 2 on a few key Strategic Initiatives
- Removes the strict arithmetic calculation of the past and allows for more judgment in the determination of the bonus on the last page

### Salary assessment

To assist the board in its review of the executive director's (E.D.) compensation, the following information is provided annually by ICMA's Director of Human Resources:

1. Summary of E.D. benefits & salary
2. Big 7 E.D. Salary comparison (and projected increases when available)
3. National Compensation Study data (conducted by the American Research Company- provides comparative data on nearly 2500 chief executive salaries, bonuses and benefits.)

The board has raised questions about the best way to conduct an appropriate market assessment. To better address this, David Limardi has proposed an overall philosophy for determining compensation. It is outlined on page 3.

**Employment agreement**

The board reviewed the executive director's agreement in September, but needs to approve the date extension.

**POLICY/**

**PAST PRACTICE:** The 2002-2003 board agreed on an evaluation format and process for the executive director's performance evaluation. The statement of performance criteria document was used to conduct the executive director's first performance evaluation at the July 2004 board meeting.

**RECOMMENDATION:** Approve the revised performance criteria document including the Executive Director compensation philosophy on page 3 and the selected Strategic Initiatives on page 12.

Approve the proposed employment agreement date of June 30, 2015.

Discussion Leader:

David Limardi, Chair

**2009-2010 AUDIT AND EVALUATION COMMITTEE WORKPLAN**  
**Draft**

**November**

- Review FY2010 Executive Director Performance criteria, evaluation process and salary assessment

**February**

- Review remaining President-elect selection process in preparation for interviews in June
  
- Review Form 990 and 990-T

**June**

- Confirm executive board evaluation schedule and process, including survey instrument to be used
  
- Confirm executive director's performance evaluation process and schedule, including board relations and state/affiliate leadership surveys.
  
- Discuss and approve audit work plan with audit firm
  
- Review summary report of association insurance coverage

**October**

- Meet with auditor to review FY2010 Audit and to prepare for presentation to full board
  
- Review results of executive board evaluation and prepare for discussion with full board
  
- Prepare for FY2010 executive director evaluation discussion with full board



## **BOARD ORIENTATION ON THE ICMA CODE OF ETHICS**

### **EXECUTIVE OVERVIEW**

The ICMA Executive Board plays a crucial governance and stewardship role with regard to ICMA's Code of Ethics. First and foremost, Board members have an opportunity to promote ethical leadership and highlight ICMA's commitment to high ethical standards in their interactions with members, elected officials and the public. Secondly, the ICMA Constitution gives the Board the authority to enforce the Code, adopt the Rules of Procedure for Enforcement, and to determine sanctions. The Committee on Professional Conduct (CPC), a board committee, has the authority to investigate ethics complaints, determine when a violation of the Code has occurred and recommend sanctions to the Board. An integral part of the CPC's work is to develop advice to assist members in applying the values of the Code to new situations and to provide input to staff on tactics and programs to achieve the strategies outlined in the ICMA Strategic Plan.

### **HISTORY OF THE ICMA CODE OF ETHICS**

ICMA celebrated the 85th anniversary of the adoption of the code at the Montreal conference. The Code's importance to the profession can be described in two ways. First, it defined the values of the profession acknowledging that a true profession is more than a body of knowledge implemented by experienced practitioners. A true profession is anchored in and guided by a set of commonly held core principles. Those principles not only guide the individual's conduct but create a set of expectations and a bond with society. Professionals act with integrity in the conduct of their personal and professional lives in order to merit the trust of those they serve. Secondly, the principles outlined in 1924 are timeless. Our commitment today to: integrity; public service; seek no favor; exemplary conduct in both personal and professional matters; respect the role and contributions of elected officials; exercise the independence to do what is right; political neutrality; serve the public equitably and governing body members equally; keep the community informed about local government matters; and support and lead our employees all come from that first code.

Since 1924, the Code has been amended by the membership 7 times to reflect changes in society and new challenges for the profession.

### **TRENDS IN ETHICS**

Annually, the CPC conducts a review of the prior 10 year period to determine whether there are common issues that continue to plague the profession, new issues that should be the focus of special attention, and generally review who is violating the Code and volume of complaints.

The analysis shows:

1. After seeing a decline in ethics cases over the prior period of about 9%, we have experienced an increase in the last 4 years.

2. On average, 20 to 25 cases are processed each year: 37% are closed because no violation occurred, 30% result in public censures and 33% in private censures. This means that the Board actually sees about 1/3<sup>rd</sup> of the total case volume.
3. While hard to quantify, there have been cases of greater complexity recently involving complicated investments, spousal abuse, and other illegal conduct. These cases consume more staff time as well as efforts by state association fact-finding committees to gather the required facts.
4. Political activity, i.e. endorsements, campaign contributions, running for elected office, is the most common ethics violation.
5. Illegal activity is 2<sup>nd</sup>. Although small in numbers, we have seen a recent increase in cases involving soliciting sex from minors on the internet, voyeurisms, DUI's and assault.
6. The failure to fulfill a commitment at appointment time and fulfill a 2 year tenure rank as the 3<sup>rd</sup> most common ethical violation.
7. Inappropriate personal conduct ranging from personal relationships with subordinate employees, downloading and viewing porn at work, public intoxication, etc is on the rise as well.
8. As a result of the expanding membership and entre from non-traditional paths, we are seeing more complaints filed against individuals with relatively short tenure as members and who often readily admit that they were unaware of the requirements of the Code.



# 3 Strategies for Promoting Ethics in the Profession

- Confidential advice and support for members
- Education and training
- Stewardship and enforcement of the ICMA Code of Ethics



# #1 Ethics Advice

- Confidential advice to members provided by ICMA's Ethics Advisor
- CPC oversight: Ensures appropriate interpretation and application of the Code
- Recycle advice in Ethics Matter!, website, ICMA social media



## #2 Ethics Training

- Members and non-members at state association and assistants meetings
- Elected officials at state league meetings
- Affiliate organizations; graduate and undergrad students
- Fee based in-house ethics training for elected officials, leadership teams and all staff
- Audioconferences and webworkshops



# #3 Stewardship and Enforcement

All board members play a crucial role in promoting the importance of ethical leadership to members and stakeholders:

- Your presentations to members and others
- Encouraging members to seek advice on ethical issues
- Encouraging state associations to include ethics as a topic for professional development
- Oversight of code guidelines and rules of procedure for enforcement
- Enforcing the code as a CPC member; hearing appeals as a board member



# The Enforcement Process

Presumption that the member has acted ethically, until the facts prove otherwise

- Confidential
- Highly structured and tested process to obtain member input and facts
- Balance Fast vs Fair
  - Reasonable extensions are granted
  - Allegations of illegal conduct produce delays




# Complaints

Allegation of ethical misconduct must be in writing to ICMA staff

- Substantive facts and documentation needed in order to proceed
- Anyone can file a complaint (ICMA members, state association officers or ethics committees, residents, elected officials)
- Anonymous, on or off record



- 
- Member advised of complaint and given 30 days to submit a written response to the allegations
  - CPC reviews member's response
    1. No violation, case closed
    2. Member admits to violation and no further facts are required, CPC reaches a decision
    3. More facts needed



# Additional Facts Needed

CPC asks state association to appoint 3 ICMA members to a fact-finding committee. Fact-finding committee:

- Interviews member, gathers documents and related facts
- Submits a report on facts to CPC in 60 days



# With member's response and facts...

CPC can vote to

- Close the case (with advice, if necessary)
- Issue a private censure
- Recommend public censure, revoke the ICMA credential, expel or bar from membership (or some combination)



# Private Censure

- Final unless member appeals to Board
- Receives no public comment. State association president and complainant (if ICMA member) are notified of outcome
- Non-member complainant receives notice that the process is over
- Case is used to educate members without breaching confidentiality



# Public Censures

Require Board review and approval as do membership bars and expulsions

- Member can appeal to Board and appear in person at hearing with or without attorney or advocate and submit additional documentation and testimony
- CPC members participate as it is a *de novo* hearing
- No board member may hear any case if his or her participation in that case would create an actual or apparent conflict of interest



# Appeal Hearings Before the Board

Occurs in Executive Session with President presiding

- Board introductions
- CPC chair gives brief recitation of the case
- Member gets 20 minutes to address the Board
- Board members can question the member
- Close the hearing and excuse member
- Board deliberation and final decision



# Publicizing Board Decisions

- Notice to the member
- Notice to complainant, state association president, fact-finding committee
- Press release to local news media
- Appropriate governing body, as determined by the Board.
- ICMA Newsletter
- List of recent public censures made available upon request



# Promoting an ethical culture

## ICMA resources

- Presentations at state association meetings on state specific topics or concerns
- Ethics training and workshops for staff, elected officials and boards
- PM ethics column, sample codes of ethics and other resources for members
- Confidential advice on ethics issues...don't hesitate to call!



# **VALUE OF THE PROFESSION CAMPAIGN**

## **AGENDA COMMUNICATION**

**NO. 2848**

**NOVEMBER 5-8, 2009**

**DETROIT, MICHIGAN**

**SUBJECT:** Value of the Profession Campaign

**INTRODUCTION:** To initiate and fund the marketing plan that supports the strategic objective of raising awareness of the value of professional local government management, staff have developed three options for the board's consideration.

**BACKGROUND:** To date, work on the Value of the Profession Campaign has included the following:

- Issuance of a national RFP, which resulted in the selection of GMMB as the campaign agency partner
- GMMB and Harris conducting research on two levels: (1) 18 one-on-one, in-depth interviews with managers, students, elected officials, media, affiliate organization leaders, and academics. (2) Incorporation of awareness questions into a Harris national citizen opinion poll to provide an additional benchmark for the campaign. Findings indicated that while nearly a third of respondents were aware that city/county/town managers exist, less than five percent understood the functions of the job.
- Research that resulted in the development of the campaign positioning and creative and media strategies.
- Further refinement of the campaign elements through a stakeholder summit held on May 2, 2009, which included representatives from state leagues/associations, ICMA board members, and other longstanding members of the profession; and a review of the campaign progress by the board during their May 2009 meeting.

- **A final presentation that includes the creative approach for the campaign—titled “Life Well Run”—and how it would roll out on both a national and local level. The campaign includes extensive online and social marketing components and a number of ways state leagues and associations could tie in. The presentation also includes a media expense flow chart and some recommendations on potential partners.**

**The details of the campaign presentation and collateral materials are now sufficient to begin fundraising. Initiating the campaign, however, requires a base level of funding to establish, at minimum, the campaign infrastructure.**

**POLICY:** The second strategy in the 2008 ICMA Strategic Plan is to raise awareness of the value of professional local government management. It is also a key item in the 2010-2012 Financial Plan.

**PAST PRACTICE:** None

**FINANCIAL IMPLICATIONS:** ICMA would be committed to raising \$3 to \$5 million to fully implement the campaign. Advancing monies to jumpstart the campaign would require a \$500,000 to \$1 million investment.

**RISK ASSESSMENT:** Dependent on option chosen.

**RECOMMENDATION:** Review and select one of the three options to be considered. Begin tactical implementation of selected option immediately and include any conditions or restrictions that apply.

## **Value of the Profession Campaign Implementation Options for Consideration**

**Overview:** Based on the creative strategy and roll-out plan, the proposed ICMA Value of the Profession Campaign, which ultimately would generate more than a billion media impressions, would cost \$3 to \$5 million and would be executed over a two-year period.

Previously, the plan had been to first raise the funds required to implement the campaign through partnerships with foundations, corporations, and individuals, and contributions from ICMA's Fund for Professional Management (see Appendix A). Given the current environment, however, there may be some benefit to jump starting the campaign to give potential sponsors an indication of its possible effectiveness (see Appendix B).

**Option 1:** Delay campaign launch and initiation of any activity on the campaign until we raise \$1 million in funds.

**Rationale:** At the \$1-million level, the infrastructure and creative elements of the campaign would be developed; Web-based outreach/buzz creation would be initiated; initial print and radio sponsorships could get underway; and public relations activity could begin. Phase 1 metrics would also be gathered and analyzed to determine campaign effectiveness and make necessary creative or media strategy adjustments. *Under this option, work would only be initiated once we achieved \$1 million in funding.*

**Option 2:** Advance \$1 million in association funds to create the campaign infrastructure and launch phase 1 of campaign.

**Rationale:** To build momentum, given the current environment, under option 2, we would advance \$1 million in ICMA funds to begin building the campaign infrastructure and to roll out phase 1 of the plan (as discussed above). We would use the creative and media strategies to attract potential funders and to initiate the buzz that would build excitement for the campaign. Our fundraising objective would still be \$3 to \$5 million.

**Option 3:** Advance \$500,000 in association funds to create the campaign infrastructure

**Rationale:** Allow development of the "back end" components of the campaign, including the Web site, the presentation materials for outreach agents, a speaker's bureau, etc. This level would also allow some limited social media engagement. Our fundraising objective would still be \$3 to \$5 million.

## Appendix A

# Fundraising Strategy in support of ICMA Value of the Profession Campaign

### Objectives

1. Raise at least \$1 million from members and affiliated local government associations by ICMA's 100<sup>th</sup> anniversary in 2014.
2. Raise \$2 to \$4 million from outside funders, including individuals, corporations, or foundations.

### Activity to Date

Staff began fundraising in support of ICMA's Value of the Profession Campaign (VOP) in early 2009 by targeting state and affiliate associations. Those donations were cultivated specifically to raise \$65,000, which was half of the \$130,000 needed to finance the work of GMMB, the advertising agency that developed the campaign. Monies from the ICMA Fund for Professional Management corpus provided the remaining \$65,000 in development costs. As of this writing, 21 associations had donated or pledged \$57,350.

During the ICMA Annual Conference in September, Executive Director Bob O'Neill, then President Dave Limardi, and then President-Elect Darnell Earley spoke about the campaign at a variety of events including the State Officers Roundtable, the Fund Advisory Council meeting, the Fund for Professional Management Appreciation Luncheon, and the conference opening and closing plenary sessions. The goal of these strategic conversations was to generate general awareness of the campaign and to energize a targeted audience of stakeholders who would be willing to serve as advocates for the effort.

### Proposed Value of the Profession Campaign Fundraising Plan

The goal of this fundraising strategy is to raise the \$3 to \$5 million required to implement and bring to life the "Life, Well-Managed" campaign. The plan focuses on the following donor groups:

1. Individual local government professionals (October-December 2009 initial ask followed by ongoing outreach)
  - a. Send a solicitation to all members with a message and suggested donation amount tailored to their career stage. Executive Board and Fund Advisory Council will contribute an additional \$5 for every pledge or contribution made during the first 48 hours after the initial ask. Staff would follow up with an additional email reminder two weeks later.

- b. Ask state associations for their help in encouraging donations to the campaign among their members. Alert them that a toolkit will be available before the start of the state association meeting season in January.
  - c. The end-of-the-year Fund solicitation will also be used to raise money for the campaign as well as traditional Fund activities.
2. Major Gifts: Corporate, Foundation, or Individual (November 2009-Spring 2010)
- a. Ask the Executive Board and Fund Advisory Council to brainstorm connections they or their colleagues have to potential major donors. These personal relationships are essential to getting in the door with funders and must be leveraged to achieve the level of funding needed. (October-December 2009)

**Action Needed: Members of the Executive Board should submit any funding leads to Abigail Lundy at [alundy@icma.org](mailto:alundy@icma.org) or 202/962-3594 by or before November 24, 2009**

- b. Staff will compile and research these contacts before reaching out to those with the greatest potential. By that point, we expect to have garnered adequate support for the campaign from ICMA members to demonstrate strong internal buy-in to potential funders.
3. State and Affiliate Associations (March 2010)
- a. After initially reaching out to associations in early spring 2009, we will contact them again to enlist their support. Those that have already given will be approached to donate again to the ongoing effort. Those that have not given will be encouraged to make an initial commitment.
  - b. Staff will also consider reaching out to at least some of the municipal leagues for their support.

In addition to the solicitation strategies outlined above, staff will use the *ICMA Newsletter*, blast emails, and the campaign website ([icma.org/lifewellrun](http://icma.org/lifewellrun)) to keep stakeholders informed of the campaign's progress and to solicit contributions on an ongoing basis. We will also explore the use of social media (Twitter, Facebook, LinkedIn, etc.) to reach potential new donors.

###

**Appendix B**

**VALUE OF PROFESSION CAMPAIGN ROLLOUT PLAN OPTIONS**

<b>Activity</b>	<b>Option #1: Raise \$1 M prior to beginning activity</b>	<b>Option 2: Advance \$1M in Phase 1 Rollout</b>	<b>Option #3: Create Infrastructure – Advance \$500K</b>
<b>Campaign Fundraising</b>			
Initiate campaign with members	Oct-09	Oct-09	Oct-09
Distribute State Association toolkit to promote campaign to their members	Jan-10	Jan-10	Jan-10
Outreach to members	Nov/Dec	Nov/Dec	Nov/Dec
Outreach to high level donors	Jan-10	Apr-10	Apr-10
<b>Campaign Infrastructure</b>			
Finalize campaign strategy, work plan, budget	TBD	Jan-10	Jan-10
Hire Campaign Manager	TBD	Jan-10	Jan-10
Develop communications materials (presentation for speakers/outreach agents; downloadable brochures, etc.)	TBD	Q1	Q1
Creative development for phase one ad placements (online, print trades, radio)	TBD	Q1	TBD
Production of phase one ad placements (online, print, radio)	TBD	Q1	TBD
Develop and print event materials	TBD	Q1	TBD
Develop campaign Web site	TBD	Q1/2	Q1/2
Identify, equip and train speakers bureau participants	TBD	Q1/2	Q1/2
Identify, equip and train other outreach agents participants	TBD	Q2	Q2
Identify and forge partnerships w/ national groups and equip them with communications materials	TBD	Q2/3	Q2/3
Develop phase 2 creative (pending research)	TBD	TBD	TBD

<b>Campaign Research</b>			
Pre-campaign testing to measure target audiences awareness levels and perceptions	TBD	TBD	Q1
Mid-campaign testing to inform tweaks to campaign strategy and creative	TBD	TBD	Q4
Post-testing to measure target audiences awareness levels and perceptions	TBD	TBD	TBD
<b>General Outreach</b>			
Web site Launch	Q2	TBD	Q2
Ongoing public relations activities	TBD	TBD	Q2
Ongoing campaign presence at events	TBD	TBD	Q2
Ongoing communications outreach through speakers bureau	Q2-4	TBD	Q2-4
Ongoing communications outreach through outreach agents	Q2-4	TBD	Q2-4
Ongoing communications outreach through national partners	Q2-4	TBD	Q2-4
<b>Social Media Outreach</b>			
Social media engagement	Q2-4	TBD	Q2-4
Buzz marketing to propel social media engagement	TBD	TBD	Q2-4
<b>Advertising Placements</b>			
Online ad placements--phase one creative	TBD	TBD	Q2-4
Print ad placements in trade publications--phase one creative	TBD	TBD	Q2 and Q4
Print ad placements in special issues of city rankings--phase one creative	TBD	TBD	TBD
Radio ad placements--phase one creative	TBD	TBD	Sponsorships only
Online ad placements--phase two creative	TBD	TBD	TBD
Print ad placements--phase two creative	TBD	TBD	TBD
Print ad placements in special issues of city rankings--phase two creative	TBD	TBD	TBD
Radio ad placements--phase two creative	TBD	TBD	TBD
Cable ad placements--phase two creative	TBD	TBD	TBD