

ICMA EXECUTIVE BOARD

September 10-12, 2009

Montréal, Québec, Canada

INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION
Executive Board Meeting & Conference Schedule
September 10-16, 2009,
Fairmont Hotel
900 boul, Rene-Levesque West
Montreal, QC H3B 4A5
Tel: 514.954.2876 Fax: 514.954.2258

All of the sessions for the board meeting, including breakfast and lunch on Friday, September 11 and Saturday, September 12 will be held on the Convention Level of the Fairmont – Elevator press C, which is the 2nd floor of the hotel. The Friday night dinner will be held at Brasserie Le Pois Penche.

DATE	FUNCTION	LOCATION	ATTENDEES
THURSDAY, SEPTEMBER 10			
8:00 pm – 9:00 pm	Hospitality Reception (optional)	Fairmont – Suite #2020	Board & Staff
FRIDAY, SEPTEMBER 11			
8:00- 9:30 am	Breakfast	Fairmont - Duluth/MacKenzie Foyer – Seating in Hochelaga 4	Current/Incoming Board & Staff
8:30 – 9:00 am	Audit & Evaluation Committee	Fairmont - Gaitineau Room	Daley – Chair , Limardi Muehlenbeck, Hancock,, Earley Incoming: Childs
9:00 – 11:00 am	CPC	Fairmont – Saint –Laurent Room	James – Chair , Sotelo, Johnston, Walker, Baker, Penny Incoming: Harper
9:15 – 10:00 am	Finance & Business Operations Committee	Fairmont - Gatineau	Van Milligen– Chair , Marryatt, Muehlenbeck, Hilvert, Cortes Incoming: Fulton, Moore, Duff
9:30 am – Noon	Board Partners Breakfast Meeting	Fairmont – Suite #2020	Current & Incoming Partners, Butler
10:15-11:45am	Membership & External Outreach Committee	Fairmont - Duluth/Mackenzie	Svrcek-Chair , Farbrother, Hancock, Bennett, Bennett, Pinkos Incoming: Martel
11:45 am – 12:15 pm	FY2009 Audit	Fairmont - Duluth/Mackenzie	Daley – Chair , Current/Incoming Board, Staff
12:30 – 1:15 pm	Lunch	Fairmont - Duluth/Mackenzie	Current/Incoming Board & Staff
1:15 – 4:00 pm	Executive Session	Fairmont - Duluth/Mackenzie	Current/Incoming Board & O'Neill

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DATE	FUNCTION	LOCATION	ATTENDEES
FRIDAY, SEPTEMBER 11 (cont.)			
4:00 – 5:30 pm	Committee Reports GMMB presentation Conference Briefing	Fairmont – Duluth/Mackenzie	Current/Incoming Board Members & Staff
5:30 pm	Executive Board Conference Registration	Fairmont - Duluth/Mackenzie Foyer	Current/Incoming Board Members & Staff
6:30 pm	Transportation to Dinner	Meet in Fairmont Hotel Lobby	Current/Incoming Board Members & Staff
7:00 – 7:45 pm	Executive Board Reception	<i>Brasserie Le Pois Penche</i>	Current/Incoming Board Members, Partners & Staff
7:45 – 9:30 pm	Executive Board Dinner	<i>Brasserie Le Pois Penche</i>	Current/Incoming Board Members, Partners & Staff
After Dinner (OPTIONAL)	Hospitality	Fairmont Hotel Suite #2020	Current/Incoming Board Members, Partners & Staff
SATURDAY, SEPTEMBER 12			
7:30-8:30 am	Breakfast	Fairmont - Duluth/MacKenzie Foyer – Seating in Hochelaga 4	2009-2010 Board & Staff Board Committee chairs meet with President
8:30 – 1:45 am	Planning Session, Board Meeting and Lunch	Fairmont – Duluth/MacKenzie	2009-2010 Board & Staff
9:00 am – 12:00 pm	Partners Breakfast Meeting	Fairmont - Suite #2020	Current/Incoming Partners & Butler
3:15 – 4:45 pm	State Officers Roundtable:	Palais –5 th level Room 512BC	Current/Incoming Board Members & Staff

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DATE	FUNCTION	LOCATION	ATTENDEES
SATURDAY, SEPTEMBER 12 (Continued)			
4:30-5:30pm	Former Board Members Reception	Palais – 5 th Level Room 512D	President, President-elect, Incoming President-elect and Past President
5:30 – 7:30 pm	LaRuelle des Fortifications Reception Centre Mondial du Commerce (World Trade Center)		Optional
7:00 – 10:00 pm	2009 ICMA Leadership Reception & Dinner	LeCentre Sheraton Montreal Hotel Salon Drummond – 3 rd Level	Current/Incoming Board Members, Partners, Staff
SUNDAY, SEPTEMBER 13			
9:00 – 10:30 am	Board Partners Reunion	Fairmont – Suite #2020	Former/Current/Incoming Board Partners
9:00 – 11:30 am	Member Committee Meetings	Palais	2008-2009 Board Liaisons & Staff
11:45 am- 12:30 pm	Regional Meetings: Midwest Mountain Plains Northeast Southeast West Coast	Palais – Level 5 Palais – 520B Palais – 520C Palais - 520A Palais – 520E Palais –520D	Current/Incoming Vice Presidents in Charge
12:30 – 1:30 pm	Lunch with Exhibitors	Palais– Level 2 Exhibit Hall	Current/Incoming Board Members
2:45 pm	Meet for Opening Session in front of stage (Reserved seating)	Palais - Level 5 Room #517	Current/Incoming Board & Partners

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DATE	FUNCTION	LOCATION	ATTENDEES
SUNDAY, SEPTEMBER 13 (Continued)			
3:00 – 5:00 pm	Opening Session	Palais - Level 5 Room #517	Current/Incoming Board, Partners & Staff
5:00 – 5:30 pm	Executive Board Photo (IMPORTANT TO LEAVE SESSION AS A GROUP – Gina will take you to the room)	Palais - TBD	2009-2010 Board & Partners
5:00 – 5:30 pm	First Time Attendees Meet & Greet	Palais – Level 5 Room 516AB	Outgoing Board Members
5:00 – 7:00 pm	Welcoming Reception	Palais Convention Center – Level 2 Exhibit Hall 220CDE	
9:00 – 10:00 pm	International Reception	Richmond Marriott Grand Ballroom Salon E	Current/Incoming Board, Partners, Staff, International Guests & Committee
MONDAY, SEPTEMBER 14			
9:45 – 11:15 am	Conference Partners Brunch and Session	Fairmont – Hochelaga 1	Former/Current/Incoming Board Partners
12:30 – 1:30 pm	Past Presidents' Luncheon	Palais – Level 5 Room 519B	President, Past President, President Elect, Incoming President-Elect, Executive Director
5:30 – 7:30 pm	Alumni/State Receptions	LeCentre Sheraton Montreal Hotel	

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**TUESDAY,
 SEPTEMBER 15**

9:45 – 10:45 am	Annual Business Meeting	Palais – Level 7 Room 710A	Current/Incoming Board & Staff
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**WEDNESDAY,
 SEPTEMBER 16**

8:30 – 10:00 AM	Partners Breakfast and Roundtable	Palais - Level 5 Room 524ABC	All Partners
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10:30 am	Meet for instructions for Closing General Session in front of the stage	Palais – Level 5 Room 517	Incoming Board Only Incoming board partners sit behind them
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10:45 am – 12:45 pm	Closing General Session including Celebration of Service	Palais – Level 5 Room 517	Current/Incoming Board, Partners & Staff
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12:45 – 1:45 pm	Celebration of Service Reception	Palais – Level 5 Room 524AB	Current/Incoming Board & Partners
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AGENDA
2008-2009 EXECUTIVE BOARD
September 11, 2009
Montreal, Quebec, Canada

A. 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

B. MANAGEMENT REPORTS

- 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 Update on ICMA Fund for Professional Management Fundraising Initiative

BOARD COMMITTEE CHAIR REPORTS ON 2008-2009 WORK PLANS

C. CONSENT CALENDAR

- 2823 May 28 - 31, 2009 minutes
- 2824 Recognitions
- 2825 Credentials

AUDIT AND EVALUATION COMMITTEE

- D. 2826 Audit Report and Management Letter
- E. 2827 President-elect selection process
- F. 2828 2008-2009 Board evaluation
Preparation for executive director evaluation session

FINANCE AND BUSINESS OPERATIONS COMMITTEE

- G. 2829 Report on e-Debit Card usage
Discuss FY2009 financial results

MEMBERSHIP AND EXTERNAL OUTREACH COMMITTEE

- H. 2830 Report from Task Force on Organizational Structure and Governance
- I. 2831 Progress on membership recruitment and retention
- J. 2832 Life Memberships
- K. 2833 Update on international member recruitment

COMMITTEE ON PROFESSIONAL CONDUCT

- 2834 Two public censures (enclosed)

- 2835 EXECUTIVE DIRECTOR EVALUATION AND PROPOSED CRITERIA FOR FY2010
(enclosed)

L. VALUE OF THE PROFESSION CAMPAIGN

M. BRIEFING ON EXECUTIVE BOARD RESPONSIBILITIES DURING THE CONFERENCE

AGENDA
2009-2010 EXECUTIVE BOARD
September 12, 2009
Montreal, Quebec, Canada

INTRODUCTIONS/GETTING TO KNOW YOU

N. PLANNING SESSION

- I. Expectations for year**
- II. Role of Vice Presidents**
 - Member connection**
 - Representation**
 - Membership growth**
- III. Board committee organizational meetings**
 - Finance and Business Operations Committee**
 - Membership and External Outreach Committee**
 - Committee on Professional Conduct**

O. CONSENT AGENDA

- 2836 Division of States within Regions**
- 2837 Board Expense Reimbursement Policies**
- 2838 Reappointment to Alliance for Innovation Board of Directors**

P. 2839 2009-2010 PRESIDENT-ELECT SELECTION PROCESS

Q. 2840 2009-2010 MEMBERSHIP GOALS

R. 2841 EXECUTIVE DIRECTOR PERFORMANCE CRITERIA FOR FY2010

ICMA BOARD GOVERNANCE PRINCIPLES

Adopted September 2003; Reaffirmed November 2008

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.

MANAGEMENT REPORT

NO. I SEPTEMBER 11, 2009 MONTRÉAL, QUÉBEC, CANADA

SUBJECT:	Financial Update for July 2009.
INTRODUCTION:	Monthly financial report provided to the Board
BACKGROUND:	Staff emails the Executive Board a monthly and quarterly financial brief providing snapshot financial information (balance sheet and revenue and expense statement) and highlighting major financial issues. The monthly financial update for July 2009 will be emailed to the board prior to the board meeting.
POLICY:	Monthly financial reports are required to allow the Board to establish priorities for funding implementation of the strategic plan and to ensure that the Association operates with a balanced budget and adequate reserves.
PAST PRACTICE:	Deliver the report monthly.
FINANCIAL IMPLICATIONS:	As noted in the report.
RISK ASSESSMENT:	As noted in the report.
STAFF CONTACT:	Please contact Uma Ramesh, Director of Finance at uramesh@icma.org or 202-962-3621 with any questions.

MANAGEMENT REPORT

NO. II

SEPTEMBER 11, 2009

MONTRÉAL, QUÉBEC, CANADA

- SUBJECT:** Update on EPA Inspector General Audit.
- INTRODUCTION:** Staff provided a copy to the board via email on December 4, 2006, of the final report submitted by EPA IG. This report along with a summary was posted in Management Insite (Dec 5, 2006 issue) and the ICMA Newsletter (December 11, 2006 issue) to inform the membership.
- BACKGROUND:** Seven cooperative agreements funded by EPA were audited by the EPA Office of Inspector General. The EPA IG issued a final report to the EPA Grants office in November 2006 which was emailed to the board. A response from the EPA Grants office to the IG was due by March 28, 2007. ICMA has provided all additional documentation requested by the EPA Grants Administration Division and is waiting for EPA Grants Administration Division to come to a final resolution that we can discuss with them. There is no change since the May board meeting.
- RISK ASSESSMENT:** Total questioned costs of \$1,007,858. We believe that we have documentation for almost all of these costs and have reserved \$250,000 towards any potential disallowance of costs.
- STAFF CONTACT:** Please contact Uma Ramesh (202-962-3621; uramesh@icma.org) with any questions.

EPA IG AUDIT:

Background and Summary of Events as of 8/21/2009:

- June 2005 – November 2006: ICMA was audited by the EPA Inspector General (EPA IG) on seven cooperative agreements between ICMA and EPA with periods of performance ranging from 1997 – 2008 and with total costs of \$10,686,195.
- July 2006: The EPA IG issued a draft attestation report with questioned costs of \$1,786,942.
- September 2006: ICMA responded by providing supporting documentation to most of the questioned costs.
- November 28, 2006: The EPA IG issued the final attestation report with ICMA's response, addressed to the EPA Grants Administration office (EPA GAO) with questioned costs of \$1,007,858 and requested that the EPA GAO respond by March 28, 2007.
- December 11, 2006: ICMA published an article summarizing the findings of the EPA IG Audit and ICMA's response in the ICMA Newsletter and in Management Insite and provided a link to the IG report and ICMA response in its entirety.
- April 9, 2007: EPA GAO had some staffing changes and did not meet the deadline of March 28, 2007. EPA GAO contacted ICMA and asked for all the documentation that ICMA had provided to the EPA IG. ICMA sent requested documentation on April 10, 2007.
- Aug 29, 2007: EPA GAO contacted ICMA requesting additional information. ICMA emailed requested information on Sept 17, 2007.
- Sept 17 – Oct 22, 2007: ICMA has contacted EPA GAO (email and voice mail) repeatedly asking for the status of the audit and for the next steps in the process.
- Nov 7, 2007: Email from Phil at EPA GAO that he is working with EPA program staff and will provide a response by Nov 30, 2007.
- December 28, 2007: Conference call with EPA Grants specialist - Phil Schindel; EPA's legal counsel - Jim Drummond; ICMA staff – Uma Ramesh, and ICMA legal counsel – Steve Sorett to discuss the indirect cost allocation issue on the Brownfields program. EPA staff asked for additional reports which Uma provided to them that same day. EPA staff also asked Steve Sorett to provide them with his opinion on the application of the law relating to the indirect costs to the Brownfield project. EPA staff informed us that they would provide us with a report by the end of March 2008.
- April 2008: ICMA emailed Phil at EPA GAO regarding status of the Final Decision Letter that was to be provided by March 2008 and is awaiting a response.
- Since April 2008: ICMA's executive board discusses this at each board meeting and has decided that it is best to wait for EPA GAO to act on this rather than force them to a decision.

- January 28, 2009: Email to ICMA from Phil at EPA GAO asking if the cost share amount reported by ICMA in the final close out report for the Brownfields project of \$574,595 was in compliance with EPA IG recommendations. Response from ICMA to Phil on January 29, 2009 that the documentation for the cost share was in compliance.
- No further correspondence from EPA GAO regarding this matter.

MANAGEMENT REPORT

NO. III

**SEPTEMBER 11, 2009
MONTREAL, QUEBEC, CANADA**

SUBJECT: FY2009 Results

INTRODUCTION: Results for FY2009 are organized by the following categories:

- **Membership**
- **ICMA Brand and Advocacy for the Profession**
- **Professional Development**
- **Information**
- **Services**
- **High-Performing Organization**
- **Center for State and Local Government Excellence**

STAFF CONTACT: Bob O'Neill, 202-962-3610; roneill@icma.org.

FY2009 RESULTS

MEMBERSHIP

Membership Recruitment and Retention

- As of June 2009, ICMA had 9,195 members, including 8,805 in the U.S. and 390 internationally. Of the total membership, 6,566 worked for local government and 138 were in transition.
- 1,316 new members joined in FY2009; 1,247 members dropped voluntarily or were suspended for nonpayment of dues during this time period.
- Achieved a 90.8% average retention rate of U.S. in-service members, with an overall U.S. retention rate of 83.3%.
- Attracted five members through partnerships with the Virginia and North Carolina state associations to recruit members using the Richmond conference as an attraction; four of the five have renewed their memberships.
- Established a partnership with the Texas state association to address a perceived need for easing members of state associations, particularly those in small communities, into ICMA membership. The partnership, first adopted with Tennessee and then Illinois, involves a first-year complimentary membership from ICMA, and a second year state association dues subsidy, before shifting to regular dues in the third year.
- Implemented a policy offering a one-year complimentary ICMA membership to any student receiving a scholarship through his or her state association. Membership offers were extended to students in Kansas, New Hampshire, South Carolina, and Texas. As of June 30, students in both New Hampshire and Texas have joined ICMA as a result of this offer.
- Launched an initiative to increase the number of young professionals joining ICMA, which included promotion of a new Affiliate flat dues rates in October and creation of a next gen membership marketing campaign and pass-it-on messaging at the 2008 annual conference. The new Affiliate flat rate dues rate is for entry to mid-level local government staff for their first three years of membership: \$150 for the first year, \$175 for the second, and \$200 the third year before shifting to the salary-based Affiliate dues the fourth year. As of the end of June, 168 members had joined in that category. The next gen campaign ads feature young members' contributions to their communities and how their membership helps them "get it done." The pass-it-on campaign encourages members to recruit, coach, and support young professionals.
- Promoted the next gen campaign throughout FY2009, including print ads in *PM*, *Planning* magazine, and *Governing*; online ads on Facebook, LinkedIn, and *Governing.com*; articles in the *ICMA Newsletter*, *StateSide*, and *Academic Matters* e-newsletters; and plugs in the *ICMA News Briefings*. Sent materials, and in several cases had staffing, at the annual conferences of National Association of Schools of Public Affairs and Administration, Municipal Management Association of Northern California, National League of Cities, League of California Cities, American Planning Association, International Hispanic Network, Alliance for Innovation, and Government Finance Officers Association. Shared PowerPoint slides and

talking points with key staff and senior advisors, and provided senior advisors and key state secretariats with an article that was published in a number of state publications. Met with key staff to plan cross promotion with Results Networks, ICMA Press, and ICMA University, as well as with ICMA's sustainability efforts. Sent blast e-mail to member champions (such as Legacy Leaders) and prospective next gen members.

- Promoted the Legacy Leader Program recognizing Credentialed Managers who actively coach and recruit young professionals. By year end, 27 Legacy Leaders and 87 Legacy Leader candidates were participating. Built recognition for the Legacy Leader designation by honoring the Legacy Leaders at the 2008 ICMA conference and in various communication vehicles during the year. Held a session on coaching the next generation at the 2008 ICMA conference providing a forum for mentors to share success stories, strategies, and experiences. A conference session on coaching is being planned for the 2009 conference.
- Continued extending complimentary, one-year memberships to nonmember participants in the University of Virginia's LEAD program, the Young Professionals' Leadership Institute, ICMA's Emerging Leaders Development Program, and to nonmember young professionals in Center for Performance Measurement jurisdictions. In total, ICMA offered 252 free memberships in FY2009 and 65 people joined. From offers made in the past year, 120 complimentary memberships came up for renewal in the January dues cycle and 47 members paid for the first time (CPM members paid 50% dues) to renew for a retention rate of nearly 40 percent.
- Developed a national recruitment program to target newly appointed CAOs, especially those in communities with former member managers. The program uses news alerts to identify new appointees to whom a personalized membership packet and letter is sent. Range Riders or senior advisors in that state are asked to follow up with the potential member. In four months, 97 potential Full members were contacted and 13 were recruited, accounting for nearly 15 percent of new Full members during that time.
- Worked with Oregon's senior advisor to further personalize the new recruitment program to be specific to that state. In addition to the new appointees, other potential nonmember managers were identified and contacted. This effort has served as a pilot program and will be expanded to other senior advisors.
- Extended the recruitment effort to interim and acting managers through e-mail outreach. One acting manager has joined; another promised to join if appointed and has since joined as a Full member. The offer has been changed to 50% dues for the first year.
- Supported executive board members in their commitment to recruit and retain members by focusing their efforts in their own states/countries where they have the most knowledge and contacts, by providing guidance on developing work plans, and engaging them in retention by sending them "drops" lists by state once all other outreach has failed.
- Coordinated with state associations to place ICMA stickers on the badges of ICMA members attending state meetings.
- Received strong ratings from a member survey in June: nearly 90% rated ICMA's customer service in general as excellent or good, and more than 86% rated the value of ICMA membership as excellent or good.

Member Services

Economic Crisis Support

- Launched a new Web page in February on resources in difficult times. All content on it is free to members, including selected fee-based publications. Posted the new report *Navigating the Fiscal Crisis: Tested Strategies for Local Government Leaders*, the version for elected officials, and a video of a presentation on the paper from a regional summit.
- Offered through ICMA Consulting Services, a free mini-consulting session with one of their financial crisis experts.
- Piloted ICMA Ideas & Solutions Roundtables, free 60-minute teleconferences for groups of members to network and exchange ideas on timely topics, starting with the economic crisis.
- Included economic crisis articles in the electronic version of the *ICMA Newsletter*.
- Helped members maintain their memberships by allowing them to pay dues in quarterly installments; allowed in-service Affiliates who experience lay-offs or job eliminations to receive a one-year complimentary membership in addition to the Members in Transition program for Full members; allowed current entry-level to mid-management Affiliates to “restart” under the new flat dues rate; offered the student rate for Affiliates who are also in school full time to address both current economic conditions and shifts in lifestyles as people aim to balance work and school. The policy for student membership that requires school to be the primary activity remains the same.
- Offered a new “virtual” Economic Crisis E-Debit Card on June. Full and Affiliate members currently serving in U.S. local governments are eligible. Full members have a \$200 credit and Affiliate members have \$100 to use anytime over the next two years on membership dues and professional development programs offered by ICMA.

Awards

- Conferred three professional and 10 program excellence awards; recognized recipients at the Richmond conference and in a *PM* magazine insert.
- Made a special appeal through the international affiliates to promote interest in the awards program and encourage them to submit their awards program recipients as nominees.
- Implemented new method of categorizing multijurisdiction nominations according to largest participant.
- Worked with state associations to encourage Sweeney Award applications from affiliated MPA programs. Assigned senior awards evaluation panel members as partners for new panel members to make an initial welcoming contact and answer questions.
- Developed an online discussion tool for panel members to assist with the selection process and with informal training.
- Solicited 133 eligible nominations for the 2009 Annual Awards program.

Range Riders/Personal Support

- Eighty-six Range Riders in 23 states are available to provide support to members and to promote the council-manager form of government.
- Combined former Range Rider program guidelines and manual into a “Range Rider Program Information, Guidelines, and Resources” handbook, which more clearly defines the roles and expectations of ICMA, state sponsors, and Range Riders.
- Developed an interview “tip sheet” for members.

- Maintained monthly conference calls for members in transition, moderated by Range Riders and ICMA staff, addressing topics proposed by participants with frequent guest speakers.
- Engaged in membership development activities focused on outreach to newly appointed nonmembers.

Member Operations

- Responded to 96.3% e-mails sent to membership@icma.org within 24 hours.
- Provided complimentary benefits to 138 members in transition (MITs), including monthly conference calls, and assisted state associations with their support programs by maintaining a clearinghouse of state MIT activities and periodically sending suggestions from MITs. Distributed monthly MIT roster to state associations, select staff, and the ICMA president to facilitate personal outreach. Achieved a satisfaction rating of 92%, according to a survey completed by 64 members in transition.
- Presented service awards to 778 members and gave special recognition at the Richmond conference to one 50-year and two 45-year recipients. Recognized 10- and 20-year recipients and held a service awards ceremony and reception for 25-year and higher recipients. Achieved a satisfaction rate of 94% through a survey completed by 107 service award recipients. This is a dramatic increase over last year's satisfaction rate and can be attributed to an overhaul of the conference ceremony based on member suggestions.
- Encouraged networking by maintaining current contact information on members that includes their education and employment histories.
- Supported relationship management efforts by providing member rosters, member activity, and member Fund contributions for state liaisons, executive board, and Range Riders attending state and affiliate association meetings.
- Received expressions of interest from 149 members to serve on member committees, including Conference Planning, Conference Evaluation, International, Governmental Affairs, and Awards Evaluation Panel; and four new task forces to welcome new members and to review career resources (*First-Time Administrators' Handbook*, *Local Government Management: It's the Career for You*, and *Recruitment Guidelines Handbook*).

ICMA Newsletter

- *ICMA Newsletter* continues to be the most highly rated member benefit according to the results of the 2009 membership survey.
- Created an e-version of the *ICMA Newsletter*, which premiered September 2008. Encouraged members to opt out of the print version as part of the roll out.
- Developed and implemented a PR campaign to prepare members for the elimination of the print version in August 2009.

Ethics Awareness and Enforcement

- Issued one public censure with a membership expulsion and credential revocation; one public censure with a membership expulsion; one public censure with a membership bar; five public censures; 10 private censures; and closed five cases.
- Assisted six fact-finding committees in California; Florida (3); Kansas; and New Hampshire.
- Responded to 160 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.

- Presented ethics workshops and presentations at 14 conferences sponsored by state associations, affiliate organizations, national associations, and graduate schools.
- In conjunction with ILCMA leadership, presented expert testimony to the Illinois Reform Commission.

Credentialing

- Granted the ICMA Credential or Candidate status to 123 additional members, for a total of 1,168.
- Achieved a renewal rate of 95%, with 95% of those completed online.
- Continued to offer and improve an online system that enables Credentialed Managers to track their professional development activities and submit annual updates.
- Scheduled major overhaul of online system for FY2010.
- Staffed five conference calls and two meetings of the Credentialing Advisory Board.

Relationship Management

State Liaison

- Maintained communications, support, and deployment of 12 senior advisors representing ICMA in 13 states plus GOSCMA; continued evaluation of the program; and renewed agreements through 2010.
- Held four regional summits, expanding the Young Professionals Leadership Institute (YPLI) to all four events. Built on successful formats from FY2006 through FY2008, including an ICMA University workshop led by Bob O'Neill. Solid attendance recorded at three of four events. Illinois assistants' group link to Midwest regional summit increased attendance at the YPLI. Received favorable rankings and positive feedback on evaluation surveys.
- Provided ICMA representation (by state liaison, executive director, vice presidents, and/or ICMA president) at meetings of 97% of state associations. Forty-one associations met during the year with an ICMA representative present at 40 of them.
- Provided ICMA programs at meetings of 49% of state associations (including ethics training, ICMA University workshops, senior executive workshops, or sessions presented by the executive director, vice presidents, or ICMA staff).
- Developed and disseminated template for formal affiliation agreements with state associations; initiated discussions with state leadership and negotiations to tailor each agreement for measurable, collaborative efforts on strategic plan priority areas.
- Provided ICMA staff support during the sixth 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). Hired a new West Coast regional director in March 2009. Support to Cal-ICMA included maintaining the Cal-ICMA Web site, supporting the Preparing the Next Generation Task Force and Cal-ICMA member committees, the Cal-ICMA Coaching Program, and distribution of 11 issues of the *Cal-ICMA Professional Development Update* e-newsletter. Coordinated the renewal and signing of the services agreement with Cal-ICMA.
- Provided support to emerging Cal-ICMA affiliate, Women Leading Government. Created Web presence on the icma.org platform and established the WLG communications forum/list serve.
- Prepared and distributed three issues of *StateSide* for state association leadership.
- Continued to serve as secretariat to the Maryland City/County Management Association, including member database maintenance; dues billing; management of the MCCMA

communications forum/list serve; and maintenance of the MCCMA Web site on the ICMA.org platform.

Affiliate Relationships

- Maintained liaison with the leadership of the International Hispanic Network (IHN) and supported the effort to renew the IHN/ICMA affiliation agreement in May 2009. Provided information for the IHN Web site and e-news mailings to members; and participated in IHN board conference calls. Attended and facilitated ICMA leadership representation at IHN annual conference in Miami Beach, Florida. Provided outreach and promotion support for IHN conference; facilitated IHN representation on ICMA Annual Conference program and participation in exhibit hall. Assisted with outreach to IHN membership regarding ICMA membership opportunity under the reduced ICMA Affiliate dues rate. Assisted with outreach to IHN members for participation on ICMA member committees.
- Sent staff liaison to the National Forum for Black Public Administrators (NFBPA) board meetings and annual conference in Oakland, California; scheduled former ICMA West Coast director for a workshop presentation; ICMA's NFBPA liaison presented an Ethics Court session with ICMA ethics director. Dialogue regarding Memorandum of Understanding with NFBPA is ongoing. Provided four complimentary registrations to NFBPA leadership to attend ICMA's annual conference.
- Developed and monitored work plan resulting from the Task Force on Diversity in Governance. Focused on messages to IHN and NFBPA members regarding participation on ICMA Nominating Committee; engagement in ICMA board elections process; and participation on ICMA member committees. Worked with IHN and NFBPA to identify topics and members to participate as panelists and moderators at ICMA Annual Conference.
- Published and delivered five issues of the National Association of County Administrators (NACA) *Journal of County Administration* in both print and electronic format; arranged logistics and staffed three NACA meetings and Idea Exchanges; provided secretariat services, including membership and financial management; and maintained a NACA Web site and list serve.
- Worked with the Japan Local Government Center to identify an ICMA member to participate in the 2009 CLAIR Fellowship Exchange Program study tour to Japan.
- Worked with the New Zealand Society of Local Government Managers to arrange a match for one member as part of the International Management Exchange Program.

Career Services (Next Generation) Programs

- Recruited nine local governments to host 13 new Local Government Management Fellowship program fellows beginning in late summer-early fall 2009.
- Held sessions and social activities targeted toward early careerists at the Richmond conference, including "speed coaching," a NextGen Lounge, a "generations mixer" and a coaching session for Legacy Leaders. Staff are exploring similar options for Montreal. 115 students and interns attend the Richmond conference.
- Provided financial assistance to 13 women and minorities and individuals beginning or considering careers in local government to attend the conference in Richmond.
- Improved the ICMA Job Center by drafting an operations manual, running monthly Web trend reports, improving basic and functionality issues, adding comment and feedback forms, and fixing the resume upload feature.

- Developed an alternative revenue model and initiated a partnership with the Alliance for Innovation for a unified job board.
- Redesigned and converted the *JOB* newsletter to an e-newsletter.
- Merged the JOB Center and Next Generation Web sites to take advantage of exposure, news and calendar presence, and other internal tools.
- Launched a Web2 strategy with Marketing and Communications Team resulting in a coordinated ICMA presence on YouTube, Flickr, Twitter, Facebook, and LinkedIn.
- Started a “Featured Job” for posting on Career Network home page to add value to the advertiser and promote the *JOB* newsletter.
- Launched a monthly Career Compass column.
- Launched the second annual ICMA Video Contest generating seven new career and local government marketing videos.
- Conducted a succession planning member survey and an Alliance feature article.

ICMA BRAND AND ADVOCACY FOR THE PROFESSION

Public Information

- Used available information and statistics to respond in a timely manner to 60 media inquiries on form of government and general management issues.
- Launched toolkit of Public Service Recognition Week (PSRW) resources. Coordinated ICMA’s participation as exhibitor in PSRW Mall event, May 7-9. Developed section of Web site on PSRW, including list of tools, and promoted in *Local Government Matters*.
- Coordinated board participation in half-day celebration in Staunton in conjunction with Richmond conference. Coordinated board member participation, plaque, and publicity for El Paso five-year anniversary in February 2009. Developed plan for creating interactive Web site, which will launch in late 2009.
- Worked with PR firm to coordinate telephonic press conferences in March 2009 on immigration reform. Generated significant media impressions and an interview with ICMA deputy director and white paper author on D.C. News Channel 8. Worked with Alliance staff to coordinate telephonic press conference on “Navigating the Fiscal Crisis” in January, which resulted in media coverage in several vehicles, including MarketWatch.com.

Form of Government and the Fund

- Increased the number of contributors to the Fund from 632 in 2007 to 802 in 2008; dollar contributions increased from \$156,422 in FY2008 to \$187,730 in FY2009 (the corpus is \$1.1 million).
- Provided financial contributions to organizations in Hillsborough County, Florida; Sarasota, Florida; Danville, Kentucky; Randolph, Massachusetts; and Bainbridge Island, Washington, all of which successfully adopted or retained the council-manager form of government. Also contributed to Freeport, Illinois, where efforts to adopt the form of government were unsuccessful, and to non-ballot issues in Annapolis, Maryland, and Buffalo, New York.
- Provided tailored assistance to communities seeking to adopt or retain council-manager government: sent 175 Responsive Local Government packets, three Responsive County Government packets, and five copies of *Citizens’ Handbook on Adoption/Retention of the Council-Manager Plan* to communities interested in adoption or retention; distributed 2,730 copies of “The Council-Manager Form of Government: Frequently Asked Questions” and

1,315 copies of “Professional Local/County Management” brochures, which discusses the benefits of and process for hiring a manager or administrator; and provided 18 complimentary copies of the National Civic League’s *Model City Charter* to communities considering significant charter revisions.

Public Policy

- Supported two meetings of the Governmental Affairs and Policy Committee.
- Published white paper on “Immigration: A Local Government Perspective,” held 2008 conference session on topic, and participated in news event in January 2009; published hot topic white paper on “Local Government’s Vital Role in National Economic Recovery” and presented to Obama Transition Team.
- Identified topics, issued RFPs, and identified authors for two white papers to be published in FY2010: intergovernmental partnerships (Donna Milam Handley/Michael Howell) and metrics for local government spending of ARRA funds (David Ammons). Other topics will be pursued as *PM* articles and/or fact sheets to be posted on Web site.
- Wrote chapter for “Getting It Done: A Guide for Government Executives” by the IBM Center for the Business of Government.
- Released updates to networked approach to emergency management paper.
- Published two articles, Supreme Court cases overview and ARRA guidance, in the *ICMA Newsletter*.
- Signed onto letters with Big 7 partners on such issues as the economic recovery/stimulus package; listed property; 3% withholding; federal offset legislation; municipal bond fairness; and bank carrying cost recovery.
- Signed onto seven of eight amicus briefs filed by the State and Local Legal Center.
- Provided policy recommendations on networked approach in National Homeland Security Consortium transition letter and in other communications with the new DHS/FEMA teams.
- Provided ICMA reactions to work done by the ACOEM Public Safety Medicine Section's task force to develop medical guidelines for law enforcement officers and Homeland Security Consortium Review of Target Capability Drafts.
- Participated in Big 7 federalism event in Philadelphia, developing talking points for ICMA president.
- Ensured ICMA and member participation in meetings with OMB, DHS, IBTS, NAPA, GASB, GASAC, Advisory Commission on Performance Management, among others.
- Represented ICMA at Big 7, NAPA, and Washington Metropolitan Council of Governments meetings.
- ICMA (Ron Carlee, member representative) elected as vice chair of National Homeland Security Consortium (NHSC). ICMA’s white paper recommendations on a networked approach to emergency management and immigration policy were incorporated in a letter from the NHSC to homeland security point person on the Obama Transition Team (January 5, 2009).

Marketing and Communications

- Conducted a nationwide search and retained GMMB—one of the top creative agencies in the nation—to develop the creative and media strategies for the campaign to build awareness for the value of the profession. The development work is complete and efforts now will focus on fundraising and execution.

- Generated more than 120 million media impressions due to publicity efforts, including the release of the fiscal crisis white paper and the immigration white paper.
- ICMA participated in a total of 25 domestic and international events with over 80,000 attendees.
- Achieved high open rates for and increased circulation of our newsletters—*Local Government Matters*, *Performance Matters*, and *Academic Matters*. Developed new approach for icma.org, which will be launched in October.
- Increased the size of ICMA’s e-mail database with more than 8,000 new addresses to better reach potential funders, elected officials, the academic community, and prospective members.
- Continued to expand ICMA content capabilities by adding more video segments through ICMA tv, produced a new Leading Ideas Series DVD with Peter Block, and introduced a podcast program.
- Kicked off a customer relationship management campaign for domestic and international funding targets that demonstrates the value ICMA can bring as a partner.

PROFESSIONAL DEVELOPMENT

Annual Conference

- Planned and implemented the 2008 Annual Conference in Richmond, Virginia, which received an overall rating of “very good” or “excellent” from 66.4% of evaluation survey respondents.
- Exceeded revenue goals by 6.5%, in part because of stronger than anticipated attendance (total attendance, the fifteenth highest in ICMA history, was 3,244; member attendance, the tenth highest in ICMA history, was 2,155).
- Received positive satisfaction ratings concerning their participation in the exhibit hall from 95.2% of respondents to the exhibitor evaluation survey.

ICMA University

Assessments

- Sold 248 online Applied Knowledge Assessments for a total of 3,795.
- Sold 99 Performance-Based Assessments for a total of 700.

Annual Leadership Institutes

- Provided 20 Credentialed Managers and two Leadership ICMA graduates with the ICMA Gettysburg Leadership Institute experience.
- Welcomed nine senior executives and 15 Leadership ICMA participants to the ICMA SEI Leadership Institute.

Workshops

- Offered 19 ICMA University workshops at the Richmond conference.
- Partnered with state associations or affiliates to offer an additional 22 workshops.
- Maintained an evaluation average of 4.4 on 5.0 scale for workshops and covered all direct costs.
- Offered workshops to a total of 140 paid participants at four regional summits, each of which included the ICMA University workshop “A Whole New Mind Using the Work of Daniel

Pink to Move Our Organizations into the Conceptual Age” led by Bob O’Neill and Felicia Logan.

- Partnered with Consulting Services and two states to provide two regional workshops for a total of 54 participants.

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 Your Organization from the Informational to the Conceptual” held in Ashville, North Carolina. Case studies were presented by Decatur, Georgia; Lynchburg, Virginia; Montgomery Ohio; and Winchester, Virginia. Case studies also were presented as audio conferences for those who could not attend or who attended and wanted staff to benefit from the event.

Local Government Training

- Conducted 12 fee-based programs on ethics for five local governments, one local government consortium, and one professional association; one train-the-trainer session at the Richmond conference; and one audio conference and one Web workshop.

ICMA Academy for International Development: Courses

- Conducted an online, hour-long introductory orientation session for 12 participants; conducted day-and-a-half fee-based workshop for eight participants in Richmond in conjunction with the ICMA conference. Efforts to market the course to a broader group of participants outside of the ICMA membership have not resulted in increased registrations, but this may also be a reflection of the overall economic downturn.

INFORMATION

Publishing

- Published *The Municipal Year Book 2009*, which includes two articles of “hot topic” interest: one from ICMA-RC on local government employee retirement in the current economy and one on alternative work schedules.
- Published *Local Planning: Contemporary Principles and Practice*, a completely revised and updated Green Book previously titled *The Practice of Local Government Planning*. Nearly 100 scholars and practitioners contributed to the volume. The book won an award for design and composition.
- Published revisions of *Managing Local Government: Cases in Effectiveness*; *Citizen Surveys for Local Government*; and *Leading Your Community: A Guide for Local Elected Leaders* (in partnership with NLC).
- Published the following new titles: *Creating a Culture of Health*, *What Works*, and *Leading Performance Management in Local Government*. *What Works* won an award for overall design.
- Tested repackaging three chapters of *Managing Local Government Services* as electronic-only (downloadable) products (and repositioning these chapters as “What to Tell Your Elected Leaders About . . .”).
- Published six IQ Reports and planned for a redesigned report series starting in January 2010.

- Offered 18 books on Amazon.com and ran Google ads.
- Convened the Editorial Advisory Board three times, including once at the annual conference in Richmond and twice by conference call.
- Contracted and/or developed more than 10 books for future publication.
- Established and filled a half-time position for a production editor/coordinator.
- Attended NASPAA and APA conferences to promote publications and source new acquisitions.
- With the Survey Research Team, conducted market research (i.e., focus groups and surveys) to evaluate new publication series proposal and obtain IQ subscriber feedback.
- Obtained book purchaser feedback indicating an increase in the percentage of buyers who rate their overall impression of their purchased book as “excellent.”

PM Magazine

- With Survey Research, conducted focus groups and survey of *PM* readers.
- Planned a complete redesign of the magazine, which will launch in the September 2009 issue at annual conference. Design changes include appearance (full-color printing inside, new name plate) and content (addition of several topical columns, use of executive summaries for features).
- Arranged for the Alliance to author a regularly-occurring column (beginning in October) on innovative practices in local government.
- Ran nine articles in *PMPlus*—articles that appeared exclusively online and not in the print edition.
- Tracked the number of reprints and requests to reuse *PM* articles (54, compared with 61 in the previous year).
- Tracked the number of ICMA members (56) who wrote articles for *PM*.
- Tracked the number of visits to *PM*'s Web site (80,609 visits, compared with 72,437 in the previous year).

Survey Research

- Conducted ICMA-funded national surveys of police and fire personnel expenditures and State of the Profession.
- Conducted surveys on a proposed new leadership series, professional development, and *PM* magazine.
- Began design on a new economic development and sustainability survey.

Knowledge Network

- Scheduled the launch of the new Knowledge Network for October 2009. Functionality developed over the past year includes online Q&A submission, profiles, communities of practice, a robust search engine, and tools. State associations and other affiliates will be able to have a dedicated “my group” option for members of their organizations.
- Established a position for a full-time knowledge network manager.
- Added more than 550 new content items to the ICMA Resource Center, which will merge into the Knowledge Network.
- Explored partnerships with APA and a Canadian municipal organization.

Alliance for Innovation Partnership

- Finalized an operations agreement, which was approved by the Alliance board.
- Prepared for elected officials a version of the white paper *Navigating the Fiscal Crisis*.

SERVICES

Consulting Services

- Increased revenue from \$585,000 in FY2008 to \$1,330,000 in FY2009.
- Expanded management services and public safety services revenues by over 100% in each case.
- Secured 30 contracts with average contract value in public safety of \$55,000 and \$75,000 in management services.
- Added a new financial services program to management services to help local governments address fiscal crisis.
- Helped International team to secure a major public safety project in Latin America.
- Delivered workshops for Domestic team's emergency management grant program in conjunction with National League of Cities.
- Established a working relationship with International Public Personnel Management Association addressing core competencies of police and fire chiefs.
- Installed a customer relationship management database that allows tracking of project needs nationwide.
- Increased staff capacity to support public safety projects, thereby improving our operations research capabilities.
- Added 14 contract consultants to support projects nationwide, building the network to more than 30 consultants under contract.
- Conducted multiple reviews of internal processes, resulting in a 20% reduction in project delivery time in public safety services.
- Developed standard templates and procedures across all program areas.
- Contributed to various ICMA member publications, including *PM* magazine and *Local Government Matters*; conducted multiple audio conferences; conducted multiple regional workshops, including new series on financial management/budgeting; and provided educational support to ICMA University.

Performance Management

Center for Performance Measurement (CPM)

- Ended FY2009 with 200 participating jurisdictions versus 222 in FY2008.
- Increased the number of state/metro-area consortiums from 12 in FY2007 to 17 in FY2009. Conducted dozens of training sessions and facilitated numerous meetings for these consortia.
- Published in September 2008 a book of short case studies, *What Works: Effective Practices from High Performing Local Governments*. In April 2009, this book received the Society of National Association Publications Silver Award in the "nontechnical book" category.
- Distributed brief dashboards of key measures individualized for each participating jurisdiction, which is intended for managers and administrators.
- Published *Comparative Performance Measurement: FY2007 Data Report* and *Comparative Performance Measurement: FY2008 Mid-Year Data Report*.

- Continued to publish two monthly e-newsletters: *Performance Matters* and *Performance Measurement Insider*.
- Continued the successful ICMA graduate assistant/intern program. CPM has MPA students from Arizona State University, George Washington University, University of North Carolina, and University of Colorado who work for two years with the CPM staff full time for two consecutive summers and part-time during the school year. The program helps the CPM team serve its participants better, helps address peak-load demands in the summer, and places advocates in MPA programs to encourage other students to consider local government management as a career.
- Delivered four ICMA University workshops: two at the Richmond conference, one in Oregon, and one in New Hampshire.

National Citizen Survey

- Through a partnership begun in 2002 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.
- Had 58 jurisdictions participate in the NCS versus 62 participants in FY2008.

International Programs

- Achieved record revenue targets during FY2009.
- Established a new project portfolio, which is projected to achieve even higher revenues in 2010 and beyond.
- Submitted a record number of project proposals to prospective funders, which is expected to diversify the country profile and risk of the portfolio.
- Initiated a growth plan designed to establish a staffing foundation with the skill sets to manage a significantly larger project portfolio.
- Targeted marketing efforts at several new clients and received first-time funding from new international donors and federal agencies.
- Marketed new technical sectors translating ICMA domestic capabilities into the international arena.
- ICMA has been a more prominent player in the international arena, including a strong presence at key local government conferences and maintained an ongoing dialogue with international donors and other influential organizations.
- Provided ICMA members with several opportunities to participate in ICMA international activities, to the great benefit of the program.

Domestic Programs

- Through funding from the U.S. Environmental Protection Agency, developed draft publications focused on rural communities and smart growth, and climate change and smart growth; final publications to be available by December 2009; more than 6,000 individual members are now a part of the Smart Growth Network.
- 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.

- Secured a new 5-year \$1.2 million contract to manage the national brownfields conference in conjunction with the U.S. Environmental Protection Agency.
- Developed a green jobs training program working with the city of Portland, Oregon, and a local nonprofit organization.
- Published a new management perspective on mobile workforce management with funding from ICMA strategic partner Runzheimer International.
- Continued to recruit new signatories for the sustainability commitment statement.
- Continued partnership with the Robert Wood Johnson Foundation on active living to develop knowledge resources aimed at reducing obesity.
- Supported the implementation of three audioconferences: Sustainable Communities: Successful Leadership Strategies; Energy Efficiency and Conservation Block Grants and More: How to Compete Successfully for these Federal Stimulus Funds; and Economic Stimulus Funds: How Local Governments Can Get Their Fair Share.
- Published a series of *PM* magazine columns on sustainability.

Public Safety and Emergency Management

- Collaborated with the National League of Cities to design and deliver emergency management training to elected and appointed local government officials.

Management

- Began phase 2 of National Study of 311 and Customer Service Technology with funding from the Alfred P. Sloan Foundation. A series of 10 projects under the study will provide local governments with new information and resources for developing a centralized customer service system. The final report from phase 1 of the study, released in December 2008, had had nearly 1,653 downloads as of the end of July 31, 2009, making it the top free item downloaded from the ICMA Bookstore.
- Signed \$976,323 grant agreement with the Bill and Melinda Gates Foundation to administer a two-year program designed to strengthen the relationship between public libraries and local governments by leveraging libraries in support of community priorities. Launched ICMA Public Library Innovations Grants and in five months fielded over 1,000 questions about the grant program, reviewed 515 applications, and awarded over \$500,000 to nine communities across the country.

Strategic Partnerships

- Received or secured commitments for over \$2.3 million in support of ICMA programs and activities through strategic partner fees, contributions, grants, joint ventures, and sponsorships.
- Provided five new knowledge resources to the membership through strategic partners: Peter Block DVD funded by ICMA-RC; Management Perspective on employee mobility funded by Runzheimer International; Management Perspective on community building funded by the Annie E. Casey Foundation; Strategic Guide on healthcare funded by CIGNA; and audio conference and guide for local governments on stimulus funding by The Ferguson Group.
- 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.
- Engaged strategic partners in key programmatic areas: Brownfields (CH2MHill, ESRI); healthcare and active living (CIGNA , Robert Wood Johnson Foundation); sustainability (CDM); public libraries (Gates Foundation); community building (Annie E. Casey Foundation); 311 (GovPartner, EMA and Alfred P. Sloan Foundation); Emerging Leaders and Next Generation (NEOGOV); and audio conference (The Ferguson Group, Annie E. Casey Foundation, Sloan Foundation). Ten partners contributed to ICMA publications and e-library, including *Local Government Matters*, *PM*, *IQ Reports*; and 90% of partners participated in the 2008 annual conference.
- Ongoing projects with four foundation partners: Robert Wood Johnson Foundation, Bill and Melinda Gates Foundation, Annie E. Casey Foundation, and Alfred P. Sloan Foundation.

HIGH-PERFORMING ORGANIZATION

Leadership and Management

- Communicated executive board meeting dates and locations, election processes, agendas, actions, and minutes through the *ICMA Newsletter* and a special section of the Web site; met with state leaders and members in conjunction with board meetings in Plano, Texas; Jacksonville, Florida; and Annapolis, Maryland.
- Adopted 2008 ICMA Strategic Plan in September, engaged the board in November on articulating and prioritizing implementation tactics for each strategy, and developed the FY2010 budget and FY2010-12 financial plan based on the strategies and tactics.

Customer Contact Center

- Handled 12,563 phone calls and 9,961 e-mails; processed 176 “bounced” e-mails.
- Answered 99.3% of all e-mails within 24 hours; answered 91% of incoming phone calls within 20 seconds. Made progress on goal to transfer no more than 20% of incoming calls to staff outside the contact center for handling—currently 25.4%.
- Continued handling and oversight of service calls and administration projects relating to brand standards, Consulting Services, International, Legacy Leaders, Results Network, News Briefing, and other projects.
- Provided customer and administrative support for annual conference, ICMA University audio and Web events, membership roundtables, and membership retention and services.

Facilities and Administrative Services

- Negotiated competitive rates on all services, including copiers, supplies, etc.
- Subleased all available space in the building generating revenue.

Information Technology

- Implemented the e-debit card to enable members to apply the card balance to membership renewals and conference registrations.
- Worked with staff from across ICMA to redesign the ICMA Web site and implement new social networking and content management functionality for ICMA and the Alliance for Innovation to be launched in the fall of 2009.

- Implemented additional hardware upgrades and continued migration of ICMA technology systems to a more flexible and robust virtual server environment in a data center.
- Upgraded all staff to Office 2007 with existing resources and cost-effective DVD training.
- Programmed significant upgrades to credentialing and Job Center online systems to make them more efficient and to improve the member and customer experience.
- Created new systems for cleaning incorrect member and customer data.
- Implemented a new in-house order taking system.
- Launched a new I.T. task request system to automatically assign requests and track progress on tasks.
- Upgraded software for ICMA's financial system, association management system, performance evaluation system, and timesheet and expense reporting system.
- Implemented new software to simplify the automation of tasks and processes in ICMA's association management system.
- Increased technology training and skills assessment opportunities for all staff through an online learning and assessment solution, as well as DVD training and on-site technology information sessions.
- Implemented iMIS add-on software to allow for simple event registration systems to be brought online without requiring IT development time.

Finance

- Obtained an unqualified opinion on the audit of the FY2008 books and records, with no material findings or control weakness reported.
- Established benchmarks and forecasts that helped program staff make informed decisions throughout the year.
- Documented and tested internal controls for various processes.
- Implemented process efficiencies in the billings area.
- Assumed responsibility for the financial management of the Center for State and Local Government Excellence.
- Successfully implemented the economic crisis e-debit card program.

Human Capital/Resources

- Continued work on organizational culture by defining behaviors.
- Developed ICMA's first 360° performance appraisal
- Completed the Human Resources Handbook on policies and procedures.
- Continued to counsel staff on organizational and personal issues.
- Held the second annual ICMA Benefits Fair.
- Held 3-day professional development activity for all staff: ICMA College Days 2008.

Publishing and Order Fulfillment Services

- Implemented project plan to move all order taking tasks from fulfillment house to the Customer Contact Center.
- Enhanced and maintained relationship with the fulfillment vendor through frequent communication to promote accuracy, thoroughness, and error-free order fulfillment.
- Added measures of accountability to the contract agreement with the vendor implementing industry best practices.

- Ninety-five percent of all order files were successfully accessed and processed daily within the agreed-upon transmission times.
- Ninety-nine percent of all e-mail inquiries were responded to in 24 hours or less.
- One hundred percent of time the “Measures of Success” report was delivered by the 7th of every month.
- Ninety-nine percent of the time all inventory was maintained accurately.

Contract Administration/Support

- Ended FY2009 with an overhead rate of 53% and field office average rate of 15%. This represented a significant reduction from prior years. The rate reduction was due to more strictly defined allowable charges, improved monitoring and compliance, staff training and staff turnover, and increase in volume of funding.

REIT Investment

- Converted ownership in the building to investments in a Real Estate Investment Trust, which distributed dividends of \$625,000 to ICMA in FY2009.

CENTER FOR STATE AND LOCAL GOVERNMENT EXCELLENCE

- Published three research studies on retirement plan issues and six reports on retiree health care benefits with university partners at the Center for Retirement Research at Boston College and a team from North Carolina State University.
- Developed online poll on retirement plans and distributed it through IPMA-HR and NASPE: “A Tidal Wave Postponed: The Economy and Public Sector Retirements.” Poll results were featured in a *Wall Street Journal* column.
- American Public Radio’s Marketplace reporter Stephen Hess interviewed the Center about its research, as did *American City and County Magazine* and *HR Executive*.
- Created new online “Government Benefits Comparison Tool” with the Government Finance Officers Association, making it possible for local governments to compare their pension and retiree health benefits with those offered by other local governments.
- Held webinar with AARP to showcase Center’s research and a local government’s experience in using AARP’s free workforce assessment tool.
- Wrote articles for state and national magazines: “Local Government Retiree Health Care: Current Offerings and Future Direction,” *Journal of Compensation and Benefits*; and “The City Employment Edge,” *Minnesota Cities*; and five articles in *Local Government Matters*.
- Center research cited and quoted in CNN Money.com/Fortune, Reuters, ASPA’s *PA Times*, *Sacramento Bee* column by Dan Walters; Associated Press, *Employee Benefit News*, *El Paso News*, *West Virginia Daily Mail*, Washington’s Municipal Research and Services Center, *Virginia Review*, and over 50 other publications and blogs.
- Made presentations on retiree health at the ICMA Annual Conference and hosted discussion on innovative employee benefits; “The Public Sector Workforce—Past, Present, and Future” at the Labor and Employment Relations Conference; and “Pensions and Retirement Security” at the Local Government Managers Association of Nevada Winter Conference.
- Published nine issues of e-news, reaching 1,100 individuals.
- Established the Center as an independent 501 (c) 3 organization.

MANAGEMENT REPORT NO. IV

**SEPTEMBER 11, 2009
MONTREAL, QUEBEC, CANADA**

SUBJECT: Update on ICMA's Next Generation Strategies

INTRODUCTION: To ensure continuation of a strong profession that is grounded in public service values and well prepared to serve local governments, ICMA has implemented a series of multifaceted, comprehensive strategies designed to harness our member's energy and commitment to "building the leadership pipeline" of the future.

BACKGROUND: ICMA's Next Generation initiatives were established to attract and develop a wide and diverse group of people into the local government management profession, including students, early and mid-career professionals, and individuals from other fields, to compete for vacating positions at all levels of the profession.

The activities have been organized by the Outcomes and Strategies in the 2008 Strategic Plan. The strategies below are those that most closely relate to the original Next Generation strategies.

POLICY: 2008 Strategic Plan:

- **Leadership**
 - 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.
- **Member Engagement and Support:**
 - Create opportunities to gain entry into the profession and into the association and its leadership.

- Foster inclusion, engagement, and support throughout a member's life of public service.
- Be the leader in offering career services to local government professionals throughout their lives.
- Professional Development
 - Position ICMA at the forefront of local government leadership and professional development through the ICMA University.

PAST PRACTICE: The organization's next generation activities were designed with board input to address the following four related strategies, and adopted by the board in 2006. The old strategies have their origins in the 2000 Strategic Plan, Advocacy, Strategy B: Develop targeted programs to raise awareness of the value that professional management brings to local governance.

1. Promote awareness of the local government management profession and encouraging individuals to consider careers in the field,
2. Help new and early careerists land their first jobs in local government,
3. Engage local government management professionals in ICMA early in their careers, and
4. Build the leadership pipeline by engaging and developing promising individuals so that they are prepared to step into leadership roles, both in their local governments and ICMA.

FINANCIAL

IMPLICATIONS: Staff time has been committed to ensuring a next generation focus across the organization. This effort will continue through the FY2010-2012 Financial Plan.

RISK

ASSESSMENT: Attracting, engaging, and developing new talent to local government management and to ICMA membership is critical to the future of ICMA and the profession. Much is dependent on the ability of local institutions to create opportunities for new career entrants, and identify, foster, and develop these candidates into tomorrow's professionals.

STAFF CONTACT: Please contact Rob Carty (202/962-3560; rcarty@icma.org) with any questions or comments concerning the initiatives.

2008 Strategic Plan Strategies

LEADERSHIP

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.

Tactic: Grow job advertisements and resumes on file at all levels, but particularly those in non-CAO and early management positions that lead to careers in management. Finalize merger of ICMA and Alliance job boards.

Job Center

- Redesigned and converted the JOB Newsletter to HTML, and launched in May 2009.

Tactic: Improve and enhance the ICMA Web site to communicate effectively to members and potential members

- New web design complete and being implemented for launch in October 2009.

Tactic: Continue to promote the newly launched Affiliate flat-rate dues.

- Ongoing.

Tactic: Reach out through surveys to members who did not follow the traditional path into the profession and learn what might attract similar candidates to the profession and membership.

- In process.

Raise awareness of the value that professional management brings to local governance and advocate council-manager government.

Tactic: Create a marketing strategy—including an image campaign—to raise awareness of the importance of the profession and ICMA funded by strategic partners, state associations, and the Fund for Professional Management

- Firm hired to design and execute this campaign.

Tactic: Develop and disseminate materials that members can use to support community and other public outreach activities

Civics Education and Outreach

- Planning to create a generic version of the NCCMA textbook for online distribution.

MEMBER ENGAGEMENT & SUPPORT

Create opportunities to gain entry into the profession and into the association and its leadership.

Tactic: Continue educating the membership that the next generation initiatives are multifaceted and not solely focused on young and entry-level professionals.

Annual Conference Programs

- Developed events for Montreal, including Speed Coaching, a Networking Lounge and Mixer (for all levels of manager/member), Fellows Orientation, and one-on-one coaching panels. The Advisory Board on Graduate Education is also meeting in Montreal, as is the LGMF Advisory Board.

	<p><u>Conference Scholarships</u></p> <ul style="list-style-type: none"> ▪ Provided financial assistance to 14 women and minorities and individuals beginning or considering careers in local government to attend the conference in Montreal, comprising 5 Workplace Diversity, 8 Young Professional, and 1 Stene Scholarship. <p><u>Other Activities</u></p> <ul style="list-style-type: none"> ▪ Conducted a Succession Planning member survey and an Alliance for Innovation feature article. ▪ Launched the monthly Career Compass column which appears online and in the ICMA and JOB newsletters. ▪ See Professional Development below.
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Foster inclusion, engagement, and support throughout a member’s life of public service.

<p>Tactic: Create a personal online network to engage members with the association and each other through the new Knowledge Network platform, while also developing a Web 2.0 strategy to engage members who participate in the world of external networks.</p>	<p><u>Knowledge Network</u></p> <ul style="list-style-type: none"> ▪ In design with a planned launch for October 2009 <p><u>Web2 Strategy</u></p> <ul style="list-style-type: none"> ▪ Launched a Web2 strategy in coordination with ICMA’s Marketing and Communications Team to take the Job Center into a new and alternative market resulting in a coordinated ICMA presence on YouTube, Flickr, Twitter, Facebook, and LinkedIn. ▪ Conducted second ICMA Video Contest with 7 entries and awarded two conference scholarships.
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Be the leader in offering career services to local government professionals throughout their lives.

<p>Tactic: Design and implement an integrated Job Center into the new Web content system and Knowledge Network; continue improvements to current system.</p>	<p><u>Job Center</u></p> <ul style="list-style-type: none"> ▪ Executed goals for improving the ICMA Job Center in the Fiscal Year 2009 Financial Plan, including drafting an operations manual, monthly report tools including Web trends, hits, visits, improving basic and functionality issues, adding comment and feedback forms, and fixing the resume upload feature. ▪ Two planning meetings scheduled for October to review proposals and begin design of new integrated system. ▪ Developed an alternative revenue model and initiated a partnership with the Alliance for Innovation for a unified job board. ▪ Merged the JOB Center and Next Generation Web sites to take advantage of exposure, news and calendar presence, and other internal tools.
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<p>Tactic: Maintain current level of support and development for the Local Government Management Fellowship and Internship programs given the economic situation for FY 2010.</p>	<ul style="list-style-type: none"> ▪ <u>Local Government Management Fellowship</u> Recruited nine local governments to host 13 new Local Government Management Fellowship program (LGMF) fellows beginning in late summer-early fall 2009. Launching the 2010 LGMF Program in September to recruit students and hosts. ▪ <u>Local Government Management Internship Program</u> postponed for 2009 given lack of interest and desire for Wittenberg staff to take a year off the program. Recruiting hosts for 2010.
<p>Tactic: Develop a plan for an organized coaching initiative (state model, ICMA-centric, or some combination of both).</p>	<p><u>Student Programs</u></p> <ul style="list-style-type: none"> ▪ Piloting high school student chapter in Kelly, ID in fall 2009. <p><u>Annual Conference Programs</u></p> <ul style="list-style-type: none"> ▪ Holding a meeting with state representatives to start building a baseline of interested parties
<p>Tactic: Develop a sustainable plan to create and maintain existing career resources, including using member task forces to update three career resources, and to identify the career resources that members value most.</p>	<ul style="list-style-type: none"> ▪ Launched three member task forces to review the career publications: <i>Recruitment Guidelines Handbook</i>, <i>First-Time Administrator's Handbook</i>, and <i>Local Government Management: It's the Career for You</i> for release by the 2010 ICMA Annual Conference in San Jose.
<p>PROFESSIONAL DEVELOPMENT</p>	
<p>Position ICMA at the forefront of local government leadership and professional development through the ICMA University.</p>	
<p>Tactic: Continue and enhance leadership development programs</p>	<p><u>Leadership ICMA</u></p> <ul style="list-style-type: none"> ▪ 14 members of the new Leadership ICMA Class of 2009 and are preparing for the class of 2010. <p><u>Emerging Leaders Development Program</u></p> <ul style="list-style-type: none"> ▪ Spring 2011 Class began in April 2009 with 15 participants for an approximate total of 115 participants at this time.
<p>Develop a formal path to credentialing that spans the career stages of a member.</p>	
<p>Tactic: Conduct meetings and focus groups with representative member managers from nontraditional career paths and those who do not yet qualify for credentialing. This will lead to the development in FY 2011 of a certificate program targeted to this group.</p>	<ul style="list-style-type: none"> ▪ Identified member managers for meetings and focus groups to initiate this process.

Note: the Tactics in the left column were outlined by staff for the 2010-2012 Financial Plan, and do not map exactly to existing projects and programs in the right column. We are maintaining the existing programmatic efforts, in addition to making efforts to advance the tactics in the left column.

MANAGEMENT REPORT
NO. V
SEPTEMBER 11, 2009
MONTRÉAL, QUÉBEC, CANADA

- SUBJECT:** Update on Implementation of the Voluntary Credentialing Program
- INTRODUCTION:** Staff has been asked to provide a status report with every board agenda.
- BACKGROUND:** The Voluntary Credentialing Program was launched in January 2002. Members can download an application from the Web site or complete the application process online. The first credentials were approved by the ICMA Executive Board in May 2002.
- POLICY:** The 2000 Strategic Plan included the following Strategy: Establish a voluntary credentialing program to define and recognize professional local government managers and to promote lifelong learning.
- After extensive discussion with the members, the ICMA Executive Board adopted the policy outline of a voluntary credentialing program at its July 19-21, 2001 board meeting. The first credentials were approved in May 2002.
- 2008 Strategic Plan, Professional Development Strategy: Develop a formal path to credentialing that spans the career stages of a member.
- PAST PRACTICE:** The Credentialing Advisory Board continues to refine implementation practices and brings recommended policies as needed to the executive board.
- STAFF CONTACT:** Please contact Betsy Sherman (202-962-3612; bsherman@icma.org) with any questions.

UPDATE ON IMPLEMENTATION OF THE VOLUNTARY CREDENTIALING PROGRAM

May 1, 2009 – September 1, 2009

Applications

- ICMA currently has 1,165 credentialing participants. We expect to add 25 more during the September executive board meeting, for a total of 1,190.
 - 1,075 ICMA Credentialed Managers
 - 79 Retired Credentialed Managers
 - 36 ICMA Credentialed Manager Candidates
- The last application deadline was July 1, 2009 for final approval during the September executive board meeting
- The next application deadline is October 1, 2009 for final approval via email in December.

Annual Updates

- The last annual update deadline was September 1, 2009
- The next annual update deadline is October 1, 2009

Marketing

- Sent results (email attached) to 183 lapsed participants who took April survey; this follow up resulted in two more requests for reinstatement, for a total of 17 such requests related to the survey
- Revised the Frequently Asked Questions document in the Credentialing Resources section of icma.org to address common misperceptions found in survey responses
- Included list of new ICMA Credentialed Managers, Candidates, and Retired Credentialed Managers in the May issue of *PM Magazine*
- Posted lists of recommended ICMA Credentialed Managers and Candidates in the *ICMA Newsletter* and at icma.org in May and August
- Offered state associations a professional development packet to help them decide what types of training to offer ICMA Credentialed Managers & Candidates; included state-specific Applied Knowledge Assessment summaries
- Continued to send lists, lapel pins, and ribbons for use at state association meetings

Meetings

The Credentialing Advisory Board held two conference calls:

May 27

- Discussed May annual updates
- Reaffirmed that only professional development related to local governments counts toward the 40 hour requirement; work activities do not count
- Reaffirmed that reading-only professional development plans are fine, especially during this economic crisis, but members should be encouraged to bolster such plans through book club discussions with colleagues or employees

July 29

- Discussed July applications and annual updates
- Discussed the need to help members feel more comfortable with the multi-rater assessment requirement and promote alternatives more visibly for those in tough financial or political situations
- Accepted a proposal from the “half credit subcommittee” to automatically grant half credit for all clearly titled local government department head positions as long as the last three years of experience have been as a local government executive. (Description of revised procedure attached)
 - Shifts procedure rather than policy
 - Streamlines application and review process for executives with previous department head experience
 - Provides greater consistency in reviews
 - Addresses original intent of the half credit policy as approved by the ICAM Executive Board, which was to retain the integrity of the program while also acknowledging the important experience a local government executive can gain at the department head level

Follow Up Email to Lapsed Participants

July 24, 2009

Dear Member,

The ICMA Credentialing Advisory Board (CAB) recently asked *former* Credentialing Program participants to respond to an online survey. Eighty-eight members responded, which is 48 percent of those receiving the survey. We thought you might be interested in those results:

When asked whether they benefited from the program, 45 percent responded that they agreed or strongly agreed. This compares to 75 percent of current participants who say they benefit from the program. Forty-nine percent said they discontinued participation because they don't have time to complete the annual update. Ten percent asked for information on reinstatement.

When asked to rate program administration, 46 percent of respondents agreed that CAB has appropriate expectations for annual updates. This compares to 77 percent of current participants who say expectations are appropriate. As with current participants, former participants are split on whether CAB's requirements are too strict or lenient.

The survey also sought member suggestions for improvement. These suggestions will be combined with input from participant surveys as ICMA continues to improve the Credentialing Program. Questions raised by members during the survey have been combined with the existing frequently asked questions (FAQs) document. The updated and combined FAQs document is the second download in the Credentialing Resources section of icma.org.

Survey responses and comments will help the Credentialing Advisory Board and ICMA staff improve the Credentialing Program. Many thanks to those who took the time to provide input. Please let me know if you have any questions about the survey results or FAQs document.

Sincerely,

Curtis Branscome, ICMA Credentialing Advisory Board Chair

Department Head Policy Proposal (Approved 7/29/09)

Leave the following policies as is:

- Multi-function department heads who operate more like Deputies/Assistants may receive full credit (full credit department head form required).
- Department heads who receive half credit must have at least 3 years of local government executive experience to be credentialed or at least 1 year for Candidate status. This must be the most recent work experience and the applicant must currently be in an executive position.

Revise/clarify this policy:

The “half credit” policy would come into play if the position is close to meeting all the criteria, but does not quite make it. For example, prior single-function department head positions with a lot of responsibility could receive half credit.

Recommendation

Half credit is automatically granted for all local government department head positions. (This recommendation does not apply to all half credit requests, just department heads.) No half credit questionnaire is necessary unless there is a question about whether the applicant actually had department head responsibilities. See the following charts for a more thorough illustration:

ICMA Credentialed Manager, assuming a BA

<i>If you have this many CAO/Deputy years...</i>	<i>You must have this many dept head years...</i>
1	NOT ALLOWED
2	NOT ALLOWED
3	12
4	10
5	8
6	6
7	4
8	2

ICMA Credentialed Manager, assuming an MPA

<i>If you have this many CAO/Deputy years...</i>	<i>You must have this many dept head years...</i>
1	NOT ALLOWED
2	NOT ALLOWED
3	8
4	6
5	4
6	2

MANAGEMENT REPORT

NO. VI

SEPTEMBER 11, 2009
MONTRÉAL, QUÉBEC, CANADA

SUBJECT: Update on the Center for State and Local Government Excellence

**INTRODUCTION/
BACKGROUND:**

This summer the Center has expanded its reputation as an authoritative source of research on state and local government human resource, demographic, compensation, and benefits practices.

Retiree Health Care Research

The final report of the research team at North Carolina State University, "At a Crossroads: The Financing and Future of Health Benefits for State and Local Government Retirees," was released on July 15. The report is the first systematic (entire workforce) assessment of the level of retiree health care liabilities of U.S. states and a sample of localities.

The 80-page report, carefully edited by Center staff, includes the current financial status of the state plans; the results of the team's survey of the states and ICMA's survey of local governments regarding their plan coverage, financing and anticipated changes; as well as a summary of findings and policy alternatives. A copy of the executive summary and introduction is enclosed (*in back pocket*), and the full report is downloadable at www.slge.org, as are all Center publications.

The Center held a 45-minute audio news briefing on July 15 during which the researchers outlined the key findings of the report and answered participants' questions. [The recorded conference is available for replay on the Center's Web site.] The editor of *Newsday's* editorial pages and an Associated Press reporter participated in the call, which resulted in AP coverage of the report and a

lengthy editorial in the July 17 issue of *Newsday* entitled “Governments have to get real about retirement benefit costs.” The report was featured in the July 21 issue of ICMA’s *Local Government Matters*.

Ron Snell, the director of state services for the National Conference of State Legislatures (NCSL), provided this feedback about the report: *“(I) can easily tell that this is the most important publication on its subject. It will be of extraordinary value to state legislators and legislative staff. I have sent word of its publication and availability to the 50-state list I maintain of state government officials and legislative staff who deal with pensions and retiree health issues, and have already received commitments to have boards of trustees read it. The Center has performed a signal service to all state and local government policymakers.”*

In addition, NCSL invited the Center’s president and CEO to present the report’s findings at a session on “Funding Employee and Retiree Health” at the July 21 NCSL Legislative Summit in Philadelphia.

Center research was featured in a recent debate in the state of West Virginia over a proposal (since adopted) by the Public Employees Insurance Agency to eliminate the state’s subsidy of retiree health care benefits starting with 2010 hires. AP articles in all of the major newspapers in West Virginia cited Center data.

A CNNMoney.com/Fortune reporter cited the Center and the national assessment data in her May 12 story on New Jersey’s unfunded health care liability, the largest in the country and the highest per capita liability. A reporter for Bloomberg News contacted the Center for more information on the unfunded OPEB liabilities.

Among the promising health care cost-saving strategies cited in the final report are wellness and chronic disease management programs. Researchers found that city and county governments have adopted these programs at half the rate of the states. In keeping with the Center’s goal to promote best practices, the Center has developed case studies on notable wellness programs and published them on the Center Web site.

The Center is grateful to the ICMA Retirement Corporation for its contribution of over \$500,000 to fund the current and continuing NC State research on retiree health care benefits. Future issue briefs and projects include options for prefunding OPEB, an update of the state OPEB liability database, and an analysis of OPEB policy and plan changes in 2009-2010.

Pension Research

The Center's public sector pension research, conducted by the Center for Retirement Research at Boston College (BC-CRR) in 2007-08, continues to draw interest.

Center CEO Beth Kellar was invited to be the keynote speaker at the August 2009 annual conference of the Texas County and District Retirement System in Austin, Texas, and made a presentation on "The National Outlook for Retirement Plans: What's Next?".

Under a no-cost extension of the research agreement with BC-CRR, researchers will continue to update the pension database and provide fact sheets and additional briefs through May 2011, using unspent funds from the original grant.

Other Research and Tool Development

Government Benefits Comparison Tool

The Center's new online tool for comparing municipal pension and health care benefits has been a hit. Created in partnership with, and hosted by, the Government Finance Officers Association, the Government Benefits Comparison Tool allows users to compare their retiree benefits with other governments of the same population size, state, geographic region, or general fund revenue amount.

The tool has been used by reporters and researchers, including the *LA Daily News*, Municipal Research and Services Center of Washington (State), AFSCME, Florida City/County Management Association, *Employee Benefits News*, and CalPensions.com, as well as several academic and practitioner blogs. An article on the tool also appeared in the June/July issue of ASPA's *PA Times*.

Online Survey of State and Local Government Human Resources Directors

Another item that received broad media coverage was the Center's online survey of state and local government human resources directors regarding how the economic downturn is affecting retirement plans. The results of the survey were published in May in a report entitled "A Tidal Wave Postponed: The Economy and Public Sector Retirement."

The survey was featured in a May 14 article in the *Wall Street Journal*, and received mentions in *Investment News*, *HR World*, and numerous other media outlets and blogs. It was a front page story in the June/July edition of ASPA's *PA Times*, and was featured in an article in the July issue of *American City and County* magazine, entitled "Planning to retire? Maybe not." along with quotes from the Center CEO.

In the survey, over half of the 450 respondents indicated that 20 percent or more of their workers are eligible to retire in the next five years, and 80 percent said the economy is affecting the timing of retirements, with 85 percent of them indicating that employees are delaying their retirements. While the delay gives governments more time to replace retiring workers, the problem won't disappear. The need to replace a large number of experienced knowledge workers in the near future remains. Informing decision-makers about this gathering storm and the need for long-range thinking and workforce planning is a valuable service the Center can provide.

Webinar on AARP Workforce Assessment Tool

In this vein, the Center partnered with AARP to introduce state and local government officials to the free online Workforce Assessment Tool created by AARP. In a June 2 webinar entitled "The Economy Is Squeezing Resources: Do You Have the Talent You Need for the Future?" speakers demonstrated the tool and shared one Maryland local government's experience using it. The tool produces an individualized report, allowing governments to assess their workforce demographics, inventory their strengths and areas needing improvement, and plan for future needs. Fifty individuals participated in the Webinar, which is available for viewing on the Center's Web site.

With the success of the partnership on workforce planning, the Center has begun discussions with AARP for additional joint ventures on retirement-related issues.

Taken together, it is clear there is a large and growing audience for the Center's work.

Workforce Studies

The Center's vice president of research, Joshua Franzel, has produced several public sector demographic studies, the latest of which was published in the Summer 2009 issue of *The Public Manager*. In his article, entitled "Future Compensation of the State and Local Workforce," Joshua addresses the occupational needs of the next decade—how the workforce has changed, what occupations will be needed, and whether state and local government compensation and benefits packages help or hinder recruitment and retention efforts.

POLICY:

2008 Strategic Plan, Leadership

The ICMA Executive Board and the ICMA Retirement Corporation Board of Directors approved the establishment of a new Center for State and Local Government Excellence at their respective board meetings in November 2006.

The Center's mission is to attract and retain talented, committed, and well-prepared individuals to public service, and to help states and local governments become knowledgeable and competitive employers. The Center's Board has approved the following areas for Center research studies: structure of state and local government retirement plans; post employment and retiree health care benefits; financial wellness and retirement planning; talent strategies and competitive employment practices; and workforce development. The Center will need to secure new sources of funding to pursue research in competitive employment practices, workforce development, and talent strategies.

The ICMA Executive Board appointed four board members to serve on the initial Board of Directors: Ray Scheppach, Feather O'Connor Houston, Gregory Dyson, and Peter Harkness; Executive Director Bob O'Neill

currently serves as chair. Two Board members have resigned: Feather O'Connor Houston (an ICMA appointee) and former DC mayor Anthony Williams, who was an ICMA-RC appointee to the Board.

Now that the Center is an independent nonprofit organization, the Board of Directors has established a new nomination process. The Center Nominating Committee, led by Board Chair Bob O'Neill, submitted two nominees for the vacant seats for approval at the Board's May 4, 2009 annual meeting. Ralph Becker, mayor of Salt Lake City, Utah, and Dr. Gail C. Christopher, Vice President for Programs, W. K. Kellogg Foundation were approved.

**FINANCIAL
IMPLICATIONS:**

The Center is an independent entity, having received a letter from the IRS on September 17, 2008, granting the Center's 501(c)(3) exemption from federal income tax and status as a public charity. The effective date of the Center's incorporation as an independent nonprofit organization is May 21, 2008.

The ICMA Retirement Corporation continues to fund Center operations and research. The Center's independent status allows it to pursue the other sources of funding needed for the Center to retain its public charity status. The IRS five-year "look-back" period will be from 2008 to 2013.

The ICMA-RC Board of Directors has approved up to \$10 million to the Center to undertake research on retiree health, retirement savings, and financial planning. While most of the grant monies are for research to be conducted by academicians, the Center has a positive financial impact on ICMA as ICMA provides staff leadership and support for the Center's operation. Because of the downturn in the stock market, which affects the ICMA-RC operating budget for calendar year 2009, ICMA-RC reduced the size of its six-month grants to the Center, effective January 2009.

There is a formal agreement between ICMA and the Center for ICMA to provide management, administrative, and financial services; all Center staff are ICMA employees. Four ICMA staff hold elected positions with

the Center. Elizabeth Kellar is the Center's President and CEO; Joshua Franzel is the Vice President; ICMA CFO Uma Ramesh is the Treasurer; and Program Assistant Bonnie Faulk is the Secretary. Amy Mayers is the Center's Communications Manager.

STAFF CONTACT: Please contact Beth Kellar, (202) 962-3611, ekellar@icma.org with any questions or comments.

MANAGEMENT REPORT

NO. VII

SEPTEMBER 11, 2009

MONTREAL, QUEBEC, CANADA

SUBJECT: Update on Performance Management Advisory Commission

INTRODUCTION: The commission last met May 20-21, 2009 in Phoenix, AZ. From that meeting, a draft report has been prepared: "A Performance Management Framework for State and Local Government: From Measurement and Reporting to Management and Improving."

The draft report is open for public comment through September 25, 2009. For your convenience, excerpts of the 38-page draft are attached. To view the complete draft report and make comments or suggestions, please visit www.pmcommission.org.

The final meeting of the Commission will be held in Chicago at a yet-to-be-determined date in mid-to late autumn.

BACKGROUND: In June 2007, the ICMA Board supported staff's recommendation to endorse a proposal by the "Big 7" state and local government organizations and GFOA (Government Finance Officers Association) to create a national commission on performance management. A key purpose of the proposed two-year commission was to design a comprehensive framework of performance management that individual local and state governments can use to assess their own performance management efforts.

This proposal was in response to the Governmental Accounting Standards Board (GASB) approving a new project to be added to its technical agenda: Service Efforts and Accomplishments (SEA) Reporting. While state and local government support the development and use of performance measures to improve government, there was concern that GASB, as a regulatory body, was not the appropriate body to address the subject. Although the proposed SEA project was to be limited to reporting and to include only voluntary guidelines, state and local organizations

believed that any official action by GASB would lead to setting of standards for performance measures—or, at a minimum, GASB’s actions would be perceived as establishing a standard given it is a standards-setting board.

POLICY: Respect for the proper role of local elected and appointed officials to determine the specific policies and procedures best meet the unique needs of their particular communities. In June 2007, the board endorsed the creation of the Performance Management Commission along with ICMA’s participation in activities of the Commission.

PAST PRACTICE: ICMA opposed standards issued by the National Fire Protection Association on response times and staffing levels (NFPA 1710) because those standards did not respect the proper role of elected officials and their appointed executives—in a representative democracy—to make policy and managerial decisions based on local needs and competing priorities. The concern in this case is that the work of GASB in the area of performance measurement also might be construed by some as the promulgation of a new standard applying to local governments in the area of performance measurement and management.

FINANCIAL IMPLICATIONS: ICMA is reallocating staff time in order to participate in the work of the Commission. ICMA staff believes this can be accomplished with no significant impact on any existing activities or programs.

Also, voluntary contributions may be sought from each organization and others to underwrite some of the costs. The contribution amounts are not known but are believed to be modest.

STAFF CONTACT: Please contact Mike Lawson (202) 962-3634, (mlawson@icma.org) with any questions.

Excerpts

Complete document: pmcommission.org

A Performance Management Framework for State and Local Government:

From Measurement and Reporting to Management and Improving

Public Review Draft

July 2009

National Performance Management Advisory Commission



About the Commission

The National Performance Management Advisory Commission (the commission) is a collaborative effort of 11 leading public sector management organizations with broad representation across the United States and Canada. They have come together sharing the compelling recognition that all levels of government need to enhance results, increase and keep the public's trust and confidence and assure accountability for performance. While governments are increasingly collecting data and reporting about their performance – an essential element in accomplishing these objectives – these practices alone do not produce the desired ends.

The commission's intent is to provide a framework that goes beyond measurement and reporting, enunciating management principles and integrating management practices that can be adopted and shared by all levels of government alike. However, since jurisdictions vary widely in size, type, history, and challenges, the commission also intended to design a framework that would:

- Be flexible and readily adaptable to varying circumstances, rather than rigid and prescriptive regarding specific measures, systems, or reporting formats.
- Identify general approaches, practices, and techniques that are characteristic of successful performance management; and
- Support state and local governments' efforts to develop and assess their performance measurement and management systems, for the public's benefit.

The sponsoring organizations of the commission are:

- **Association of School Business Officials International (ASBO)**
- **National Association of State Budget Officers (NASBO)**
- **Council of State Governments (CSG)**
- **Government Finance Officers Association (GFOA)**
- **International City/County Management Association (ICMA)**
- **National Association of Counties (NACo)**
- **National Association of State Auditors, Comptrollers, and Treasurers (NASACT)**
- **National Center for State Courts (NCSC)**
- **National Conference of State Legislatures (NCSL)**
- **National League of Cities (NLC)**
- **U.S. Conference of Mayors (USCM)**

Commission Members

Jackie Nytes, Chair (NLC), *Councilor, City of Indianapolis and Marion County, Indiana*
Richard Devlin, Vice Chair (NCSL), *Senate Majority Leader, State of Oregon*

David Ammons (NPMAC), *Professor, University of North Carolina*
Daniel Becker (NCSC), *State Court Administrator, State of Utah*

Rodney Bockenfeld (NACo), *Commissioner, Arapahoe County, Colorado*
Michael Brown (ICMA), *Chief Executive Officer, County of Santa Barbara, California*
Jacqueline Byers (NACo), *Director of Research and Outreach, National Association of Counties*
Warren Chism (NCSL), *Chairman of the Texas Appropriations Committee, House of Representatives, State of Texas*
Barbara Cohn Berman (NPMAC), *Director, Center on Government Performance of the Fund for the City of New York and National Center for Civic Innovation*
Sharon Daboin (NASBO), *Deputy Secretary for Performance Improvement, Governor's Budget Office, State of Pennsylvania*
Jeffrey L. Esser (GFOA), *Executive Director/CEO, Government Finance Officers Association*
Peter Franchot (NASACT), *Comptroller, State of Maryland*
Daniel Hall (NCSC), *Vice President, Court Consulting Services, National Center for State Courts*
Chris Hoene (NLC), *Director, Center for Research and Innovation, National League of Cities*
John Kenney (NASACT), *Director of Accounting, State of Maryland*
Anne Kinney (GFOA), *Director, Research and Consulting Center, Government Finance Officers Association*
Mike Lawson (ICMA), *Director, ICMA Center for Performance, International City/County Management Association*
Lee Legutko (ASBO), *Chief Business Officer for multiple school districts in Florida (Retired)*
Clare Mazur (NCSL), *Chief Legislative Analyst, Office of Program Policy Analysis & Government Accountability, Florida*
John Mountjoy (CSG), *Director of Policy and Research, Council of State Governments*
Bob O'Neill Jr (ICMA), *Executive Director, International City/County Management Association*
Scott Pattison (NASBO), *Executive Director, National Association of State Budget Officers*
Kinney Poynter (NASACT), *Executive Director, National Association of State Auditors, Comptrollers, and Treasurers*
Michael J. Robinson (CSG), *Senior Deputy Executive Director, Council of State Governments*
Ken Rust (GFOA), *Chief Administrative Officer, City of Portland, Oregon*
Ron Skinner (ASBO), *Assistant Executive Director, Association of School Business Officials International*
Ron Snell (NCSL), *Director of State Services, National Conference of State Legislatures*
Cathy Spain (NLC), *Director, Enterprise Programs, National League of Cities*
William C. Vickrey (CSG), *Administrative Director, Administrative Office of the Courts, State of California*
Judy Zelio (NCSL), *Program Director, Fiscal Affairs, National Conference of State Legislatures*

Commission Staff

Anne Kinney (GFOA), *Director, Research and Consulting Center, Government Finance Officers Association*
Christina Altmayer (GFOA), *Consultant, Research and Consulting Center, Government Finance Officers Association*
Mike Mucha (GFOA), *Senior Consultant/Analyst, Research and Consulting Center, Government Finance Officers Association*

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MANAGEMENT REPORT
NO. VIII
SEPTEMBER 11, 2009
MONTRÉAL, QUÉBEC, CANADA

SUBJECT: Update on the Alliance for Innovation

**INTRODUCTION/
BACKGROUND:**

The Alliance is intended to identify and share major trends and accelerate innovations into the standards of the profession. The Alliance includes a partnership with the Innovation Groups (IG) and Arizona State University, which has a strong MPA and research program as well as a Center for Urban Innovation.

Key purposes of the Alliance for Innovation include partnering on education and learning events, achieving economies of scale and reducing duplication, especially with technology; enhancing the web-based Knowledge Center and Resource Center at ICMA and IG; providing regional representation and service to Alliance member organizations and professionals; and delivering more timely and usable academic research to practitioners, and facilitating dialogue between practitioners and scholars.

The MPA program provides access to talented, committed graduate students with an interest in local government. The Alliance offers opportunities for new grant funding due to the breadth and depth of the partnership and our mission.

Updates:

1. Alliance Leadership

Karen Thoreson was appointed President and COO of the Alliance at the Alliance's May board meeting. Bob O'Neill had served in that position temporarily from January until May, working closely with Karen Thoreson and introducing her to ICMA members across the country.

2. Knowledge Network

A team comprised of ICMA and Alliance staff is working with a consulting firm to implement the shared technology platform for the new Knowledge Network. The Knowledge Network will be launched in October with functionality that includes communities of practice, online question and answer submission, wikis, blogs, and other opportunities for members to network and share actionable, timely information. The Knowledge Network Manager position is now vacant, but we anticipate having that position filled by the board meeting.

3. The Alliance will be holding an invitation-only Big Ideas Conference in Decatur, GA, October 23-25. Invitees include representatives from think tanks, foundations, businesses, universities, and local governments. During the conference, participants will examine the drivers of change and identify what innovations will transform communities in the coming decade.

4. Business Relationship with the Alliance: Evelina Moulder, ICMA; Karen Thoreson, the Alliance; and Jim Svara, ASU, in consultation with Bob O'Neill, have finalized an operations agreement that was approved by the Alliance Board at its May meeting.

The operations agreement is designed to define our working relationships and will necessarily evolve over time. Each partner brings complimentary resources to our collective endeavor.

The operations agreement covers the following:

- Refinement of the model for identifying innovative and emerging practices, best practices, and leading practices that reflect the state of the profession**
- Opportunities for Shared Technology/Administration**
- Content Acquisition**
- Publishing/editorial support**

- Publishing/shared content
- Online Bookstore
- Marketing Assistance
- Shared Information about Programming
- Alliance Regional Directors and ICMA State Liaisons
- Shared access/ permissions
- Job Advertising
- Reciprocity agreements
- Decision making

ICMA will be providing accounting and payroll support, enabling the Alliance to close its Florida office, although some Florida staff will remain and work from home. In addition, the Alliance will use ICMA's membership management software, which will give Alliance staff increased efficiencies. The Alliance will be sharing ICMA's new Content Management System and Knowledge Network software.

POLICY: 2008 Strategic Plan: Knowledge Sharing

STAFF CONTACT: Please contact Bob O'Neill at roneill@icma.org (202) 962-3610 or Evelina Moulder at emoulder@icma.org (202) 962-3534 with any questions.

MANAGEMENT REPORT

NO. IX SEPTEMBER 11, 2009 MONTRÉAL, QUÉBEC, CANADA

SUBJECT: Update on Range Rider Program

**INTRODUCTION/
BACKGROUND:**

The Range Rider program launched in 1973. The program is a joint activity of ICMA and state sponsors to help address the personal and professional needs of individual members. In 2005, ICMA member Greg Bielawski began serving as a Senior Advisor to provide oversight and coordination of the Range Rider program. He ably fills a role that had been handled by staff in the past.

A report on the Range Rider program is attached.

POLICY: 2008 Strategic Plan, Member Engagement and Support Strategy

- Foster inclusion, engagement, and support throughout a member's life of public service.

PAST PRACTICE: Names of potential range riders are submitted by the state association to the ICMA Executive Director. Upon mutual agreement between ICMA and the state association, a member is appointed to be a Range Rider. All Range Riders must be ICMA members.

STAFF CONTACT: Please contact Felicia Littky (202/962-3656; flittky@icma.org) or Greg Bielawski (630/462-1876; gbielawski@icma.org) with any questions.

ICMA RANGE RIDER PROGRAM

“Celebrating 35 Years of Support and Counsel to ICMA Members.

ORIGINS

In January 1973, Wes McClure, the city manager of San Leandro, California and ICMA Vice President wrote a letter to Mark Keane, the executive director of ICMA. In the letter, McClure explained his idea for a new program – a program of volunteers in public service. A key element of the program was to provide managers who were about to retire with an opportunity for continued public service to the profession. According to McClure, “The value of the system is that it would make use of the abilities of experienced administrators whose talents would otherwise be wasted.” Wes’ vision resulted in the creation of the ICMA Range Rider program in 1974 with Wes being the very first Range Rider. In 2005, long-time ICMA member Greg Bielawski signed on as a Senior Advisor to serve as coordinator of the Range Rider program.

WHAT IS THE PURPOSE OF THE RANGE RIDER PROGRAM?

The program is a joint activity of ICMA and state sponsors to help address the personal and professional needs of individual members. Personal counseling and support are the program's number one priority activities and are done in confidence. Assistance to governing bodies and charter commissions on the form of government is the second priority. Range Riders also assist the state sponsor and ICMA in membership development and retention, credentialing and “Next Generation” activities. Program activities are described on the Web site under the Member Support area.

WHO ARE THE RANGE RIDERS?

Range Riders, selected jointly by the ICMA Executive Director and the sponsoring state association/organization, are retired managers with long experience and great respect in the profession who volunteer their time to provide a unique source of outside counsel to their colleagues. Expenses incurred are reimbursed and shared by ICMA and the sponsoring state organization. As of the end of fiscal year 08-09 there were 88 Range Riders in 23 states wherein 74% of the ICMA in-service Full and Affiliate members are located. A roster of the Range Riders may be found under Who’s Who.

RECENT ACTIVITY HIGHLIGHTS

Program Growth and Information: In 2004 there were 72 Range Riders in 22 states compared to 88 in 23 states today. Several Range Riders serve ICMA in others ways including as Senior Advisors/State Liaisons and on other committees and boards such as the International Committee and the Credentialing Advisory Board.

The newly released “Range Rider Program Information, Guidelines and Resources” is posted on the Web site. It includes a recommended state association Range Rider Program Policy, the Letter of Agreement with ICMA, and guidelines and tips to the state sponsor and the Range Riders for establishing and maintaining a vibrant program.

Member Support and Counsel: The record high number of Members-In-Transition (148 as the end of July 2009) is an indication of the higher activity levels of Range Rider support to both members in trouble as well as to those who ultimately lose their jobs. Additionally, a Range Rider along with an ICMA staff member facilitates a monthly call for MITs to share experiences.

Range Riders also provide advice on career development, resume preparation, council relations and organizational issues.

Emphasis has been placed on Range Rider support availability to all ICMA members; not just managers/administrators.

Annual Conference: Those Range Riders attending the ICMA Annual Conference meet to discuss their experiences during the past year and identify issues that need addressing. Over the last several years the Range Riders have identified the following trends:

- 1) Mayors assuming more administrative responsibilities
- 2) The lone elected official who isn't reigned in; lack of civility
- 3) Frayed council-manager relations
- 4) A smaller pool of qualified candidates for City/County Manager positions
- 5) An increasing turnover in manager positions

From those meetings have come "tip sheets" for explaining why a member is in transition and also for interviews. Both have been well received by members who have used them.

Also, the Range Riders have recommended that ICMA and NLC seek ways to jointly encourage their respective state local government management associations and leagues of cities to work together in developing education sessions on the role of the elected official and the chief administrative officer using the recently published "Leading Your Community-A Guide for Elected Officials" as the "text."

Range Riders have an area in the Exhibit Hall and are available to talk with members at the conference. Range Riders also attend the Brown Bag lunch for members-in-transition who are attending the conference.

Membership Development: Range Riders have been assisting ICMA staff in reaching out to non-members who are newly appointed or serving in an acting or interim position.

MANAGEMENT REPORT

NO. X

**SEPTEMBER 11, 2009
MONTREAL, QUEBEC, CANADA**

- SUBJECT:** Update on ICMA Fund for Professional Management Fundraising Initiative
- INTRODUCTION:** The purpose of this report is to provide the board with an update on the fundraising initiative for the ICMA Fund for Professional Management.
- BACKGROUND:** In May 2005, ICMA hired a fundraising consultant to assess the organization's current and potential fundraising capacity. In February 2006, the Board approved the recommendations contained in that report to 1) retain the current Fund mission (See "Policy" below); 2) finance disbursements using Fund interest earnings; 3) create a fund advisory board, and 4) incorporate infrastructure investments in the FY07 financial plan.
- The FY2007 financial plan included resources to hire development staff and cover program start-up costs. Gary Cannon and Abigail Lundy were hired in mid-FY2007 and devoted half their time to fundraising efforts. Upon Gary's departure from ICMA in July 2008, Abigail took the lead in managing Fund development activities.
- Staff established a Fund Advisory Council in September 2007, which consists of 10 members plus the ICMA president, president elect, past president, and executive director. The Council is charged with providing strategic fundraising leadership and donor stewardship and cultivation.
- Other initiatives that were implemented as a result of the 2005 consultant's report include conducting targeted campaigns, increasing communication with donors and members, launching a planned giving program, and establishing online giving capabilities.
- POLICY:** The Board has governance and oversight responsibility for the Fund. In October 1985, the Board established the

Endowment Fund for the Profession (renamed in July 1997 as the ICMA Fund for Professional Management) to supersede the ICMA Foundation. The resolution narrowed the Fund's purpose to "supporting professional management in all forms of local government and specifically to encourage local governments to adopt and retain the council-manager and general-management plans."

ICMA's Strategic Plan, adopted by the Board in July 2000, included the strategy to build the Fund to support efforts to promote, adopt, and retain council-manager government. In the 2008 Strategic Plan, the Fund's mission was expanded to include "Rais[ing] awareness of the value that professional management brings to local governance and advocat[ing] council-manager government." This goal will be accomplished, in part, by implementing the approved fundraising strategies and building the Fund's corpus.

PAST PRACTICE: None.

FINANCIAL IMPLICATIONS: The FY2010 budget includes an investment of \$109,000 for fundraising staff and related program costs. The fund corpus provides 75% of the funding for the investment with the remaining 25% coming from the general fund. The goal is to reach \$225,000 in annual donations within three years, or by the end of FY10

RISK ASSESSMENT: FY2010 represents the third year in the three-year donation timeframe established by the board. While donations have steadily increased when compared to the same time periods in prior years, the current economic downturn may affect future gift levels.

STAFF CONTACT: Please contact Abigail Lundy, Manager, Fund Development, at (202) 962-3594 or alundy@icma.org with any questions.

ATTACHMENT to Management Report on
Fund for Professional Management
Development Activities
August 18, 2009

Results compared to goals in FY09 are as follows:

- Contributions: goal of \$225,000; actual was \$187,770
 - Individual contributions: goal was \$160,000; actual: \$158,480
 - Awareness campaign: goal was \$65,000; received contributions (\$29,250) or pledges (\$23,000) totaling \$52,250 (only the amount in hand is included in the actual contribution total above)
- Donors: goal of 876; actual was 798
- Planned gifts: goal was 25; actual was 12

In FY10, staff will implement a series of strategies designed to achieve the following measures:

- Contributions: \$250,000 (34% increase over FY09 and \$25,000 more than the consultant benchmarked for year 3 of the fundraising effort)
 - Balance of \$65,000 requested for Value of the Profession campaign (\$35,750)
 - Increase in donors through individuals in support of Value of the Profession campaign (\$100 x 1,000 members=\$100,000)
 - 27% decrease in regular contributions as more gifts are funneled through awareness campaign (\$114,250)
 - *Note*: additional goal that 15% of all donations are accepted online
- Donors: 2,000 donors (150% increase from FY09)
- Planned Gifts: 25

A chart and graph summarizing monthly gift totals for FY07, FY08, FY09, and FY10 YTD is attached as Figure I. Between July 1 and August 18, ICMA has received \$15,100 from 215 donors.

2009 Annual Conference—Fund Activities

Staff continues to increase the visibility of the Fund at the conference. In an effort to manage costs, however, several traditional Fund recognition tactics will change during the Montreal event. (Note: New or changed activities are indicated below.)

- **CHANGED**: As noted in the previous Fund update, ICMA will recognize donors who have reached the next cumulative giving category at the Fund Appreciation Luncheon and their names will be listed on slides running before the closing session.
- **CHANGED**: Information regarding the Fund that was traditionally shared through the onsite conference newspaper or the opening session program (both of which have been eliminated to cut costs) will be available this year on the conference blog and on icma.org.
- **CHANGED**: This year's Fund appreciation luncheon will feature FAC Chairman Dave Krings as host along with former Northbrook, Illinois, manager John

Novinson, who will share his experience as a "Fund champion" in Illinois. Staff has also invited the presidents of state associations who have contributed more than \$15,000 cumulatively.

- NEW: In conjunction with this year's Virtual Conference, staff coordinated the filming of "PSA's" to highlight various ICMA products, programs, and services, including the Fund.
- NEW: Service Award honorees could opt out of receiving their physical award or certificate and, instead, donate the cost to the Fund. For instance, a 10-year honoree would have \$10 donated to the Fund, 20 years would be \$20, etc. One hundred and twenty-eight honorees contributed a total of \$3,920 through this effort.
- Slides promoting the Fund will be included in the continuous loop that plays in educational session rooms and in the ICMA pavilion
- Fund will be mentioned during the outgoing (opening) and incoming (closing) presidents' session speeches
- Fund signage will be displayed throughout the hall
- Staff will apply ribbons indicating cumulative giving level to registrants' badges
- Fund Advisory Council (FAC) will hold its annual meeting on Tuesday, September 15, at 7 am.

Annual Report

Staff is finalizing the annual report in its PDF form and will publicize to the membership when completed. Instead of printing a brochure-sized summation of the report, as has been done in the past, staff is developing an evergreen, more general Fund brochure later in the year.

Donor Thank You

At the end of FY09, staff sent an e-postcard from Dave Limardi and Dave Krings to all individuals who donated to the Fund during the past year.

Fund Advisory Council

The FAC continues to meet quarterly and provide feedback and guidance to staff on Fund issues when requested. Staff continues to look for ways to engage the FAC in fundraising activities (beyond lapsed donor outreach in January) that leverage their network of colleagues and commitment to the Fund. Ideas include establishing fundraising goals and providing the support and accountability needed for the council to achieve those goals.

Fund Disbursements

Since the May board meeting, the Fund contributed \$1,000 toward the effort in Annapolis, Maryland, to collect enough signatures to place a proposal to adopt the council-manager form on the November 2009 ballot. (Note: Adoption of the council-manager form in the capital city of Annapolis would be viewed as a major success.) The Fund also contributed \$3,640 in support of the successful adoption of the council-manager form in Randolph, Massachusetts.

The Fund contributed \$4,500 toward the Bainbridge, Washington, adoption effort earlier this year; in May the community voted 71 to 39 percent in favor of the council-manager form. Staff also learned recently that the updated version of the North Carolina City and County Management Association's successful high school text book, *Local Government in North Carolina*, is now online. ICMA contributed \$10,000 in Fund money toward the reprint, with the understanding that the organization could use the updated text to develop a template that other state associations could use to create their own civic education curriculum.

Fund Image

Working with ICMA's Marketing & Communications and Creative Services Teams, Fund staff developed a new Fund positioning statement and visual brand that will help promote the Fund while complimenting the ICMA Master Brand standards. The new statement reads "Grow the profession; give to the Fund," and the image evokes dandelions being scattered. This image will be used on the Fund Web site, in blast emails, and on Fund marketing materials. Production staff designed online ads that will run in the *ICMA Newsletter* and *PM Magazine*. The sample image is below:



National Value of the Profession Awareness Campaign

In February, Bob O'Neill and Dave Limardi sent letters to the leadership of state, assistant, and affiliate associations, asking them to support the Value of the Profession Campaign. Following additional outreach by staff, executive board members, state liaisons, and senior advisors, to date 20 associations have pledged or contributed a total of \$54,250. A chart tracking associations' responses is included below as Figure II.

Building on this support, staff will launch a post-conference effort to raise money from individuals (versus state organizations) in support of the national awareness campaign. Demonstrating strong buy-in among our membership is essential to attracting corporate or foundation funders and explains the projected 150% increase in the number of FY10 donors.

The campaign will be announced during the opening session at the conference, and will be reiterated in a variety of venues throughout the event. The major push for donations will begin in early October. ICMA will ask members to make a five-year pledge to the Fund that is earmarked for the campaign, with the message and delivery method tailored to fit the potential donor's member category. Staff will also work closely with state associations to cross promote the solicitation.

Planned Giving

A member in Florida generously agreed to conduct a planned giving outreach effort during the Florida City/County Management Association meeting in May. The effort was ad hoc and, therefore, not as successful. Staff will consider a similar model of having a high-profile member encourage members in their state to consider planned giving in the future, though with more preparation, strategy, and support.

State-by-State Approach to Fundraising

Over the past year, staff worked closely with the Fund Advisory Council to develop a pilot state-based fundraising model that could be tested in FY10. The FAC approved staff's recommendations (which identified Arizona, Florida, Illinois, North Carolina, Utah, and Vermont as the six states in which to test the effort this year) at their May meeting.

Staff will initiate post-conference conversations with association and ICMA leadership within these states to identify a Fund champion and begin building a network of Fund supporters. The goal is to have the network in place in time to be effective during the ICMA Fund's annual end-of-year campaign.

Web Site

Since launching the Fund online giving functionality in January, 55 donors have made gifts totaling \$4,175 through icma.org/donate. In February, staff launched a new feature through SunTrust (ICMA's banking institution) that allows donors to authorize recurring, automatic contributions directly from their bank accounts. Following some additional testing to ensure that the technology functioned well, staff is ready to promote the feature to potential donors.

Staff also updated the Fund Web site in May 2009. A second update will take place in conjunction with the launch of ICMA's new content management system later this year.

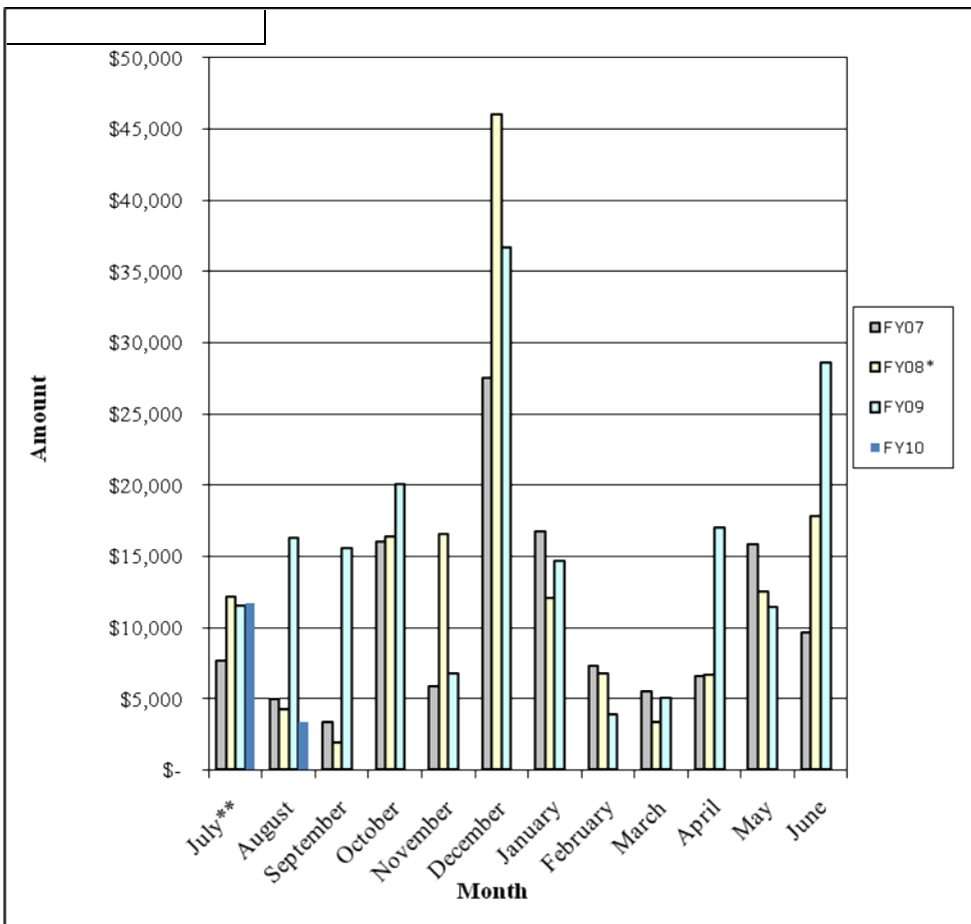
During FY10, staff will explore other online donation systems that might compliment our current donor module, including platforms such as Facebook and YouTube.

FIGURE I:

Monthly Comparison of Contributions: FY06-08 and YTD FY09 (1 pg.)

**ICMA Fund for Professional Management
FY07, FY08, FY09, and FY10 Contribution Comparison**

	FY07	FY08*	FY09	FY10
July**	\$ 7,663	\$ 12,186	\$ 11,556	\$ 11,749
August	\$ 4,963	\$ 4,255	\$ 16,308	\$ 3,351
September	\$ 3,350	\$ 1,932	\$ 15,597	
October	\$ 16,025	\$ 16,356	\$ 20,079	
November	\$ 5,884	\$ 16,549	\$ 6,772	
December	\$ 27,475	\$ 46,031	\$ 36,685	
January	\$ 16,760	\$ 12,072	\$ 14,707	
February	\$ 7,349	\$ 6,733	\$ 3,851	
March	\$ 5,495	\$ 3,370	\$ 5,078	
April	\$ 6,604	\$ 6,684	\$ 17,033	
May	\$ 15,862	\$ 12,524	\$ 11,446	
June	\$ 9,644	\$ 17,853	\$ 28,618	
Total:	\$ 127,074	\$ 156,547	\$ 187,730	\$ 15,100



*\$15,000 received when FCCMA emptied their fund into ours.

**Number not official for the month.

FIGURE II:

Responses from Associations to the Awareness Campaign (1 pg.)

Association	State	Donated?	Received?	Notes
Ohio Association of Municipal Management Assistants	OH	\$250	Yes	
New Hampshire Municipal Management Association	NH	\$500	Yes	
New Jersey Municipal Management Association	NJ	\$1,000	Yes	And will consider again next year
Iowa City/County Management Association	IA	\$1,500	Yes	
Florida City and County Management Association	FL	\$2,000	Yes	
Indiana Municipal Management Association	IN	\$2,000	Yes	
Minnesota City/County Management Association	MN	\$2,500	Yes	
Arizona City/County Management Association	AZ	\$3,000	Yes	
Illinois City/County Management Association	IL	\$6,500	Yes	
Virginia Local Government Management Association	VA	\$10,000	Yes	
Rhode Island City and Town Management Association	RI	\$500		
Maine Town and City Management Association	ME	\$500		
Municipal Management Association of Northern California	CA	\$500		
Municipal Management Association of Southern California	CA	\$500		
Illinois Association of Municipal Management Assistants	IL	\$1,000		
Tennessee City Management Association	TN	\$2,000		To be paid \$1,000/year
Kansas Association of City/County Management	KS	\$3,000		\$1k coming in June; \$2k spread out over 2 years.
Ohio City/County Management Association	OH	\$5,000		
North Carolina City and County Management Association	NC	\$10,000		
California City Management Foundation	CA	\$2,000		

CONSENT CALENDAR

**AGENDA COMMUNICATION
NO. 2823
SEPTEMBER 11, 2009
MONTRÉAL, QUÉBEC, CANADA**

SUBJECT: May 28-31, 2009 minutes

RECOMMENDATION: Approve May 28-31, 2009 minutes.

EXECUTIVE BOARD MEETING
May 28-31, 2009
Annapolis, Maryland

Present:

President: David Limardi, Highland Park, Illinois

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

Past President: Ed Daley, Hopewell, Virginia

President-elect: Darnell Earley, Saginaw, Michigan

Ex-Officio: Bob O'Neill, Executive Director

Staff: Betsy Sherman, Martha Perego, Uma Ramesh, Mike Lawson and Regina Anderson-Ford

Guest: Dave Childs, Washoe County, Nevada

John Gundlach, Senior Vice president/ Group Creative Director, GMMB

ICMA-RC: Joan McCallen, President and CEO

Gregory Dyson, Senior Vice President, Marketing

SELECTION OF 2009-2010 ICMA PRESIDENT-ELECT

In executive session, the board interviewed two candidates for president-elect. Following discussion, the board gave unanimous support to Dave Childs, assistant county manager, Washoe County, Nevada as ICMA's 2009-2010 President-elect.

MANAGEMENT REPORTS

- I. Financials for March 2009**
- II. Risk Analysis of Grant and Contract Activities**
- III. Update on EPA IG Audit**
- IV. Update on Implementation of the Voluntary Credentialing Program**
- V. Update on Next Generation Strategies**
- VI. Update from the Governmental Affairs and Policy Committee**
- VII. Update on Center for State and Local Government Excellence**
- VIII. Update on Alliance for Innovation**

- IX. Update on Fund for Professional Management**
- X. Update on State Affiliation Agreements**
- XI. Implementation of Task Force on Diversity in Governance Recommendations**
- XII. Update from the International Committee**

CONSENT CALENDAR: NO. 2808: FEBRUARY 26-MARCH 1, 2009 MINUTES; NO. 2809: SELECTION OF REGION FOR 2018 ANNUAL CONFERENCE; NO. 2810: RECOGNITIONS

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

The motion passed.

FINANCE AND BUSINESS OPERATIONS COMMITTEE

NO. 2811: SELECTION OF 2017 ANNUAL CONFERENCE SITE

Mr. Van Milligen reported that the Committee discussed the three strong sites, but supported the staff recommendation for San Antonio since it is a proven site in attracting ICMA members.

- * It was moved by Mr. Muehlenbeck, seconded by Ms. Hilvert, to accept the staff recommendation to hold the 2017 annual conference in San Antonio/Bexar County, TX.**

Mr. Bennett from Maine proposed that the board consider Austin instead since the sites were close in assets and it was good to move around when there was a strong site to consider. Comments from some other board members supported this proposal.

The original motion passed with board members Bennett from Maine, Penny, Bennett from Oregon, Hancock, Daley, Walker, and Pinkos voting no.

MEMBERSHIP AND EXTERNAL OUTREACH COMMITTEE

NO. 2812: DISTINGUISHED SERVICE AWARD AND HONORARY MEMBERSHIP

Ms. Svrcek reported that there was unanimous support in the Committee for the nominations.

- * It was moved by Ms. Svrcek, seconded by Mr. Hancock, to select David Elder, retired city manager, Worthington, Ohio, and Dennis Beach, retired city manager, Fort Pierce, Fla. as Distinguished Service Award recipients and the following two nominees for Honorary Member to be approved by the membership at the 2009 Annual Business Meeting: Robert B. Denhardt, Director of the School of Public Affairs at Arizona State University, and Jay A.**

Gershen, Office of the Vice Chancellor of External Affairs, University of Colorado Denver.

The motion passed.

NO. 2813: AFFILIATION AGREEMENT WITH INTERNATIONAL HISPANIC NETWORK

Ms. Svrcek reported that the Committee had reviewed the agreement. She noted that it updated one signed in 2003 and that it confirmed recent practice. The agreement will provide a framework for continued collaboration during the next three years.

- * It was moved by Ms. Svrcek, seconded by Ms. Pinkos, to approve the proposed three year affiliation agreement with the International Hispanic Network.**

The motion passed.

NO. 2814: PROGRESS ON MEMBERSHIP RECRUITMENT AND RETENTION

Ms. Svrcek reported that, as a result of the economy, the Full Member goal would not be reached by August 31, but that staff coordinated outreach to those on the January 2009 renewal cycle had significantly reduced the number of “drops” that had to be processed. Staff reported plans to send a communication to those eligible for the e-Debit Card to encourage them to use the funds to rejoin. In addition, the Committee had asked staff to resend the list of dropped members for final review and outreach by the board. She urged all board members to make extra efforts in recruiting new Full members. She also reported that the 175 goal for new members in the entry-level to mid-management category might be reached in August since 118 had joined as of the end of April.

NO. 2815: UPDATE ON AWARENESS CAMPAIGN

Mr. O’Neill reported that there had a lot of work had been done since the February board meeting. He noted that GMMB, the creative agency taking the lead on the development of what is now called the Value of the Profession campaign, had conducted one-on-one in-depth interviews with individuals from a range of target audiences and held a stakeholder summit to discuss the survey results and initial insights for the campaign. Dave Limardi and Darnell Earley were serving as representatives of the board to keep things moving.

Mr. Gundlach of GMMB presented options on campaign positioning and values to solicit board feedback. The next steps will be the development of creative concepts in order to help ICMA attract funding partners. The development work is to be completed in July in order to roll out broad communication to members and state associations in the fall.

NO. 2816: UPDATE ON KNOWLEDGE NETWORK

Mr. O’Neill reported that the network is being developed with the Alliance for Innovation and will be the new and greatly improved version of the ICMA resource center. It will offer a variety

of web-based resources and tools to provide local government professionals with good information they can immediately use and to connect them with others who have faced similar challenges and are knowledgeable about the issues. The anticipated launch is October 2009 with a beta test planned for the 2009 Annual Conference.

AUDIT AND EVALUATION COMMITTEE

NO. 2817: CONFIRMATION OF EXECUTIVE DIRECTOR EVALUATION PROCESS AND SCHEDULE

Mr. Daley reported that the Committee recommended approving the schedule, the Leadership of the Profession survey to state and affiliate leaders and the Board Relations survey as proposed. The Committee recommended not sending the leadership survey that has been sent to national leaders in the past. This was appropriate in the first years after the executive director was hired, but was no longer of value.

- * It was moved by Mr. Daley, seconded by Mr. Hancock, to confirm the process and schedule for the evaluation of the ICMA Executive Director.**

The motion passed.

NO. 2818: EXECUTIVE BOARD EVALUATION SCHEDULE AND PROCESS

Mr. Daley reported that the Committee had reviewed the evaluation survey document and recommended its use as well as the proposed schedule.

- * It was moved by Mr. Daley, seconded by Mr. Hancock, to confirm the process and schedule for the evaluation of the ICMA Executive Board.**

The motion passed.

NO. 2819: AUDIT WORK PLAN REVIEW WITH THE AUDIT FIRM

Mr. Daley reported that the audit was on track for FY2009 and that the Committee had met privately with the audit firm. He also noted that the Committee would meet by phone with the auditor prior to the September board meeting so they do not need to travel to Montreal. The entire board will be notified about the call in case other board members would like to sit in.

- * It was moved by Mr. Daley, seconded by Mr. Hancock, to approve the audit work plan.**

The motion passed.

NO. 2820: SUMMARY REPORT OF INSURANCE COVERAGE

Mr. Daley noted that the Committee had reviewed the summary of insurance coverages and that more detailed information was available from Ms Ramesh.

NEW: Mr. Daley also reported on a conversation about what would happen if none or only one former vice president expressed interest in being a candidate for President-elect. The Committee plans to outline a framework for discussion on this issue for the September board meeting. He noted that some organizations use past presidents as a type of nominating committee to ensure that there are candidates.

COMMITTEE ON PROFESSIONAL CONDUCT

NO. 2821: THREE PUBLIC CENSURES

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

ICMA-RC UPDATE AND APPOINTMENTS TO ICMA-RC BOARD

Ms. McCallen provided an update on the ICMA Retirement Corporation. Mr. Limardi noted that ICMA-RC board's Nominating Committee would conduct interviews for the board appointments in two weeks and reminded the board that the ICMA President is on that committee. Since it is important to confirm the appointments as soon as possible, the board would be asked to approve the nominations by email ballot.

NO. 2822: FY2010 BUDGET AND 2010-2012 FINANCIAL PLAN

Mr. Van Milligen noted that the current economic situation had created many challenges for the development of this budget and financial plan. As a result, the committee had three conference calls with staff to consider issues and recommendations thoroughly. He noted that there would be six recommendations for the board to consider and act on.

Ms. Ramesh and Mr. Van Milligen presented the Financial Plan and Budget. She noted that the FY 2010 budget was the first budget to address the new strategic plan adopted by the board in 2008. Mr. Van Milligen described the document as a sophisticated presentation that was organized by the outcome areas and provided a detailed budget for FY 2010 followed by the strategies from the strategic plan and the key tactics to be implemented in FY 2010 to achieve the strategies.

Ms. Ramesh noted that going into FY 2010, ICMA continued to face several significant external challenges including the impact of the economic downturn on local governments, changes in membership demographics, changes in how information is processed and disseminated, the fact that international funding opportunities are primarily in highly volatile countries, and the difficulty in attracting funding in this economic climate.

With those challenges in mind, ICMA had taken a strategic look at allocating resources and identifying the best strategies, products, services, and delivery mechanisms to implement the 2008 Strategic Plan by pursuing the following six priority outcomes:

- Increase membership through *recruitment, retention, and services*
- Increase the perceived value of the profession and ICMA's visibility as a valued *brand*
- Be the comprehensive source for *professional development*
- Be the first resource for *information*
- Offer *services* that members and their jurisdictions value
- Operate ICMA as a *high-performing organization*.

Ms. Ramesh reviewed the background on the decision to offer an Economic Crisis e-Debit Card noting that the budget builds on the strong financial results of prior fiscal years. Contributions to net assets totaling \$2,553,201 were made from FY 2004 through FY 2008. This positioned ICMA to provide a special offer in recognition of the difficult economic times facing local governments.

The proposed "virtual" Economic Crisis E-Debit Card would be for Full and Affiliate members currently serving in U.S. local government. It could be used anytime in the next two years on membership dues and professional development programs offered by ICMA. Full Members would be able to use \$200 and Affiliate Members would have \$100. Eligible members would only need to enter a code to take advantage of these e-debit card funds.

The e-debit cards would be funded from net assets. Assuming a 90% usage, it was expected that approximately \$1,000,000 would be redeemed across FY 2010 (\$600,000) and FY 2011 (\$400,000). The FY 2013 net asset goal had therefore been adjusted down by \$1 million to \$4,300,000 in order to provide this special benefit.

Mr. O'Neill noted that the recommendation to reduce the fund balance for this purpose was in recognition of the financial struggles most members were facing. Also, the e-debit card allowed members choices in how to use it.

Mr. Bennett from Maine asked that consideration be given to allowing members to allocate their e-debit card funds for the ICMA Fund for Professional Management especially in light of efforts to raise funds for the Value of the Profession campaign. The board discussed whether to explore this option, but most expressed the view that the proposed uses were more appropriate. Mr. O'Neill noted that staff was working on a financing strategy for the campaign.

- * **It was moved by Mr. Muehlenbeck, seconded by Ms. Hilvert, to approve the Economic Crisis E-Debit Cards projected to cost \$1 million over two years with the use limited to membership dues and professional development activities offered by ICMA.**

The motion passed with Mr. Bennett from Maine voting no.

Ms. Ramesh reviewed the proposal to discontinue printing the biweekly paper edition of the *ICMA Newsletter* as of the August 3, 2009 issue. Mr. O'Neill noted that this supported the commitment ICMA made in adopting a resolution on sustainability in 2007, in emphasizing the importance of sustainability practices in the core values of the 2008 Strategic Plan and in the sustainability commitment that many members have personally signed starting at the 2008 annual conference. Many members have switched from paper to e-mail for applications in their jurisdictions or in their personal lives. It also allows for added content in the new electronic format launched in October 2008. Mr. Van Milligen noted that some members would probably prefer to keep the paper edition, but it was time to make the shift.

- * **It was moved by Mr. Cortes, seconded by Ms. James, to approve the shift to an all electronic *ICMA Newsletter* resulting in a savings of \$140,000.**

The motion passed.

- * **It was moved by Mr. Muehlenbeck, seconded by Mr. Cortes, to approve the reduction in the FY 2013 net asset goal from \$5.3M or \$4.3M as a result of the commitment to the e-debit card.**

The motion passed.

- * **It was moved by Mr. Cortes, seconded by Ms. Hilvert, to approve the FY 2010 contribution to net assets at breakeven or \$(200,000).**

The motion passed.

- * **It was moved by Mr. Muehlenbeck, seconded by Ms. Hilvert, to approve 1.5% addition to base pay for all staff in July 2009 and 1.5% average variable pay if ICMA meets budget.**

The motion passed.

- * **It was moved by Ms. Hilvert, seconded by Mr. Cortes, to adopt a \$43,058,091 budget for FY 2010, with revenue exceeding expenses by \$400,000 and to approve the FY 2010 - FY 2012 Financial Plan.**

The motion passed.

The board also received a presentation on ICMA's Center for Performance Measurement from Director Mike Lawson.

BOARD ACTIONS VIA EMAIL

APPROVAL OF CREDENTIALLED MANAGERS AND CREDENTIALLED MANAGER CANDIDATES

An email ballot was sent to the board on June 25, 2009 seeking approval of Credentialed Managers and Candidates.

Background: ICMA received 30 applications by the April 1, 2009 deadline. The Credentialing Advisory Board is recommending 18 for ICMA Credentialed Manager and 7 for ICMA Credentialed Manager Candidate. Five applicants were asked to re-apply in the future, when they will have the required experience.

The following list was posted in the *ICMA Newsletter* and on the Web site in May to allow any member to file an objection. No objections were received.

ICMA Credentialed Managers

Pamela W. Antil, Novi, MI; **William D. Cahill**, Merced, CA; **Stephen G. Eldridge**, Lisbon, ME; **Sharon R. Hammer**, Sun Valley, ID; **John D. Hanson**, Irmo, SC; **C. Jack Horton**, Macon County, NC; **Robert L. Irvin**, Lincolnshire, IL; **Philip M. Kern**, Delano, MN; **Shannon M. Lewis**, Port Orange, FL; **Christopher A. Martin**, Lake Barrington, IL; **William A. Monahan**, OR; **Jeffrey I. Naftal**, FL; **Marketa George Oliver**, Windsor Heights, IA; **Lon D. Pluckhahn**, Marion, IA; **Daniel T. Porta**, Cartersville, GA; **J. David Strahl**, Mount Prospect, IL; **David A. Strohl**, Morton, IL; **M. Chris Swarz**, Shorewood, WI.

ICMA Credentialed Manager Candidates

B. R. Baker, South Lancaster County – City of Hickman, NE; **John A. Budesky**, New Kent County, VA; **Daniel J. Coss**, Marysville, MI; **Nathan B. George**, Fishers, IN; **Scot E. Simpson**, River Falls, WI; **Kenneth Striplin**, Santa Clarita, CA; **David A. Vela**, Abilene, TX.

As of July 8, 2009, eighteen board members had responded with a vote of approval providing the necessary vote for passage.

APPOINTMENTS TO ICMA-RC BOARD OF DIRECTORS

An email ballot was sent to the board on July 9, 2009 seeking approval on three appointments to the ICMA-RC board.

Background: The chair of the RC board, currently ICMA Past President Norm King, appoints a Nominating Committee that includes the ICMA President to identify board candidates. Both the ICMA-RC and ICMA boards then approve the nominees. The ICMA-RC report at the May board meeting noted that recommendations for appointments to the ICMA-RC board would be forwarded in July. A memo from ICMA-RC recommended the following appointments which Dave Limardi also recommended for approval.

- Appoint Dave Mora as Chair of the ICMA-RC Board of Directors for a two-year term beginning January 1, 2010.
- Appoint Tom Lundy to the ICMA-RC Board of Directors for a four-year term beginning January 1, 2010.
- Appoint Jacqueline Charnley to the ICMA-RC Board of Directors for a four-year term beginning January 1, 2010.

As of July 22, 2009, eighteen board members had responded with a vote of approval providing the necessary vote for passage.

CONSENT CALENDAR
AGENDA COMMUNICATION
NO. 2824
SEPTEMBER 11, 2009
MONTRÉAL, QUÉBEC, CANADA

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 are no local governments requiring final approval by the ICMA Executive Board under the General Management criteria.

RECOGNITIONS

NOTE: The Executive Director has approved recognition for four (4) local governments under the **Council-Manager criteria**.

<u>Government (Population)</u>	<u>Administrator (Title)</u>	<u>Membership</u>
<u>Arizona</u>		
Town of Marana (33,744)	Gilbert Davidson (Town Manager)	Full Member
<u>Georgia</u>		
City of Colquitt (1,913)	Cory Thomas (City Manager)	Full Member
City of Jefferson (7,513)	John Ward (City Manager)	Full Member
<u>Virginia</u>		
County of Stafford (124,900)	Anthony Romanello (County Administrator)	Full Member

Approved May 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	677	128	805	148	94	45	6	293	1098
Midwest	612	19	631	424	47	29	4	504	1135
Mountain Plains	614	19	633	193	22	42	3	260	893
West Coast	545	19	564	96	35	27	3	161	725
Grand Total	3080	192	3272	1235	231	153	20	1639	4911

Proposed 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	615	19	634	193	22	42	3	260	894
West Coast	545	19	564	96	35	27	3	161	725
Grand Total	3083	193	3276	1235	231	153	20	1639	4915

CONSENT CALENDAR

AGENDA COMMUNICATION NO. 2825 SEPTEMBER 11, 2009 MONTRÉAL, QUÉBEC, CANADA

- SUBJECT:** Credentials
- INTRODUCTION:** The ICMA Executive Board approves all ICMA Credentialed Managers and ICMA Credentialed Manager Candidates.
- BACKGROUND:** The process established by the board in approving the Voluntary Credentialing Program in July 2001 calls for the Credentialing Advisory Board to review applications and recommend members for approval. ICMA received 27 applications by the July 1, 2009 deadline for consideration at this board meeting. The Credentialing Advisory Board is recommending 21 for ICMA Credentialed Manager and 4 for ICMA Credentialed Manager Candidate. One application was denied due to a lack of applicable experience and another application was sent back for more information.
- The list was posted in the *ICMA Newsletter* and on the Web site in August to allow any member to file an objection. No objections were received.
- POLICY:** The 2000 Strategic Plan included the following Strategy: Establish a voluntary credentialing program to define and recognize professional local government managers and to promote lifelong learning.
- After extensive discussion with the members, the ICMA Executive Board adopted the policy outline of a voluntary credentialing program at its July 19-21, 2001 board meeting. The first credentials were approved in May 2002.
- PAST PRACTICE:** The process of approving the Credentialing Advisory Board's recommendations has been handled on the Consent Calendar and via e-mail.
- RECOMMENDATION:** Approve ICMA Credentialed Managers and ICMA Credentialed Manager Candidates.

ICMA Credentialed Managers

Robert D. Agee, Annapolis, MD; **Robert V. Belleman**, Bay City, MI; **Rob K. Braulik**, Fairfield, CA; **Doris Burgess Bruck**, Miamisburg, OH; **Joseph P. Casey**, Hanover County, VA; **Carolyn L. Cios**, Powhatan County, VA; **Shane D. Dille**, Queen Creek, AZ; **Gino C. Grimaldi**, Springfield, OR; **Brian Hamblin**, Camrose, Alberta; **David J. Harris**, Schertz, TX; **Andrew L. Havens**, River Bend, NC; **Brian W. Heck**, Shorewood, MN; **Jack W. Ingstad**, Plumas County, CA; **Jack P. Layne Jr.**, Upper Pottsgrove, PA; **Joseph P. Lynch**, Inver Grove Heights, MN; **Michael W. Morgan**, Kearney, NE; **James M. Palenick**, Gastonia, NC; **Keith J. Riesberg**, Sedalia, MO; **Timothy J. Vick**, Manchester, IA; **Nolan L. Wiggins Jr.**, Abbeville, SC; **George S. Wolfe**, Lower Paxton, PA.

ICMA Credentialed Manager Candidates

Brent D. Hinson, Garner, IA; **Rick R. Koch**, Kenai, AK; **Mark A. Kutney**, Belle Glade, FL; **Tasha Logan**, Goldsboro, NC.

AUDIT AND EVALUATION COMMITTEE

AGENDA COMMUNICATION NO. 2826 SEPTEMBER 11, 2009 MONTRÉAL, QUÉBEC, CANADA

- SUBJECT:** Audit Report and Management Letter
- INTRODUCTION:** Uma Ramesh, Director of Finance will present the audited financial statements and management letter for the year ended June 30, 2009.
- BACKGROUND:** The Audit Committee will receive the audited financial statements and related reports and recommend their acceptance to the Board. It was agreed in May that a conference call with the auditors from Rubino & McGeehin would substitute for their actual attendance in Montreal. That conference call has been scheduled for September 8th at 4:00pm east coast time. The final reports will be emailed to the Board prior to the call.
- The presentation will be conducted with the entire board in attendance, but the Audit and Evaluation Committee will take formal action on acceptance.
- POLICY:** The Audit Committee Charter, adopted in October 2004, states that the Committee is to:
- Review the external auditors' comments and recommendations and management's responses, as well as any other matters related to the conduct of the audit that are required to be communicated to the Committee under Generally Accepted Auditing Standards.
 - Report the results of the annual audit to the Board.
- FINANCIAL IMPLICATIONS:** None.
- RISK ASSESSMENT:** None.
- RECOMMENDATION:** Accept the audit reports.

Discussion Leader:
Ed Daley, Chair

AUDIT AND EVALUATION COMMITTEE

AGENDA COMMUNICATION

NO. 2827

SEPTEMBER 11, 2009

MONTREAL, QUEBEC, CANADA

SUBJECT: Presidential Selection Process

**INTRODUCTION/
BACKGROUND:**

At the May 2009 board meeting, Mr. Daley reported on the Committee's discussion of what would happen if no one or only one former vice president expressed interest in being a candidate for President-elect. He noted that the Committee planned to outline a framework for discussion on this issue for the September board meeting. The proposals were sent to the last five past presidents for their review. They were supportive of the proposals.

The following is proposed for discussion:

1. Current: Every October the President sends a letter to all former vice presidents who are eligible to be considered for President-elect for the coming year.

Proposed: When the letter goes out, an additional communication could be sent to all past presidents still actively engaged in ICMA. ("Actively engaged" would be defined in terms of some service to the association or participation in events such as the annual conference or regional summits.) The letter would include the communication to former vice presidents and the list to whom it was sent. Past presidents would be asked to assist in the process by identifying and encouraging members whom they thought would make good candidates.

Past president Tom Lundy suggested that the communication with past presidents be sent in advance of the annual conference, where it's likely that they would see potential candidates and could have personal conversations. This would be prior to formal approval by the board of the communication and schedule, but

the basic process is known prior to the conference and does not usually change.

2. Current: Candidates are asked to declare their interest in being considered by early January so that if there are more than three candidates, the board can conduct a pre-selection process at the February board meeting.

Proposed: If no one or only one candidate expressed interest by the January deadline, the Audit and Evaluation chair could convene the most recent three to five past presidents. They would be asked to review the list of eligible former vice presidents and 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.

These proposals were sent to the five most recent past presidents for their review. Four responded and were supportive. One suggestion was to provide the list of eligible former vice presidents to the past presidents prior to the annual conference since they might see them there. The board would not have formally approved the final communication that goes out in October to those eligible, but it tends to be approved like a consent calendar item.

POLICY:

In October 1997, the membership approved a constitutional amendment to have the board select the president from among former vice presidents who have been off the board for at least a year at the time of selection and who are still in service to local government. In March 2004, the membership approved a constitutional amendment establishing a formal position of president-elect effective in 2005.

PAST PRACTICE:

The board has reviewed and approved the letter of invitation at the annual conference board meeting. Letters have been sent in October from the ICMA President with a deadline of early January for receiving expressions of interest and no more than twenty letters of support. Over fifty members are typically eligible. In 2008, 59 former VPs were eligible. The candidates have been interviewed at the May/June board meeting and a selection has been made.

Since the first ICMA President was selected by the board in 1998, the board has always had at least two candidates to consider. In nine of the twelve selection processes, there have been three or more candidates. (The first year: five candidates. Since then, there have been four candidates in four different years; three candidates in four other years.)

RECOMMENDATION:

As recommended by the Committee.

Discussion Leader:

Ed Daley, Chair

AUDIT AND EVALUATION COMMITTEE

AGENDA COMMUNICATION NO. 2828 SEPTEMBER 11, 2009 MONTREAL, QUEBEC, CANADA

SUBJECT: 2008-2009 Board Evaluation

INTRODUCTION: The ICMA Executive Board conducts an annual performance review of itself. It is scheduled for discussion at the September 2009 meeting so that it coincides with the completion of the 2008-2009 board's term.

BACKGROUND: The evaluation forms were approved at the May meeting, emailed to the board in July 2009, and due back to Ed Daley the end of July. Mr. Daley has prepared a summary report of board submissions. It is enclosed. These results will be discussed during the executive session portion of the board meeting.

POLICY: Board Governance Principles define the role of the board, the role of the staff, and the board/staff relationship.

PAST PRACTICE: The board has conducted a self-evaluation on an annual basis for many years.

RECOMMENDATION: Review the results of the board's self-evaluation.

Discussion Leader:

Ed Daley, Chair

FINANCE AND BUSINESS OPERATIONS COMMITTEE

AGENDA COMMUNICATION

NO. 2829

SEPTEMBER 11, 2009

MONTRÉAL, QUÉBEC, CANADA

SUBJECT: Report on e- Debit Card usage

INTRODUCTION: In recognition of the difficult economic times facing local governments, the board in May approved offering in-service U.S. members a “virtual” Economic Crisis E-Debit Card. Periodic reports on usage would be provided to the board.

BACKGROUND: On June 1, 2009, immediately after approval by the board, Full and Affiliate members currently serving in U.S. local governments received a communication explaining the “virtual” Economic Crisis E-Debit Card that they can use anytime in the next two years on membership dues and professional development programs offered by ICMA. Full Members have \$200 to use and Affiliate Members have \$100. Reminders of this benefit have been included in the *ICMA Newsletter*, in promotions of the annual conference and other professional development offerings and in dues renewal notices.

The following chart provides usage as of August 20th. As of then, 600 members have taken advantage of this benefit using \$105,000 primarily for annual conference registration and membership dues renewal. Comments from members have been very positive and appreciative.

	AFF	FM	Total
Annual Conference	\$2,500.00 26	\$71,708.00 377	\$74,208.00 403
Audio Conference	\$200.00 2	\$1,788.00 12	\$1,988.00 14
Membership Dues	\$3,600.00 36	\$25,083.22 149	\$28,683.22 185
Total	\$6,300.00 64	\$98,579.22 536	\$104,879.22 600

POLICY: The board approved the debit card as part of the FY2010 Budget and FY2010-2012 Financial Plan. The card will be funded from net assets. Assuming a 90% usage, it is expected that approximately \$1,000,000 of the debit cards will be

redeemed across FY 2010 (\$600,000) and FY 2011 (\$400,000).
The FY 2013 net asset goal was adjusted down by \$1 million to
\$4,300,000 in order to provide this benefit.

PAST PRACTICE: N/A

RECOMMENDATION: No action needed.

Discussion Leader:

Mike Van Milligen, Chair

MEMBERSHIP AND EXTERNAL OUTREACH COMMITTEE

AGENDA COMMUNICATION NO.2830 SEPTEMBER 11, 2009 MONTREAL, QUEBEC, CANADA

SUBJECT: Report from Task Force on Organizational Structure and Governance

INTRODUCTION: At its September 2008 meeting, the 2008-2009 board asked incoming President Limardi to create a committee to look at association governance and to consider governance recommendations from the International Committee for a third International Vice President and from the Task Force on Diversity in Governance.

At the November 2008 board meeting, after further conversation about the proposed task force, the board agreed on the following charge for the committee that defined broad parameters for its work: 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.

The task force was asked to make its report to the board at the September 2009 board meeting. The board would then decide what recommendations to consider further through engagement with state and affiliate leaders and members.

BACKGROUND: In December, President Limardi invited a small group of former board members and state/affiliate leaders to work with him and President-elect Darnell Earley. The group was named: Task Force on Organizational Structure and Governance. The following members participated:

Pam Brenner, Town Administrator, Peterborough, NH

Kevin Duggan, City Manager, Mountain View, CA

Mike Eastland, Executive Director, North Central Texas
COG

Tom Fountaine, Borough Manager, State College, PA

Tom Lundy, County Manager, Catawba County, NC

David Morgan, Assistant City Manager, Richardson, TX

Lynn Tipton, Executive Director, Florida City and County
Management Association
Michael Willis, Chief Executive, Surrey Heath Borough
Council, U.K.
Rashad Young, City Manager, Dayton, OH

The group conducted an organizational conference call on January 28th and met at ICMA's offices on March 14th and July 18th.

The attachment describes the work of the task force and their recommendations.

POLICY: Board motions at the September and November 2008 meetings as noted above.

ICMA governance in terms of the make-up of the board and the Nominating Committee is defined in Articles IV and VII of the ICMA Constitution.

PAST PRACTICE: N/A

FINANCIAL IMPLICATIONS: There will be staff costs involved in the transition to a new nominating system, but the largest cost implications are for the ongoing staffing and other meeting costs associated with establishing an Advisory Council. Even if the needed constitutional amendments were placed on the ballot in a separate election, the added costs would be modest (\$700) now that elections are conducted online.

RISK ASSESSMENT: The task force believes that some changes are needed, particularly in governance, in order to achieve the goals stated in its charge from the board. At the same time, regional nominating committees will need to be fully engaged in meeting the representation goals for the association as a whole as they carry out their responsibilities

RECOMMENDATION: Review the task force 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 member engagement.

Discussion Leader:
Bonnie Svrcek, Chair

TASK FORCE ON ORGANIZATIONAL STRUCTURE AND GOVERNANCE

August 2009 Report to the ICMA Executive Board

Goals: The task force identified the following goal for its work:

Organizational structure - A relationship structure (relationships with state and assistant associations, international and domestic affiliates, and related public interest groups) that:

- Adequately supports progress under the new strategic plan
- fosters connectedness, diversification, economic vitality, next generation outreach, and a worldwide ethical platform
- provides services to the profession in a complementary way without competing

Governance – A governance structure and election process that:

- adequately represents ICMA’s membership; serves the mutual interests of ICMA and state associations; and of ICMA and its international and domestic affiliates (NFBPA, IHN, NACA)

Consideration of Chapter model for organizational structure

The task force looked seriously at moving towards a more integrated structure, particularly with state and assistant associations, similar to a chapter model common with many other associations. In this model, ICMA would have formal relationships with all state associations including having all members automatically belonging to both ICMA and the state association. This approach was seen as an opportunity to best address the goals of minimizing competition, strengthening connection, and spreading the ethical platform by having all members under the ICMA Code of Ethics and its enforcement.

The task force recognized that a significant challenge would be financial. Staff was asked to explore whether a financial model could be developed for having members in each state belong to both the state association and ICMA while maintaining ICMA’s current dues revenue. Could the resulting growth in ICMA members and therefore the sharing of costs by a much larger number of members result in joint dues that state associations would find acceptable for all their members? From comparisons that ICMA has made, the number of members who currently belong to both ICMA and their state association ranges from 40-65% of state members. There are also a varying number of professionals who belong to ICMA and not their state association.

Attachment 1 (p.8) titled “Chapter Model Calculations” shows the calculations that staff developed focusing on Full members (CAOs and assistants) – the primary dues paying members for both ICMA and state associations. Eight state associations, some with salary-based dues and others with flat dues, are shown with different assumptions for growth in ICMA membership. Even with 80% growth which increases ICMA Full members from 4700 to almost 8500, many state members who don’t currently belong to ICMA would pay more than double their current state dues to belong to both.

Recommendations

Since the financial model for full integration would require a significant increase in dues for state members who do not belong to ICMA, the task force explored what else could be done to better achieve the stated goals.

Organizational structure: Principles of Affiliation

The task force agreed that stronger partnerships that would more closely align activities of ICMA and state associations and that would be mutually advantageous should be explored. One approach would build on the current exploration of new affiliation agreements with state associations. Attachment 3 (p.16) shows the template that is just starting to be used in discussions with state leaders.

Attachment 2 (p.10) “Organizational Structure – Three Options” outlines the following three options that the task force reviewed:

- 1) Retain current model and continue to strengthen relationships through individual affiliation agreements
- 2) Develop a series of principles that govern affiliations with all state associations in order to develop more synergistic relationships
- 3) Shift to an integrated chapter model more typical of professional associations

The task force focused on option #2 which explores a “hybrid” approach between where we are now and a fully integrated model. Pages 11-12 include examples of principles that would have higher expectations for partnership than how things operate now, but that fall short of a true integrated model.

Governance

The task force then looked at governance changes that could encourage closer alignment between state and affiliate associations and ICMA by giving affiliated state associations and affiliates (NFBPA, IHN, NACA) direct involvement and responsibility for the identification and nomination of ICMA vice president candidates and by creating an advisory council to the board on issues of strategic direction. These proposals are outlined on pages 12-14.

Nominations and elections

The task force identified key goals for changing the nominations process:

- Achievement of the current goals of diverse representation on the ICMA Executive Board.
The ICMA Executive Board’s policy is to recruit nominees who will provide a balanced board that represents the profession and those served by it. The following criteria are used to evaluate candidates:
 - Experience in local government;
 - Service to ICMA and its affiliates;
 - Diversity in the nominees and the continuing board members with whom they will serve in terms of geography, ethnicity, gender, position, and size and type of local governments;
 - Demonstration of ethical behavior;
 - Support of the profession through the ICMA Fund for Professional Management or by other means;
 - Commitment to follow the election guidelines;
 - Quality or caliber for board service; and,
 - Participation in ICMA’s Voluntary Credentialing Program
- A universal structure and process
- A system that is more understandable to the membership, state associations and affiliates.

These recommendations are in line with the governance recommendations that the board adopted in June 2007 from the Task Force on Diversity in Governance. That task force, comprised of representatives from the leadership of state associations and from IHN and NFBPA, was asked to develop recommendations for how these organizations and the leadership of state associations could work together to identify potential candidates for the ICMA Executive Board. Their recommendations included encouraging states to conduct outreach to IHN and NFBPA as they identify candidates and encouraging other regions to consider adopting a screening process. The board also emphasized the importance of having diversity as a goal for state and regional processes in addition to the goal of providing multiple candidates to the Nominating Committee.

This change would require a constitutional amendment approved by the membership. Article VII. Nominations and Elections, Sections 2 and 3 of the ICMA Constitution define the current Nominating Committee and its composition. That would be replaced by six committees, one in each geographical region.

Advisory Council

This body would focus on issues of strategic importance to the association as defined by the ICMA Executive Board. Examples could include an assessment of progress on implementation of the Strategic Plan, on whether any modifications are needed, and conversation on new issues where a broad dialogue would be valuable. Such a council could provide a vehicle for stimulating engagement with state, affiliate and other leaders. It also could be an opportunity for increased connection and inclusiveness and for trying new forms of engagement in addition to the traditional tools of papers and meetings. It would, however, have cost implications for meetings and for the staffing required to make the experience beneficial for ICMA and for the participants.

As an advisory body to the ICMA Executive Board, it would not require a constitutional amendment to establish.

Third International Vice President

ICMA's International Committee has recommended that a third International Vice President be added to the board.

Currently: The ICMA Constitution provides for the election of two international vice presidents from among voting members in different countries outside the United States and two additional international vice presidents when the number of international corporate members exceeds 800 (currently 296). The number of voting members in U.S. regions ranges from 870 to 1500.

The initial proposal from the International Committee suggested counting non-voting members to achieve the numerical goal. The most recent discussion in September 2008 advocated for the additional vice president in order to provide an equal voice from all regions regardless of the number of corporate members. The additional seat could also serve as a signal to ICMA's aspirations as a truly international association.

The task force supported the idea of having a third international vice president for the reasons articulated in September. They also supported further discussion of the International Committee's proposal for the geographical representation of the three seats:

- one for Canada, Mexico, Central and South America;
- one for Europe and the Middle East; and
- one for Africa, Asia, Australia, and New Zealand

There was some concern about the low number of members who would be eligible to serve on the board from countries other than those who are currently represented, but the third vice president would broaden the opportunity for international involvement while recognizing where the strength of international interest lies. (Of the 255 eligible international members, only seven are outside of Canada, Australia, New Zealand, the United Kingdom, Ireland and the Netherlands. The seven are from Cyprus, Romania, Slovakia, Sweden, Denmark, and Trinidad) To address this challenge, the International Committee would need to engage in active recruitment of members in countries including those not traditionally represented in order to achieve the goal of a broader and different international voice at the board table. This would have several benefits:

1. It would enable the Board to be truly aware of the challenges facing local government managers in those countries that were looking for leadership and assistance from ICMA in developing local democracy.
2. It would be entirely consistent with ICMA's vision to be the premier association of professional local government leaders building sustainable communities to improve lives worldwide.

This change would require a constitutional amendment approved by the membership to authorize the third vice president.

Addendum to the task force report:

Following the distribution of the task force report, Michael Willis and Tom Lundy offered a different proposal for consideration on the geographical distribution of the three seats as follows:

“The international region would function much as the US regions have functioned, determining the alignment of countries and the appropriate rotation among the three board seats. To achieve ICMA’s goals of expanding the member base and broadening the international involvement, it would be important for the international region to develop a set of protocols to guide the nominating committee in its work to achieve the benefits set out above.”

	Florida City and County Management Association	Illinois City/County Management Association	North Carolina City and County Management Association	Oklahoma City Management Association of Oklahoma (CMAO)	Washington City/County Management Association	Missouri City/County Management Association	New Jersey City/County Management Association	Ohio City/County Management Association
	Greater of \$3 per \$1,000 of base salary or \$200	\$65 + \$1.75/\$1000 of salary	\$1.75/\$1,000 of salary	\$25 + 0.4% of salary	0.14% of salary	\$75	\$150	\$160

Average Salaries for the Ranges Used in Calculations

Number of ICMA Members

Salary Ranges

CURRENT RATES

			ICMA	State	ICMA	State	ICMA	State	ICMA	State	ICMA	State	ICMA	State	ICMA	State	ICMA	State
< \$18,750	\$16,990	34	136	200	136	95	136	30	136	93	136	24	136	75	136	150	136	160
\$18,750 to \$31,125	\$22,115	16	177	200	177	104	177	39	177	113	177	31	177	75	177	150	177	160
\$31,250 to \$62,499	\$53,352	301	427	200	427	158	427	93	427	238	427	75	427	75	427	150	427	160
\$62,500 to \$92,749	\$79,992	1246	640	240	640	205	640	140	640	345	640	112	640	75	640	150	640	160
\$92,750 to \$124,499	\$108,583	1419	869	326	869	255	869	190	869	459	869	152	869	75	869	150	869	160
\$125,000 to 156,249	\$138,324	919	1,107	415	1,107	307	1,107	242	1,107	578	1,107	194	1,107	75	1,107	150	1,107	160
>= \$156,250	\$170,973	782	1,368	513	1,368	364	1,368	299	1,368	709	1,368	239	1,368	75	1,368	150	1,368	160
		<u>4,717</u>																

Rates with 20% Growth in ICMA Membership

			ICMA	State	ICMA	State	ICMA	State	ICMA	State	ICMA	State	ICMA	State	ICMA	State	ICMA	State
< \$18,750	\$16,990	41	113	200	113	95	113	30	113	93	113	24	113	75	113	150	113	160
\$18,750 to \$31,125	\$22,115	19	147	200	147	104	147	39	147	113	147	31	147	75	147	150	147	160
\$31,250 to \$62,499	\$53,352	361	356	200	356	158	356	93	356	238	356	75	356	75	356	150	356	160
\$62,500 to \$92,749	\$79,992	1,495	533	240	533	205	533	140	533	345	533	112	533	75	533	150	533	160
\$92,750 to \$124,499	\$108,583	1,703	724	326	724	255	724	190	724	459	724	152	724	75	724	150	724	160
\$125,000 to 156,249	\$138,324	1,103	922	415	922	307	922	242	922	578	922	194	922	75	922	150	922	160
>= \$156,250	\$170,973	938	1,140	513	1,140	364	1,140	299	1,140	709	1,140	239	1,140	75	1,140	150	1,140	160
		<u>5,660</u>																

Rates with 50% Growth in ICMA Membership

			ICMA	State	ICMA	State	ICMA	State	ICMA	State	ICMA	State	ICMA	State	ICMA	State	ICMA	State
< \$18,750	\$16,990	51	91	200	91	95	91	30	91	93	91	24	91	75	91	150	91	160
\$18,750 to \$31,125	\$22,115	24	118	200	118	104	118	39	118	113	118	31	118	75	118	150	118	160
\$31,250 to \$62,499	\$53,352	452	285	200	285	158	285	93	285	238	285	75	285	75	285	150	285	160
\$62,500 to \$92,749	\$79,992	1,869	427	240	427	205	427	140	427	345	427	112	427	75	427	150	427	160
\$92,750 to \$124,499	\$108,583	2,129	579	326	579	255	579	190	579	459	579	152	579	75	579	150	579	160
\$125,000 to 156,249	\$138,324	1,379	738	415	738	307	738	242	738	578	738	194	738	75	738	150	738	160
>= \$156,250	\$170,973	1,173	912	513	912	364	912	299	912	709	912	239	912	75	912	150	912	160
		<u>7,076</u>																

Rates with 80% Growth in ICMA Membership

			ICMA	State	ICMA	State	ICMA	State	ICMA	State	ICMA	State	ICMA	State	ICMA	State	ICMA	State
< \$18,750	\$16,990	61	76	200	76	95	76	30	76	93	76	24	76	75	76	150	76	160
\$18,750 to \$31,125	\$22,115	29	98	200	98	104	98	39	98	113	98	31	98	75	98	150	98	160
\$31,250 to \$62,499	\$53,352	542	237	200	237	158	237	93	237	238	237	75	237	75	237	150	237	160
\$62,500 to \$92,749	\$79,992	2,243	356	240	356	205	356	140	356	345	356	112	356	75	356	150	356	160
\$92,750 to \$124,499	\$108,583	2,554	483	326	483	255	483	190	483	459	483	152	483	75	483	150	483	160
\$125,000 to 156,249	\$138,324	1,654	615	415	615	307	615	242	615	578	615	194	615	75	615	150	615	160
>= \$156,250	\$170,973	1,408	760	513	760	364	760	299	760	709	760	239	760	75	760	150	760	160
		<u>8,491</u>																

Explanation of Chapter Model chart:

- The chart only includes Full Members since they pay the highest ICMA dues and comprise the largest and highest dues-paying group of members in state associations.
- Eight states are shown as samples: five whose dues are salary-based and three with flat-rate dues.
- Using a set of salary ranges, we calculated average salaries using a snapshot of ICMA data for the current 4717 Full members. Those average dues for each salary range are shown in the first column (ICMA) under "Current Rates." The next column (State) calculates state dues using the average salaries or lists flat rate dues
- Three scenarios of growth rates (20%, 50%, and 80% increase) in ICMA members are provided. This growth would come from shifting to a chapter model of joint memberships with state associations. We calculated new ICMA dues rates that would, based upon the averages, produce the same level of dues revenue from scenario to scenario. The state dues rate for a given salary range remains constant.

Combining the ICMA and State dues under each scenario provides an approximate cost of belonging to both ICMA and each of the eight state associations.

- As growth increases, ICMA member dues decline significantly, but the total dues of belonging to ICMA and the state association for those who do not currently belong to ICMA stays high.

For example: The 80% growth rate shows the number of ICMA Full Members almost doubling (4717 to 8491) – a logical occurrence if all state associations became chapters. The bulk of ICMA members are in the \$62,500 to \$124,499 ranges. If you assume that those who currently belong only to state associations are primarily in these salary ranges, the combined dues is still more than double what they now pay to the state association.

ORGANIZATIONAL STRUCTURE

Three options

1) Retain current model and continue to strengthen relationships through individual affiliation agreements

Chapters (state associations) have autonomy and flexibility making decisions independently of ICMA and of each other. Each state is an independent organization with its own name, bylaws, officers, structure, member qualifications, dues, budget, bank account, and programs. Most have some level of paid staff. Past practice shows that most states have adopted names and logos based on ICMA. States have a wide range of capabilities for providing services. ICMA produces a wide variety of products and services that are relied on to varying degrees by the states.

There have not been formal affiliations with ICMA, but long-standing relationships have fostered many strong partnerships. (“Partnership agreements” in the early 1990’s documented relationships with state associations) As part of implementing the 2008 Strategic Plan, discussions are in process to establish written affiliate agreements to better define the partnership.

Examples of partnership activities by 2008 Strategic Plan Outcomes

Leadership

- ICMA is counted on to provide leadership for the profession. On many issues, particularly related to ethics and form of government, states usually consult ICMA.
- Most state associations have adopted the ICMA Code of Ethics for their members though enforcement is only consistent for ICMA Members since ICMA manages that process.

Professional Development

- ICMA offers free educational sessions from leaders and/or staff and offers ICMA University workshops for a fee
- Every state president is asked to appoint a state representative to the Conference Planning Committee
- State associations have been actively involved with or have served as Conference Host Committees

Knowledge Sharing

- This area has not been actively developed.

Membership Engagement and Support

- Overlap in membership with state associations varies. There are those who belong to both the state and ICMA; those who belong only to the state association; and those who belong only to ICMA.
- Some also have copied member qualifications and even a salary-base dues structure. Several have required their officers to be ICMA members, but that requirement has been dropped in most if not all of those states.

- ICMA provides 50% support for Range Rider programs now in 23 states

Governance

- State and affiliate presidents are asked to suggest members to the President to serve on ICMA’s Nominating Committee. The past president and president-elect represent their regions and three other Full Members are appointed who are from regions other than the board members.
- The Nominating Committee has always considered geographical rotation in evaluating candidates. State and affiliate associations are encouraged to submit names of candidates for ICMA vice presidents.. In the recent past, some regions had rigid rotation agreements resulting in only one candidate per region for “traditional” seats.
 - Screening panels of state presidents in the Northeast, Midwest, Southeast regions and for California have resulted in two candidates in each region being forwarded for consideration.
 - The three domestic affiliate organizations (IHN, NFBPA, NACA) are now contacted about the screening panels.
 - The non-Texas turn in the Mountain Plains has usually generated multiple candidates.
- Until 2008, the Nominating Committee’s tradition was to have one international vice president from the northern hemisphere (rotating between Canada and the United Kingdom) and one from the southern hemisphere (rotating between Australia and New Zealand). The appropriate international association was contacted to propose candidates. Since the board’s adoption of the position statements on international activities in 2007, the nominating committee has retained the hemisphere rotation, but has broadened that outreach to all affiliate associations in countries where there are eligible members (Full members in service to local government).
- There are three avenues for consideration by the Nominating Committee:
 - 1) Suggestions from individual members;
 - 2) Suggestions from state or affiliate associations, or
 - 3) Identification by Nominating Committee members.
 Any Full member can appear on the ballot if 15 Corporate Member signatures are submitted by the established deadline.
- All Corporate Members vote for a candidate in every region.

2) Develop a series of principles that govern affiliations with all state associations in order to develop more synergistic relationships

This would build on the current exploration of new affiliation agreements with state associations. The principles below provide examples of higher expectations for partnership than how things operate now, but that fall short of a true integrated model.

Potential high level / synergistic activities within 2008 Strategic Plan Outcomes (**Core Elements Linking ICMA and State Associations**):

Leadership

- ICMA and state associations speak with one voice / emphasize common language regarding ethics and form of government
- ICMA and state associations jointly ensure strict observance, compliance, and enforcement of the ICMA Code of Ethics and Guidelines
- ICMA and state associations set joint goals for the attraction of young professionals, women, minorities, and entrants from other careers to membership.

Professional Development

- State associations consistently offer ICMA University designed and developed workshops
- ICMA and state associations work together to develop comprehensive professional development curriculum

Knowledge Sharing

- ICMA provides the technology platform and state associations commit to quantity and quality (# tbd) of resource documents on local government management.
- State associations commit to engaging in dynamic dialogue using technology tools made available by ICMA.

Membership Engagement and Support

- ICMA and state associations establish common membership categories and eligibility criteria.
- State associations commit to converting an agreed upon percentage of state association members who are not ICMA members in order to achieve significant progress in having higher congruence in memberships; begin with ensuring that most if not all state association officers are ICMA members.
- ICMA and state associations jointly provide a comprehensive program of personal and professional support to include, but not limited to: support to members in transition; career counseling; career resources; etc.

Governance

Establish regional nominating committees to engage state and affiliate associations directly in the identification and nomination of candidates for vice president

- Replace the current ICMA Nominating Committee with one in each of the five U.S. regions and one for the international region
 - Each U.S. nominating committee would be composed of the state president or designee from each state and assistant association that has signed an affiliation agreement (as outlined above) with ICMA. All participants must be ICMA members. A representative of each domestic affiliate (currently IHN, NFBPA, NACA) would also have one ICMA member representative on each nominating committee.
 - The International nominating committee region would be composed of the president or a designee who is an ICMA member from each association that has signed an affiliation agreement with ICMA. Country composition of the committee would alternate by hemispheres for the current two seats.

If the proposal for a third International VP were to be approved, the committee would be organized each year by the appropriate grouping of countries. The International Committee recommended that the three seats represent the following geography:

- one for Canada, Mexico, Central and South America;
- one for Europe and the Middle East; and
- one for Africa, Asia, Australia, and New Zealand

- In order to retain a connection to ICMA leadership, the ICMA President or designee would be a member of each nominating committee.
- It would be the responsibility of these regional committees to address the representational goals that the board establishes as opposed to an ICMA Nominating Committee where the final responsibility now rests. The board would establish principles on geographical rotation, representation goals, and criteria for evaluating candidates that each nominating committee would need to adhere to. Each Nominating Committee would need to address those principles in establishing its own protocols. Current protocols in the NE, MW and SE regions could presumably continue. Providing the same information on the profile of continuing board members and the history of representation on the board that the current ICMA Nominating Committee now receives would assist in this process.
- Annual schedule:
 - U.S. candidate interviews would take place at the Regional Summits making it more likely that the president could participate on every nominating committee. (The NE, MW, and SE already conduct screening panels at the summits)
 - The international nominating committee could meet at the mid-year International Committee meeting, at least initially, and then determine the best venue going forward.
 - After each annual conference, a notification on the schedules and processes for all nominating committees would be shared with all members. There would be one deadline for all candidates to express interest. Every nominating committee would then be provided with the list of all candidates and their profiles – just as the ICMA Nominating Committee is now – so that everyone is aware of how representative the candidate pool is and can anticipate any problems. Having the various summits staggered in time allows for nominating committees to learn from each other.
- Each nominating committee would be responsible for identifying at least one candidate to appear on the ballot for that region.
- Any Full member could still appear on the ballot if 15 Corporate Member signatures are submitted by the established deadline.
- All Corporate Members would continue to vote for a candidate in every region.

Establish an Advisory Council – a representational body that advises the executive board on issues of strategic direction.

- One Delegate would be appointed by each state, assistant and affiliate (domestic and international) association that has signed an affiliation agreement with ICMA. (Potential number of affiliated associations as of now: 77)
- Additional Delegates could be added for larger states or the President could address representation in some number of at large Delegates with staggered terms. It would be important to ensure representation of young professionals and students. There could also be seats for other constituencies such as academics or related national professional associations such as those serving department heads.
- All appointees would need to be members of ICMA
- Delegates would be appointed to one two-year term with the option for a second two-year term.
- There would be meeting at each annual conference and, depending on need, an additional meeting could take place in the spring with a regional summit. The Chair would be the President-elect or Past President.
- Characteristics desired of Delegates would be well-defined as would clear expectations of service and participation.
- This body could be seen as a key stepping stone for members interested in serving on the board. It could also provide an opportunity for members to gain organizational knowledge and to benefit from a leadership development experience.

3) Shift to an integrated chapter model more typical of professional associations

The national/international association is the primary entity with formal relationships with chapters. Chapters are the vehicle for carrying out activities. Some key characteristics:

- Members automatically belong to both national and a chapter
- National guidelines define the establishment and functioning of chapters who may or may not have paid staff. Dues are collected nationally and either a percentage or flat fee is rebated back to the state or regional association.
- There are national standards for educational programs and any certification programs to ensure that the chapter furthers the good name of the national association
- There is a single, unified voice for the profession served.
- Governance
 - The governing board elections often involve national and regional processes for nomination and election. One example, regional seats are identified by regional committees and at-large seats are identified by a national committee. The key difference from option 2 is that the chapters that have a role in the nomination process are composed entirely of members who belong to both the chapter and to the national/international association.

- Some associations have a larger (50-100 member) advisory body to the board. These include representatives from chapters and affiliated organizations. Some associations have another layer of engagement through councils in each region. These may then feed the larger advisory council or could provide feedback directly to the vice presidents in their region.



Leaders at the Core of Better Communities

Affiliation Agreement Template

LARGE ASSOCIATION MODEL (Over 250 members)

Potential States: Arizona; *California**; Florida; Kansas; Illinois; Michigan; Minnesota; North Carolina; Pennsylvania; Texas; Virginia; Wisconsin

MID SIZE ASSOCIATION MODEL (101-250 members)

Potential States: Colorado; Georgia; Iowa; Maine; Massachusetts; Missouri; New Hampshire; New Jersey; Ohio; Oklahoma; Oregon; South Carolina; Utah; Washington

SMALL ASSOCIATION MODEL (< 100 members)

Potential States: Alabama; Alaska; Arkansas; Connecticut; Delaware; GOSCOMA; Indiana; Kentucky; (*Maryland**); Mississippi; Nebraska; Nevada; New Mexico; New York; Rhode Island; Tennessee; Vermont; West Virginia

AFFILIATION AGREEMENT BETWEEN ICMA & _(NAME OF STATE ASSOCIATION)_

INTRODUCTION

This agreement serves as a written understanding of the affiliation agreement between ICMA (International City/County Management Association) and _(NAME OF STATE ASSOCIATION)_.

ICMA and _(NAME OF STATE ASSOCIATION)_ seek to be more strategic in efforts to achieve mutual goals.

- The collaborative measures outlined in this agreement will contribute to greater success for both the state association and ICMA in the areas of membership development, professional development, and awareness of the value of professional local government management.
- Working more closely, ICMA and _(NAME OF STATE ASSOCIATION)_ will be able to achieve their full membership potential, reduce duplication of effort, and use existing resources more efficiently.
- This agreement supports ICMA’s vision and mission and core beliefs:

ICMA’s Vision

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

ICMA’s Mission

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

ICMA’s 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
- This agreement supports _(NAME OF STATE ASSOCIATION)_’s mission, vision, and core beliefs:

BENEFITS OF AFFILIATION

Value Statement

Members of the local government management profession are better served by belonging to both their state association and to ICMA. ICMA and state associations have been long-standing partners on behalf of the profession, providing services and benefits that complement each other.

- ICMA is the standard bearer for ethical conduct in the local government management profession through the ICMA Code of Ethics and assists state associations in promoting the importance of ethical standards. ICMA provides advice to individual members on ethical challenges, offers continuous education through columns, case studies and articles in *Public Management* magazine, and develops educational programs for state conferences.
- ICMA broadens state association resources for members by serving as a virtual research assistant offering leading practices, articles from experts and practitioners, as well as sample ordinances, policies, and reports on issues that cross state borders. ICMA connects members to colleagues across the country with common challenges.
- ICMA offers leadership and management programs drawing on national and international experts geared to different stages of a member’s career. The highly rated annual conference serves all members. Other programs range from those serving the career development needs of emerging leaders to those tailored for seasoned managers. In addition, ICMA offers a nationally recognized Credentialing program that allows members to demonstrate the unique expertise and the commitment to continuing professional development that they bring to their communities.
- ICMA expands a member’s network to those who share values, expertise and experience in local government across the country and around the world. Committees, task forces and advisory groups as well as online discussion groups forge connections beyond state boundaries.
- ICMA adds to the critical peer support network offered through state associations. ICMA members in transition who have been fired or forced to resign and who list their names in the *ICMA Newsletter* hear from colleagues all over the country and beyond. Monthly conference calls and materials offer financial advice, tips on handling job interviews, and further support.

- ICMA advocates nationally for professional local government management as an integral component of effective local governance with council-manager government as the preferred local government structure. ICMA maintains resource materials, data and information as part of this advocacy effort and the Fund for Professional Management provides resources both to support communities seeking to adopt or retain council-manager government and to develop or revise state-wide civics education curricula.

Each section of this agreement lists continuing activities to be provided by ICMA in support of _(NAME OF STATE ASSOCIATION)_ as well as areas in which _(NAME OF STATE ASSOCIATION)_ will share information and maintain linkages with ICMA.

The activities in this agreement are categorized into the outcomes, strategies, and tactics laid out in ICMA's 2008 Strategic Plan:

- 1) Leadership
- 2) Professional Development
- 3) Knowledge Sharing
- 4) Member Engagement and Support

SECTION I: LEADERSHIP

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.

Together, ICMA and _(NAME OF ASSOCIATION)_ will:

- Promote, enforce, and celebrate the highest ethical standards of professional behavior.
- 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.
- Expand the current membership, with an emphasis on attracting the next generation of professional local government managers, including women and minorities, entrants from other careers, and other local government management professionals who are not members of ICMA.
- Identify opportunities to celebrate our mutual accomplishments and feature them in ICMA and _(NAME OF STATE ASSOCIATION)_ print and electronic publications.

- Collaborate on the alignment of the state association logo and the ICMA logo, identifying _(NAME OF STATE ASSOCIATION)_ as a ‘state affiliate of ICMA.’”
- Collaborate on matters of promotion and defense of council-manager government in _(NAME OF STATE)_.

ICMA will:

- Make ICMA training sessions on the Code of Ethics and ethical behavior among local government professionals available to the state association, its members, and the local jurisdictions which they serve. (Fee structure variable, based on size of audience and duration of session/s.)
- Involve (NAME OF ASSOCIATION) in development and execution of ICMA’s Value of the Profession campaign to raise the level of knowledge and understanding of the role and impact of local government, and professional local government management.
- Share information and leading practices on sustainability, environmental stewardship.
- Reach out to young people, women and minorities, entrants from other careers and other local government management professionals in _(NAME OF STATE / STATE ASSOCIATION)_ who are not members of ICMA.

(NAME OF STATE ASSOCIATION) will:

- **Conduct at least one ICMA Ethics training session annually.**
- Provide an annual contribution to the Fund for Professional Management in support of ICMA’s advocacy work on behalf of professional local government management and the Council/Manager form of government.
- Join with ICMA in the commitment to include the issue of sustainability in a training session in or in the annual conference program for the state membership.
- Actively participate in the development and implementation of ICMA’s Value of the Profession campaign by:
 - 1) providing designated state representatives to the advisory process
 - 2) conducting awareness sessions among the _(NAME OF ASSOCIATION)’s membership
 - 3) holding (1/2/3) broader public awareness events in (NAME OF STATE)
 - 4) contributing financial support to the campaign
 - 5) broadly disseminating materials regarding ICMA’s Value of the Profession campaign in _(NAME OF STATE)_.
- Assist ICMA with identification of and targeted outreach to young people, women, minorities, and entrants from other careers and other local government management professionals in (NAME OF STATE) who are not members of ICMA.
- Assist ICMA in preparation for its 100th anniversary in 2014 by identifying, interviewing, and videotaping available members of the first generation of managers in their state.

SECTION 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.

ICMA will:

- Provide advice on (NAME OF ASSOCIATION)’s meeting program development, including issues of program design and leads on speakers

- Provide results of Applied Knowledge Assessment results by state.
- Provide the opportunity for (NAME OF ASSOCIATION)'s input to ICMA annual conference planning process through appointment of state-designated representative.
- Conduct ICMA University sessions, at a negotiated fee, at (NAME OF ASSOCIATION)'s annual conference(s) and sponsored training events. *(options: every year; every other year)*
- Exhibit ICMA products and services tailored to state meeting program offerings and interests of members.

(NAME OF ASSOCIATION) will:

- Provide information on members' professional development needs, including input for the annual conference
- Collect and share feedback on presentations by speakers at state meetings
- Feature (x number) of ICMA University offerings in the (NAME OF ASSOCIATION)'s professional development events in (NAME OF STATE) each year.
- **Set a goal of increasing the number of credentialed managers in (NAME OF STATE) by x% annually.**
- Provide display space at (NAME OF ASSOCIATION)'s annual conference(s).
- Provide host committee support for ICMA annual conferences held in (NAME OF STATE).

SECTION 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.

ICMA will:

- Provide content links between _(NAME OF ASSOCIATION)_ 's Web site and ICMA.org.
- OR**
- Develop and host a Web site for _(NAME OF ASSOCIATION)_ within the ICMA.org framework.
- Host an online discussion tool for members of _(NAME OF ASSOCIATION)_ via existing or newly developed Web based communications platform.
- Feature state association news updates on ICMA.org
- Engage _(NAME OF ASSOCIATION)_ in interactive features of ICMA's Knowledge Center.

(NAME OF ASSOCIATION) will:

- Provide state news updates to ICMA on a quarterly basis.
- Link to ICMA News from ICMA.org via RSS news feed.
- **Contribute X # of documents per month, (emphasis on innovative / leading practices) for inclusion in ICMA's Knowledge Center.**
- Recommend and provide marketing support for ICMA Consulting Services in _(NAME OF STATE)_.

SECTION 4:

A) MEMBER ENGAGEMENT & 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.

ICMA will:

- Actively promote the value of membership in both ICMA and the (NAME OF ASSOCIATION).
- Provide current lists of ICMA members in (NAME OF STATE).
- Propose opportunities to work together on membership recruitment.
- Provide partnership opportunities for recruitment of ICMA members who are not members of the state association.
- Provide ICMA membership information; information about professional development offerings; catalogs of publications, products, and services to (NAME OF STATE ASSOCIATION).
- Conduct state officers' roundtable at the ICMA annual conference
- Convene meeting of state secretariats / state association staff at the ICMA annual conference
- Ensure presence of ICMA leadership (ICMA state liaison, board member, and/or executive director) attendance at the (NAME OF ASSOCIATION)'s annual conference.
- Conduct annual regional meetings of state leadership to solicit feedback and encourage networking.
- Designate a senior staff member or senior advisor to serve as state liaison to oversee and support the formal relationship.
- Provide information regarding committee openings and rosters (including name, municipality, and state), as well as a list of (NAME OF STATE) members expressing an interest directly to ICMA in serving on committees.
- Provide one complimentary ICMA conference registration for designated state staff member when matched by state travel stipend.
- Extend a complimentary registration to ICMA annual conference for the Range Rider when matched by state travel stipend.

(NAME OF ASSOCIATION) will:

- **Set a goal of increasing ICMA membership in (NAME OF STATE) by X% annually.**
- Provide ICMA with language regarding the benefits of membership in (NAME OF STATE ASSOCIATION) so that the value of belonging to both the state and ICMA can be well understood.
- Provide feedback and input on ICMA committee volunteers, executive board nominations, and annual awards program nominations.
- Provide recommendations for service on the ICMA Nominating Committee; follow the guidelines and participate in the ICMA nominations and elections process in support of candidates to serve on the ICMA Executive Board.
- Convene a general session for ICMA leadership to meet with members for an update of ICMA activities as well as the opportunity to interact socially at the (NAME OF ASSOCIATION)'S annual conference.
- Ensure that (NAME OF ASSOCIATION)'s staff communicate regularly with ICMA state liaison to provide input on ICMA programs and policies and to facilitate the flow of information between the associations.

- Provide complimentary registration for two members of ICMA leadership and staff to attend _(NAME OF ASSOCIATION)_'s annual conference. NOTE: If the ICMA Executive Director attends, he/she will also be provided with complimentary registration.
- Provide an updated list of state officers annually.
- Travel stipend for state staff and/or Range Rider to attend ICMA annual conference.

B) PERSONAL AND CAREER SUPPORT

ICMA will:

- Provide information and assistance on establishing and maintaining member and partner support networks.
- Make updated career publications available through ICMA's career services initiatives on ICMA.org.
- Conduct outreach to ICMA members known to be in transition.
- Offer complimentary ICMA conference registration and up to three years complimentary ICMA membership for ICMA members in transition.
- Provide support and reimbursement of 50% expenses for agreed-upon individuals to serve as Range Riders.

(NAME OF STATE ASSOCIATION) will:

- Foster support networks for members and their families.
- Conduct ongoing efforts to assist members in transition.
- Provide regular updates on (NAME OF ASSOCIATION)'s members in transition to ICMA designated staff contact.
- Manage and provide 50% of funding of Range Rider program, provided all costs are identified and mutually agreed upon in advance by (NAME OF ASSOCIATION) and ICMA, and provided further that (NAME OF ASSOCIATION) And ICMA mutually agree upon the person to serve as Range Rider.
- Extend complimentary membership and conference registration for (NAME OF ASSOCIATION) members in transition for three (3) years.

SECTION 5: DURATION

This agreement shall be subject to annual review and approval by the ICMA Executive Director and the Executive Committee of the _(NAME OF ASSOCIATION)'S_ Board of Directors.

Authorizing signatures:

Robert J. O'Neill
Executive Director, ICMA

DATE

President: _(NAME OF STATE ASSOCIATION)_ DATE

MEMBERSHIP AND EXTERNAL OUTREACH COMMITTEE

AGENDA COMMUNICATION NO. 2831 SEPTEMBER 11, 2009 MONTRÉAL, QUÉBEC, CANADA

SUBJECT: Progress on membership recruitment and retention

INTRODUCTION: This is a status report on the activities of board members and staff on recruitment and retention since the Board meeting in May 2009.

BACKGROUND: In adopting the recommendations of the Task Force on Financing ICMA in July 2004, the board made a personal commitment to recruit new members and agreed to establish annual goals for recruitment of net new members.

Highlights of activities since May 2009 are provided in the first attachment (page 4).

The second attachment (page 9) provides membership statistics as of July 31, 2009 as compared to August 31, 2008. Numbers for August 31, 2009 will be provided at the board meeting. While the goal for new entry to mid-management members has already been exceeded (184 versus 175), the number of new Full members will not be achieved. Only 218 new members have joined as opposed to the goal of 350.

The third attachment (page 12) is the list of new members for the month of July so you can see names and types of members.

The fourth attachment (page 16) provides the international numbers and new members.

PAST PRACTICE: Until 2005, board members were not as a group actively engaged in membership growth activities. The Nominating Committee's "Expectations of Board Service" that is shared with every candidate makes it clear that board members are expected to make a personal commitment to recruit members in their regions.

POLICY:

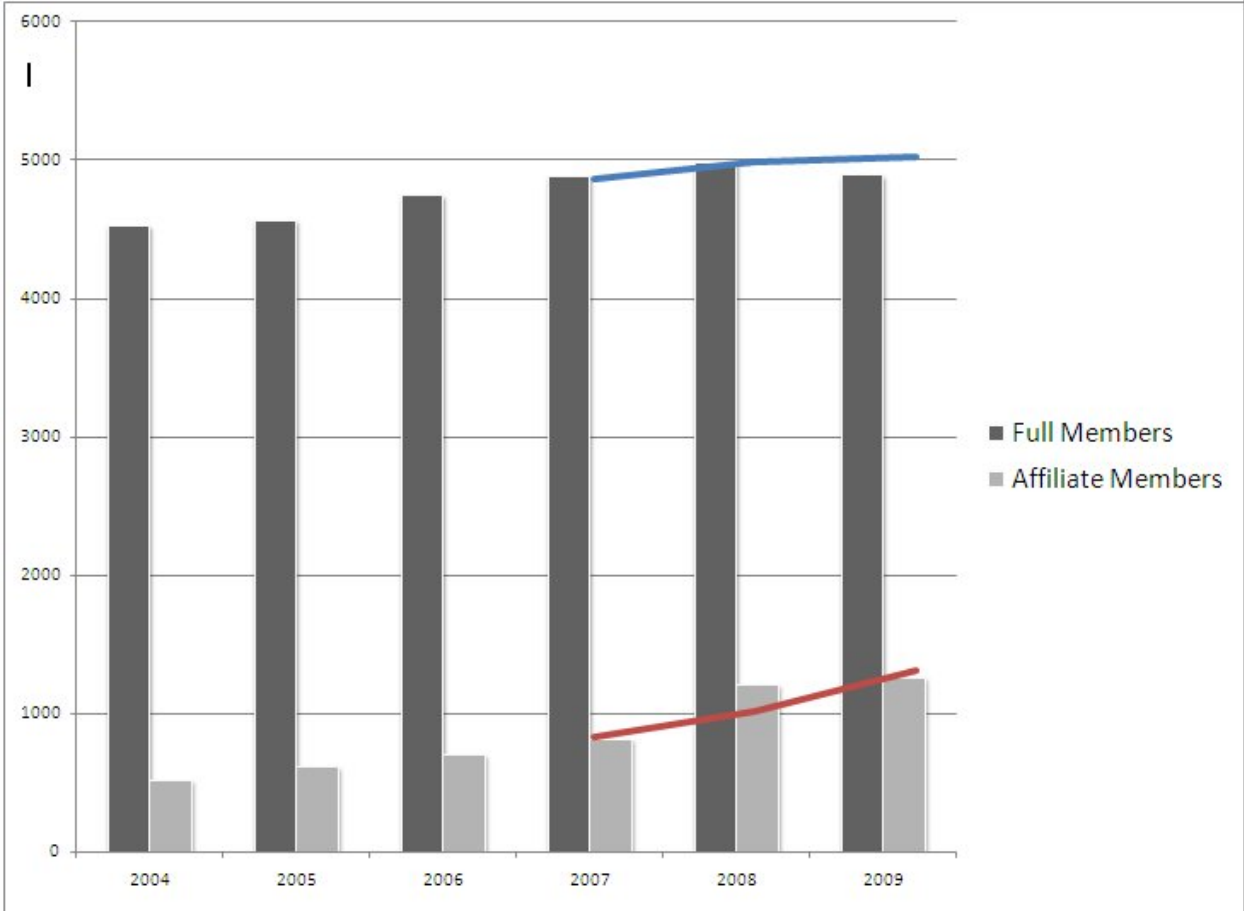
In July 2004, the board adopted recommendations from the Task Force on Financing ICMA to increase ICMA’s membership over the next five years. The goal is for ICMA to retain its current membership, attract managers and assistants who are currently not members, and encourage the next generation of managers to join the Association. The report included five year goals to increase membership by 24%. The projections show increases in the following categories:

Full members	300
(managers/administrators and senior executive staff)	
Full members under the \$175,000 salary cap	46
Affiliate members	<u>900</u>
(entry-level and mid-management staff)	
	1246

At the November 2008 meeting, the board adopted membership recruitment goals for the board year ending August 31, 2009 as follows: 350 new Full members and 175 new Affiliate members in the new flat rate dues category for those in entry-level to mid-management (below department head) positions.

The following shows current status first with numbers and then in graphic form:

United States In-Service	8/31/04	8/31/08	7/31/09	Net Gain	8/31/09	New Members	New Members
	Baseline	(Actual)	(YTD)	(YTD)	(Target)	(YTD)	(Target)
Full members	4528	4982	4853	(129)	5025	218	350
Affiliate members (all)	566	1208	1259	51	1300	304	
<i>Sr Mgmt</i>		296	311	15		88	
<i>Entry-Mid Mgmt</i>		781	842	61		187	175
<i>Intern</i>		131	106	(25)		29	
Total	5094	6190	6112	(78)	6325	522	



RECOMMENDATION: Review progress.

Discussion leader:

Bonnie Svrcek, Chair

HIGHLIGHTS OF RECRUITMENT ACTIVITIES SINCE MAY 2009

Personal selling

CAO and Acting CAO Outreach: With the addition of Kevin Carter to the membership staff, ICMA rolled out a new program to attract Full members in March 2009. Using Google Alerts and other news sites, we're identifying city and county manager positions where a non-member is newly appointed or serving in an acting or interim position. Most of these positions were previously held by our members.

ICMA is sending each newly appointed manager a packet including a membership application, *PM* magazine, information on ICMA and the annual conference, and a personalized letter. Each interim or acting manager gets an email outlining the benefits of membership and providing a link to two free documents from the resource center. One talks about serving in an acting position. Range Riders and Senior Advisors are provided the names of the CAOs and encouraged to contact them about joining ICMA.

The Range Rider and Senior Advisor roles are being expanded into a personal selling effort specific for each state. Kevin worked with Senior Advisor Steve Bryant to identify non-member managers, tailor an Oregon specific message, and recruit them. Kevin has contacted other states in an effort to expand this program.

As of August, 99 managers have been contacted and 14 have joined as Full members at the full dues rate.

Exploration of ways to assist members through challenging economic times

The Membership and External Outreach Committee worked with staff in February to develop the following options for helping members continue their memberships:

- Allow members to pay dues on quarterly installment plan
- Allow in-service Affiliates who experience lay-offs or job eliminations to be treated similar to MITs with a one-year comp membership.
- Allow current entry-level to mid-management Affiliates to "restart" under the new flat dues rate.
- Offer student rate for Affiliates who are also in school full-time. Staff has found that the current policy of limiting the student rate to those whose primary activity is being a student is a barrier to people joining and maintaining student dues. This will address both current economic conditions and shifts in lifestyles as people aim to balance work and school. The policy for student membership remains the same.

All of these, in addition to the "e-debit card" for in-service members, have been well-received and taken advantage of by some members, but anecdotal feedback on the July 2009 cycle which will wrap up in September indicates a higher level of drops than the January 2009 cycle.

Partnerships with state associations around Richmond annual conference

North Carolina: In 2008, NCCCMA approved \$10,000 to fund a conference/membership incentive partnership with ICMA modeled on the partnership with Texas for the 2006 conference in San Antonio. Two people took advantage of this offer. Their memberships were up for renewal July 1, 2009. ICMA staff coordinated outreach to these two members in the late spring. One of the two has renewed his membership. The other member dropped his membership due to budget issues, but hopes to rejoin ICMA in the future.

Virginia: In 2008, VLGMA also approved \$10,000 to fund a conference/membership incentive partnership. Four people took advantage of the offer. Their memberships were up for renewal July 1, 2009. To date, two of the members have renewed their memberships. ICMA staff has coordinated outreach to the two members who have not yet renewed their memberships.

Partnerships with state associations on joint incentives

Tennessee: ICMA offered a first year complimentary membership to match a state program that reimburses five qualified individuals up to \$200 for their second year's dues in ICMA. The program was open to those in communities with a population of 10,000 or less, who have not belonged to ICMA and where the community has not funded ICMA dues in the past. Four Full Members have participated in the program. Three were on the January 2009 renewal cycle Mike Walker contacted these members in late April. One renewed his dues on time. One member renewed past the deadline, and has paid his dues through June 30, 2010. The third member did not respond and has been dropped from membership. The fourth member was on the July 2009 renewal cycle and has renewed his membership.

Illinois: In April 2008, the ILCMA Board of Directors approved a similar membership incentive program to Tennessee allocating up to \$5,000 to subsidize up to \$200 per participant for the second year's annual dues in ICMA. Five people joined ICMA under this special offer. Range Riders in Illinois made outreach to all five members about membership renewal on the July 2009 cycle this spring. Four have renewed their memberships. This spring, staff discovered that an additional three ILCMA members were offered this incentive last year. They never responded, and were thus re-offered the incentive. One did join. Illinois has asked to continue this incentive program for the next year. To date, an additional four members have joined ICMA within the last few months due to this incentive.

Texas: In August 2008, the Texas City Management Association (TCMA) approved a similar partnership which targets managers or assistants in communities with a population of 10,000 or less who are members of TCMA. In the second year, TCMA will reimburse up to \$300 for ICMA dues for up to 15 individuals. This offer was publicized by TCMA starting in October 2008 and the first deadline for applicants was January 16, 2009. Three individuals initially joined ICMA under this incentive. One renewed his membership through June 30, 2010. TCMA continues to accept applications for the incentive until 15 spots have been allocated. An additional five members joined ICMA during the spring 2009. These members will be due for renewal July 1, 2010. Staff will coordinate renewal-outreach to these members in May 2010.

Recruiting Young Professionals

Next Gen Membership Campaign: This major, ongoing marketing campaign to recruit and retain young professional members was launched at the 2008 ICMA Annual Conference wrapped around the announcement of the new entry- to mid-level affiliate dues rates. The campaign features young members talking about something they did to make a difference in their community and how their ICMA membership helped them get it done. This messaging fulfills a second critical goal of promoting the local government profession and how young professionals can impact their communities in many different ways through this career path.

The campaign push out includes print and online advertising, articles in various e-newsletters, social networking sites LinkedIn and Facebook, numerous state and national meetings, blast email to member champions and potential next gen members, and exploring partnerships with sister organizations. There have been print ads in *PM, Planning* magazine, and print and online ads in *Governing* as well as an ad in one of the *Governing* e-newsletters. Staff also shared with the senior advisors a PowerPoint and talking points, as well as an article which was published in a number of state publications. An ancillary "Pass It On" campaign directed to current members encourages them to recruit, coach, and support young professionals and students.

Legacy Leaders: As of June 30, 2009 there are 27 legacy leaders and 87 legacy leader candidates who have committed to coaching and recruiting young professionals to join ICMA or participate in ICMA's emerging leaders professional development programs. The legacy leaders were recognized at the 2008 ICMA Annual Conference and in articles and promotions of the legacy leader program in honor of their dedication to the profession and encouraging the next generation. Following up on last year's success, a session is again planned for the 2009 ICMA Conference as an opportunity for mentors to share success stories, strategies, and experiences.

LEAD and SEI: To take advantage of ICMA's connection to the Leading, Educating, and Developing (LEAD) program at the Weldon Cooper Center at the University of Virginia for local government staff, all nonmember LEAD attendees are being sent letters offering them a one-year, complimentary membership in ICMA. As of August 2009, 79 LEAD graduates had joined ICMA through this partnership and out of the 26 original LEAD participants who were on the January 2009 dues cycle, 6 have renewed. These outreach efforts will continue on a monthly basis though this avenue for recruitment is likely to be less fruitful as attendance has dropped in light of the economy.

Additionally, an offer of complimentary membership was extended to the 17 non-members attending the July 2008 session of the Senior Executive Institute; 6 responses were received.

CPM: The partnership developed with the Center for Performance Measurement (CPM) in 2007 to offer a one-year, complimentary membership to the Primary Coordinator in each CPM jurisdiction resulted in 79 new members. These members were up for renewal at 50% of their dues rate in July 2008; 43 of the members renewed and will renew at full price next year. In June 2008, the offer of complimentary membership was also extended to those jurisdictions that joined CPM since June 2007. From these 39 jurisdictions, 17 individuals have joined. In June 2009, ICMA extended 25 memberships. 9 have joined this far. In consultation with the CPM staff, the complimentary membership is now offered to a jurisdiction upon joining CPM, instead of once a year to all jurisdictions that joined in the past 12 months.

ELDP: In 2008, we began offering complimentary, one-year memberships to non-member participants in the Emerging Leaders Development Program. ICMA extended offers to all nonmember ELDP participants and 24 have joined from 3 classes. Starting with this year's fall class, ELDP will use member/nonmember pricing and the nonmember fee will include a two-year membership. The pricing structure will be as follows: Membership rate for ELDP = \$500 for two years; Nonmember rate for ELDP = \$800 for two years but includes two years of ICMA Membership

YPLI: Similarly, we offered complimentary, one-year memberships to the nonmember attendees of this and last years' Young Professionals' Leadership Institutes, which were held in conjunction with the 2008 and 2009 Regional Summits. 65 received the offer for membership and 29 joined. The 2008 YPLI members are up for renewal on the July 2009 cycle. In the future, we plan to use member/nonmember price differentials, with the nonmember fee including a one-year membership.

Welcoming New Members

A new member outreach team was formed involving staff from across the association to develop a plan to engage staff in personal outreach to U.S. in-service members in their first year of membership beyond the email and mailed communications that they now receive.

A new Task force on Welcoming New Members has just been appointed by Darnell Earley with Charlene Stevens, former ICMA Vice President and Assistant County Manager, Sedgwick County, Kansas, as chair. Its purpose will be to design a member to member welcome program to help introduce and demonstrate the value of the ICMA network.

Recruiting and Serving Members Based on Core Needs and Career Segments

Messaging: Staff finished revising member messaging based on the three most important core needs identified in a survey of members and potential members to ensure ICMA's communications are appealing and relevant. The first phase of the redesigned Join ICMA section of ICMA's web site launched at the end of September 2008, and the final version launched in June 2009 based on these messages:

- Advance your career
- Make a difference in your community
- Live a career with a calling

The Join site also uses photography and messaging from the next gen membership campaign to bring stories of how membership can help all local government managers regardless of their career stage to accomplish their goals.

A new flyer directed at elected officials was developed to articulate the value of membership to the community which was distributed at the 2008 National League of Cities Conference. Feedback was solicited from several managers to further hone the message. The next step is to collect quotes from elected officials. Messaging was also developed in January articulating the value of membership during the economic crisis, which has been used in different formats for different audiences (e.g. talking points for staff, elected officials).

Economic Crisis Support:

- Continued to update the new web page on resources in difficult times. In June, a video of the Midwest Regional Summit presentation on the *Navigating the Fiscal Crisis* paper was added to the site.
- Continued to offer, through ICMA Consulting Services, a free mini-consulting session with one of their financial crisis experts.
- Offered two ICMA Ideas & Solutions Roundtables, free 60-minute teleconferences for groups of members to network and exchange ideas on timely topics starting with the economic crisis. Both attracted over 35 participants.
- Included at least one economic crisis article in most issues of the electronic version of the *ICMA Newsletter*.
- Offered a new “virtual” Economic Crisis E-Debit Card on June 1 immediately after approval by the board. Full and Affiliate members currently serving in U.S. local governments are eligible. Full Members have a \$200 credit and Affiliate Members have \$100 to use anytime over the next two years on membership dues and professional development programs offered by ICMA. (information on usage is provided in a separate agenda communication)

ICMA Membership Numbers, U.S. In Service Summary By Region

8/11/2009

		Midwest	Mountain Plains	Northeast	Southeast	West Coast	Total
Full Members							
	Aug-08	1,293	987	713	1,251	738	4,982
	Jul-09	1,280	991	679	1,201	702	4,853
	Net Change	(13)	4	(34)	(50)	(36)	(129)
Affiliate Members Subtotal (Senior + Entry-Mid Mgmt + Intern)							
	Aug-08	197	308	90	287	326	1208
	Jun-09	215	310	89	308	337	1259
	Net Change	18	2	(1)	21	11	51
Total							
	Aug-08	1,490	1,295	803	1,538	1,064	6,190
	Jul-09	1,495	1,301	768	1,509	1,039	6,112
	Net Change	5	6	(35)	(29)	(25)	(78)

ICMA Membership Numbers, U.S. In Service (Full, Affiliate, & Intern), By State

8/11/2009

	Full Members			Senior Mgmt Affiliate Members			Entry-Mid Mgmt Affiliate Members			Intern Members			Total			
	Aug-08	Jul-09	Chng	Aug-08	Jul-09	Chng	Aug-08	Jul-09	Chng	Aug-08	Jul-09	Chng	Aug-08	Jul-09	Chng	
MW	IA	115	107	(8)	4	2	(2)	6	7	1	2	1	(1)	127	117	(10)
	IL	304	294	(10)	6	9	3	55	58	3	12	13	1	377	374	(3)
	IN	17	17	0	0	0	0	3	3	0	1	0	(1)	21	20	(1)
	MI	245	245	0	11	10	(1)	13	17	4	5	3	(2)	274	275	1
	MN	188	184	(4)	1	3	2	13	15	2	5	3	(2)	207	205	(2)
	MO	134	133	(1)	3	5	2	10	10	0	4	2	(2)	151	150	(1)
	OH	169	168	(1)	7	14	7	15	17	2	3	2	(1)	194	201	7
	WI	121	132	11	5	7	2	10	10	0	3	4	1	139	153	14
	Reg total	1,293	1,280	(13)	37	50	13	125	137	12	35	28	(7)	1,490	1,495	5
MP	AR	11	11	0	0	0	0	1	1	0	0	0	0	12	12	0
	AZ	130	121	(9)	21	18	(3)	61	48	(13)	5	2	(3)	217	189	(28)
	CO	157	151	(6)	6	10	4	21	24	3	5	4	(1)	189	189	0
	ID	14	16	2	0	0	0	0	1	1	0	0	0	14	17	3
	KS	129	130	1	10	9	(1)	29	30	1	10	8	(2)	178	177	(1)
	MT	13	10	(3)	0	0	0	1	1	0	0	0	0	14	11	(3)
	ND	4	4	0	1	1	0	0	0	0	0	0	0	5	5	0
	NE	45	44	(1)	2	2	0	3	2	(1)	0	0	0	50	48	(2)
	NM	35	29	(6)	4	5	1	4	5	1	0	0	0	43	39	(4)
	OK	60	64	4	1	2	1	2	2	0	0	1	1	63	69	6
	SD	9	12	3	1	1	0	1	2	1	0	0	0	11	15	4
	TX	309	326	17	22	23	1	69	78	9	10	9	(1)	410	436	26
	UT	58	57	(1)	3	2	(1)	4	6	2	3	0	(3)	68	65	(3)
	WY	13	16	3	5	5	0	3	8	5	0	0	0	21	29	8
	Reg total	987	991	4	76	78	2	199	208	9	33	24	(9)	1,295	1,301	6
NE	CT	49	45	(4)	8	8	0	4	4	0	0	0	0	61	57	(4)
	DC	3	2	(1)	2	0	(2)	7	3	(4)	2	1	(1)	14	6	(8)
	DE	11	9	(2)	2	1	(1)	0	0	0	0	0	0	13	10	(3)
	MA	121	122	1	5	6	1	4	6	2	2	2	0	132	136	4

	MD	61	65	4	5	4	(1)	10	11	1	3	1	(2)	79	81	2
	ME	59	56	(3)	0	0	0	1	2	1	0	0	0	60	58	(2)
	NH	51	45	(6)	1	1	0	1	1	0	0	0	0	53	47	(6)
	NJ	88	76	(12)	1	2	1	7	7	0	0	1	1	96	86	(10)
	NY	60	52	(8)	1	3	2	11	11	0	0	0	0	72	66	(6)
	PA	170	169	(1)	1	2	1	11	8	(3)	0	1	1	182	180	(2)
	RI	13	14	1	1	2	1	0	0	0	0	0	0	14	16	2
	VT	27	24	(3)	0	0	0	0	0	0	0	1	1	27	25	(2)
	Reg total	713	679	(34)	27	29	2	56	53	(3)	7	7	0	803	768	(35)
SE	AL	25	21	(4)	2	1	(1)	3	3	0	0	0	0	30	25	(5)
	FL	354	336	(18)	30	25	(5)	41	49	8	8	4	(4)	433	414	(19)
	GA	129	129	0	11	12	1	15	19	4	6	9	3	161	169	8
	KY	25	23	(2)	3	2	(1)	2	2	0	0	0	0	30	27	(3)
	LA	7	7	0	0	1	1	0	0	0	0	0	0	7	8	1
	MS	6	6	0	0	1	1	0	0	0	0	0	0	6	7	1
	NC	313	295	(18)	7	7	0	29	31	2	4	7	3	353	340	(13)
	SC	106	97	(9)	10	12	2	11	12	1	0	0	0	127	121	(6)
	TN	63	62	(1)	3	3	0	5	5	0	0	1	1	71	71	0
	VA	202	209	7	21	25	4	73	75	2	3	1	(2)	299	310	11
	WV	21	16	(5)	0	1	1	0	0	0	0	0	0	21	17	(4)
	Reg total	1,251	1,201	(50)	87	90	3	179	196	17	21	22	1	1,538	1,509	(29)
WC	AK	16	14	(2)	1	1	0	3	4	1	0	1	1	20	20	0
	CA	480	453	(27)	54	51	(3)	183	207	24	21	14	(7)	738	725	(13)
	HI	0	0	0	0	0	0	1	1	0	0	0	0	1	1	0
	NV	37	34	(3)	4	4	0	9	7	(2)	4	2	(2)	54	47	(7)
	OR	105	104	(1)	4	3	(1)	13	14	1	2	0	(2)	124	121	(3)
	WA	100	97	(3)	6	5	(1)	13	15	2	8	8	0	127	125	(2)
	Reg total	738	702	(36)	69	64	(5)	222	248	26	35	25	(10)	1,064	1,039	(25)
Total																
	4,982	4,853	(129)	296	311	15	781	842	61	131	106	(25)	6,190	6,112	(78)	

US New Full, Affiliate, & Intern ICMA Members by Region: July 2009

		Full	Senior Affiliate	Entry- to Mid-Mgmt Affiliate	Intern	Total
<i>Midwest</i>	IA	1	0	0	0	1
	IL	2	0	4	1	7
	MI	2	0	0	0	2
	MN	0	1	0	0	1
	OH	0	1	0	0	1
	WI	2	0	0	1	3
	<i>Region Subtotal</i>	<i>7</i>	<i>2</i>	<i>4</i>	<i>2</i>	<i>15</i>
<i>Mountain Plains</i>	AZ	3	0	0	0	3
	KS	0	0	1	2	3
	OK	1	0	1	0	2
	TX	1	1	2	0	4
	<i>Region Subtotal</i>	<i>5</i>	<i>1</i>	<i>4</i>	<i>2</i>	<i>12</i>
<i>Northeast</i>	CT	0	0	1	0	1
	MA	1	1	0	1	3
	MD	0	1	0	0	1
	ME	1	0	0	0	1
	NY	1	0	0	0	1
	PA	1	0	0	0	1
	<i>Region Subtotal</i>	<i>4</i>	<i>2</i>	<i>1</i>	<i>1</i>	<i>8</i>
<i>Southeast</i>	FL	4	0	1	0	5
	GA	0	0	0	1	1
	MS	1	0	0	0	1
	NC	1	0	0	0	1
	SC	0	0	1	0	1
	TN	1	0	0	0	1
	VA	0	0	1	0	1
	<i>Region Subtotal</i>	<i>7</i>	<i>0</i>	<i>3</i>	<i>1</i>	<i>11</i>
¹² <i>West Coast</i>	CA	0	0	5	1	6

		Full	Senior Affiliate	Entry- to Mid-Mgmt Affiliate	Intern	Total
<i>West Coast</i>	OR	1	0	1	0	2
	WA	0	0	1	1	2
	<i>Region Subtotal</i>	<i>1</i>	<i>0</i>	<i>7</i>	<i>2</i>	<i>10</i>
Total		24	5	19	8	56

Midwest

IA

Kevin C. Flanagan, City Manager, City of Denison (Full)

IL

Timothy J. Frenzer, Village Manager, Village of Wilmette (Full)

Maxwell C. Gagin, Administrative Intern, City of Janesville (Intern)

Brett L. Kryska, Management Assistant, Village of Grayslake (Entry- to Mid-Mgmt Affiliate)

*Catherine J. Peterson, Village Administrator, Village of Lakewood (Full)

*Pamela K. Poetker, Administrative Assistant, City of Red Bud (Entry- to Mid-Mgmt Affiliate)

*James L. Richter, II, Assistant Director for Economic Development, City of Crystal Lake (Entry- to Mid-Mgmt Affiliate)

*Tara L. Semenchuk, Assistant to the Village Administrator, Village of Cary (Entry- to Mid-Mgmt Affiliate)

MI

Donald E. Johnson, City Manager, City of Royal Oak (Full)

Diana J. Kollmeyer, CMC, City Manager, City of Belleville (Full)

MN

David M. Cziok, Wastewater Superintendent, City of Litchfield (Senior Affiliate)

OH

*Matthew Vanderhorst, Director of Information Services, City of Montgomery (Senior Affiliate)

WI

Stephen J. Crane, City Administrator, City of Lancaster (Full)

Inga M. Jacobson, Graduate Intern, City of Milton (Intern)

Deb A. Menacher, Deputy County Administrator, County of Marathon (Full)

Mountain Plains

AZ

Roger Kolman, Assistant City Manager, City of Maricopa (Full)

Gary S. Neiss, Town Administrator/Planning & Zoning Administrator, Town of Carefree (Full)

Lloyce M. Robinson, Town Manager, Town of Youngtown (Full)

KS

Tanner M. Fortney, Planner II, City of Olathe (Entry- to Mid-Mgmt Affiliate)

Kurtis W. Jacobs, Management Intern, City of Wichita (Intern)

*Troy Tillotson, Management Intern, City of Wichita (Intern)

OK

Kelly K. Fuller, Assistant to the Manager, City of Edmond (Entry- to Mid-Mgmt Affiliate)

Dea S. Kretchmar, City Manager, City of Medford (Full)

TX

*Dana E. Conklin, Community Resources Manager, City of Plano (Entry- to Mid-Mgmt Affiliate)

*Cynthia S. Henry, Personnel Director, City of Kennedale (Senior Affiliate)

*La Toya M. Jackson, Quality Assurance Coordinator, City of Dallas (Entry- to Mid-Mgmt Affiliate)

13 Vicki L. Mikel, City Manager, City of Fate (Full)

Northeast

CT

Jennifer R. March-wackers, Senior Program Manager, Municipal Services, Capitol Region Council of Governments (Entry- to Mid-Mgmt Affiliate)

MA

David G. Nixon, Town Administrator, Town of Hadley (Full)

Brianna B. Olson, Local Government Management Fellow, Town of Lexington (Intern)

*J. Catherine Rollins, Director, Policy & Intergovernmental Affairs, City of New Bedford (Senior Affiliate)

MD

Anthony H. Rainey, City Treasurer, City of Hyattsville (Senior Affiliate)

ME

Marian L. Anderson, Town Manager, Town of Richmond (Full)

NY

Donna D. Owens, CPM, City Administrator, City of Niagara Falls (Full)

PA

Kenneth E. Myers, Borough Manager, Borough of Huntingdon (Full)

Southeast**FL**

James E. Barnes, Director of Operations, Village of Wellington (Full)

Roman Gastesi, Jr., County Administrator, County of Monroe (Full)

Francine L. Ramaglia, Assistant Village Manager, Village of Wellington (Full)

Daniel Rosemond, Assistant City Manager, City of Miami Gardens (Full)

*Eric Wahlbeck, Assistant Recreation Director, Town of Belleair (Entry- to Mid-Mgmt Affiliate)

GA

Neil Obringer, Management Fellow, City of Savannah (Intern)

MS

Andrea M. Freeze, Chief Administrative Officer, City of Horn Lake (Full)

NC

Brian J. Borne, Assistant City Manager/Director, Downtown Monroe, City of Monroe (Full)

SC

Doyle Keith Lee, Deputy Director, Spartanburg County Communications/9-1-1 (Entry- to Mid-Mgmt Affiliate)

TN

*James H. Smith, Interim City Administrator & Finance Director, City of Spring Hill (Full)

VA

*Karen S. Sheets-Gayheart, Division Manager of Operations, County of Loudoun (Entry- to Mid-Mgmt Affiliate)

West Coast**CA**

John A. Alita, Assistant Library Director, City of San Bruno (Entry- to Mid-Mgmt Affiliate)

Chris Ball, Assistant Analyst, City of Thousand Oaks (Entry- to Mid-Mgmt Affiliate)

Richelle C. Carino, Associate Planner, City of Delano (Entry- to Mid-Mgmt Affiliate)

Daniel L. C. Flores, Field Representative, County of San Bernardino (Entry- to Mid-Mgmt Affiliate)

Jacqueline Guzman, Management Fellow, City of San Jose (Intern)

Steven D. Rodriguez, Deputy Director, County of Fresno (Entry- to Mid-Mgmt Affiliate)

OR

Catherin L. Daw, City Manager, City of Happy Valley (Full)

Jennifer K. Inman, Senior Management Analyst, County of Lane (Entry- to Mid-Mgmt Affiliate)

WA

Shane M. Pettit, Management Fellow, City of Tacoma (Intern)

14 Trent I. White, Airport Operations Coordinator, County of Clark - McCarran Airport (Entry- to Mid-Mgmt Affiliate)

* designates complimentary or reduced membership offered through partnerships with state and affiliate associations and ICMA programs (such as Center for Performance Measurement and Emerging Leaders Development Program.)

ICMA Membership Numbers, International In Service (Full, Affiliate, & Intern) by Country

8/11/2009

	Full			Affiliate			Intern			Total		
	Aug-08	Jul-09	Change	Aug-08	Jul-09	Change	Aug-08	Jul-09	Change	Aug-08	Jul-09	Change
Australia	40	35	(5)	2	3	1	0	0	0	42	38	(4)
British Virgin Islands	0		0	0	0	0	0		0	0	0	0
Canada	140	152	12	35	32	(3)	0	6	6	175	190	15
Cayman Islands	0		0	1	0	(1)	0		0	1	0	(1)
Cyprus	0	2	2	0	0	0	0	0	0	0	2	2
Denmark	0	1	1	0	0	0	0	0	0	0	1	1
India	0		0	0	0	0	0		0	0	0	0
Ireland	7	7	0	0	0	0	0	0	0	7	7	0
Nepal	0	1	1	0	0	0	0	0	0	0	1	1
Netherlands	9	27	18	2	0	(2)	0	0	0	11	27	16
New Zealand	19	18	(1)	1	1	0	0	0	0	20	19	(1)
Romania	0	1	1	0	0	0	0	0	0	0	1	1
Saudi Arabia	0	0	0	1	1	0	0	0	0	1	1	0
Sierra Leone	0	0	0	0	1	0	0	0	0	0	1	1
Slovakia	0	1	1	0	0	0	0	0	0	0	1	1
South Africa	0	1	1	0	0	0	0	0	0	0	1	1
Spain	0	1	1	0	0	0	0	0	0	0	1	1
Sweden	1	1	0	0	0	0	0	0	0	1	1	0
Thailand	1	1	0	0	0	0	0	0	0	1	1	0
Trinidad and Tobago	0	1	1	0	0	0	0	0	0	0	1	1
United Kingdom	8	6	(2)	0	0	0	0	0	0	8	6	(2)
Zimbabwe	1		(1)	0	0	0	0		0	1	0	(1)
Total	226	256	30	42	38	(4)	0	6	6	268	300	32

International New Full, Affiliate, & Intern ICMA Members by Region: July 2009

		Full	Senior Affiliate	Entry- to Mid-Mgmt Affiliate	Intern	Total
<i>International</i>	Australia	1	1	0	0	2
	Canada	2	1	1	4	8
	Netherlands	1	0	0	0	1
	New Zealand	1	0	0	0	1
	Sierra Leone	0	1	0	0	1
	<i>Region Subtotal</i>	5	3	1	4	13
Total		5	3	1	4	13

International

Australia

Mervyn J. Paton, Director of Operations, Local Government Managers Australia, Australia (Senior Affiliate)

Alan R. Pincombe, Chief Executive Officer, City of Unley, Australia (Full)

Canada

*Louis J. Coutinho, Chief Administrative Officer, Town of Windsor, Canada (Full)

Arlos A. Crofts, Intern, Alberta, Canada (Intern)

Sean P. Lee, Intern, Town of Beaumont, Canada (Intern)

*Kathleen L. Muretti, Procurement & AP Team Leader, City of Airdrie, Canada (Entry- to Mid-Mgmt Affiliate)

Michelle C. Neilson, Municipal Intern, Town of Sylvan Lake, Canada (Intern)

Meredith M. Seeton, Intern, County of Vulcan, Canada (Intern)

*Lorne R. Stevens, Manager, Engineering Services & Public Works, City of Airdrie, Canada (Senior Affiliate)

*Stan Westby, Chief Administrative Officer, City of Powell River, Canada (Full)

Netherlands

*Ria Van Rhijn, Town Secretary, Gemeente Teylingen, Netherlands (Full)

New Zealand

Stephen F. Parry, Chief Executive, Gore District Council, New Zealand (Full)

Sierra Leone

Lancelot A. Lake, City Planning and Development Adviser, Freetown City Council, Sierra Leone (Senior Affiliate)

* designates complimentary and reduced membership offered through partnerships with state and affiliate associations and ICMA programs (such as Center for Performance Measurement and Emerging Leaders Development Program.)

MEMBERSHIP AND EXTERNAL OUTREACH COMMITTEE

AGENDA COMMUNICATION NO. 2832 SEPTEMBER 11, 2009 MONTRÉAL, QUÉBEC, CANADA

SUBJECT: Life Memberships

INTRODUCTION: Two long-time members who are retiring this fall are not automatically eligible for Life Membership: Frank Fairbanks, City Manager, Phoenix, Arizona and John Andrews, Executive Director, New Hampshire Municipal Management Association. Both have been active contributors to ICMA and the profession.

BACKGROUND: Mr. Fairbanks has a thirty-seven year career with the city of Phoenix, Arizona. He joined ICMA in 1975 and became a Corporate Member in 1989 when he became Assistant City Manager. Mr. Andrews has served as executive director of the New Hampshire league for thirty-four years. He joined ICMA in 1972 and became a Corporate Member in 1986 as soon as a constitutional amendment was approved allowing league directors to be Full members. Their *Who's Who* records are attached.

POLICY: The ICMA Constitution outlines qualifications for automatic Life Membership in ICMA upon retiring from active service with a local government. Life Membership is granted to any Full Member who has completed twenty-five years as a corporate member working for a local government or, who is sixty-five years or older and has completed fifteen years with a local government. In addition, the board is given the authority to grant Life Membership to any retired Full Member "who, in the opinion of the executive board, has made an outstanding contribution to the development of the profession."

PAST PRACTICE: The board has received few requests for Life Membership in recent years, but has approved all requests to date.

RECOMMENDATION: Approve Life Membership for Frank Fairbanks and for John Andrews.

Discussion Leader:
Bonnie Svrcek, Chair

Mr. Frank A. Fairbanks

Full Member

City Manager
[City of Phoenix](#)

Contact Information

Title	City Manager
Organization	City of Phoenix
Address	200 W Washington 12th Fl Phoenix, AZ 85003
Home Phone	(602) 253-0216
Work Phone	(602) 262-7958
Fax	(602) 261-8327
Email	frank.fairbanks@phoenix.gov

Personal Information

Date of Birth	October 1946
Partner	Ruth

Educational History

MBA, 1970, University of California, CA
BBA, 1969, Loyola University, CA

Work History

5/90 - 12/09 City Manager, Phoenix, AZ
6/88 - 5/90 Assistant City Manager, Phoenix, AZ
7/81 - 6/88 Executive Assistant to City Manager, Phoenix, AZ
1/79 - 7/81 Assistant to the City Manager, Phoenix, AZ
10/72 - 12/78 Management Assistant, Phoenix, AZ
7/70 - 7/72 Peace Corps,

Activity History

10/98 - 10/00 Chair

Strategic Planning Committee

2/97 - 2/98

Management Practices Panel

ICMA Recognitions

Service Awards - 35 Years. 2007.

Award for Excellence in Honor of Mark E. Keane, 2001 Award for Excellence in Honor of Mark E. Keane

Who's Who in Local Government Management

Mr. John B. Andrews

Full Member

Executive Director
[New Hampshire Municipal Management Association](#)

Contact Information

Title	Executive Director
Organization	New Hampshire Municipal Management Association
Address	122 South St Concord, NH 03301-2834
Home Phone	(603) 228-1887
Work Phone	(603) 224-7447 x101
Fax	(603) 226-2322
Email	jbandrews@comcast.net jandrews@nhlgc.org (Business)

Personal Information

Date of Birth	July 1946
Partner	Sharon

Educational History

JD, 1971, University of Maine, ME
BA, 1968, University of Southern Maine, ME

Work History

5/75 - 9/09 Executive Director, New Hampshire Municipal Assoc, NH
1/74 - 2/75 Assistant Executive Director, Maine Municipal Association,
6/71 - 12/73 Director of Intergovernmental Relations, Maine Municipal Association,
8/70 - 12/70 Consultant, State of Maine,
6/70 - 8/70 Program Analyst, State of Maine,
6/69 - 8/69 Intern, Portland, ME
2/68 - 9/68 Administrative Assistant, Peoples Reg Oppr Prog, ME
2/67 - 2/68 Intern, Portland, ME

ICMA Recognitions

Service Awards - 35 years. 2006.

MEMBERSHIP AND EXTERNAL OUTREACH COMMITTEE

AGENDA COMMUNICATION NO. 2833 SEPTEMBER 11, 2009 MONTRÉAL, QUÉBEC, CANADA

SUBJECT: Update on international member recruitment

INTRODUCTION: Mr. Farbrother requested a status report on follow-up to recruitment outreach.

BACKGROUND: As staff has focused on implementing the recommendations of the Task Force on Financing ICMA which called for substantial growth in U.S. in-service members, Mr. Farbrother has taken the lead in promoting ICMA membership in contacts with the Canadian Association of Municipal Administrators (CAMA), the Society of Local Authority Chief Executives (SOLACE) in the U.K., the Local Government Managers Association (LGMA) in Australia, and the Society of Local Government Managers (SOLGM) in New Zealand.

The following updates are provided:

- **CAMA:** The Montreal conference has been actively promoted to CAMA members. Since September 2008, 34 Canadians have joined ICMA including 6 interns.
- **The Netherlands:** Staff worked with VGS, ICMA's Dutch Affiliate on a pilot membership program that had been encouraged by the International Committee who thought that there was great potential for new members if a special offer were extended.

In October 2008, ICMA extended a one-year complimentary ICMA membership to 430 members of VGS. This was promoted through three different emails that included a custom application. Nineteen people have taken advantage of this offer.

- **A conversation with the LGMA executive director and operations director this summer provided membership outreach ideas that can be applied to other affiliates. The**

following outline is being proposed to the August meeting of the LGMA board: start with an ICMA awareness campaign that would launch with an article from Bob O'Neill for the LGMA journal on the value of ICMA membership for international members. Meetings prior to December offer other opportunities for visibility. This would be followed by a direct email communication, through LGMA's six divisions, promoting membership signed by leadership from ICMA and LGMA.

Other future opportunities where this model could be used:

- **SOLACE:** Visibility from ICMA leadership was seen as a first step in introducing U.K. members to ICMA. Darnell Early will attend the October 2009 annual conference. Dave Limardi attended in 2008. Follow-up will take place after the conference to share information with SOLACE members on ICMA's activities that could be of interest in the U.K. The article for LGMA could be adapted for a U.K. audience.

Byron Davies, chief executive, Cardiff, is the recommended candidate from SOLACE to serve as an International Vice President starting in October 2010. He served as the President of SOLACE in 2007-2008. He can also be of assistance in crafting follow-up communications.

- **SOLGM:** The April 2010 Best Practices Symposium in New Zealand and the planned meeting of the International Committee at the same time will provide an opportunity to introduce ICMA. Bob O'Neill plans to attend.

PAST PRACTICE: In recent years, ICMA has not conducted active recruitment campaigns for international members, relying instead on the International Affiliates to take the lead. International Vice Presidents also have been encouraged to identify and recruit individual members. Since the board's adoption of the Task Force on Financing ICMA's recommendations in July 2004, staff has focused on increasing ICMA's U.S. in-service membership with the goal of retaining current membership, attracting managers and assistants who are currently not members, and encouraging the next generation of managers to join the Association.

POLICY: Membership section from International policy statement adopted by the board in April 2007:

Today, ICMA is predominantly a United States member organization that encourages international individual memberships and will continue to do so. We believe that international dues-paying membership will increase when our knowledge base has more international application and relevance. We aspire to further develop our knowledge base (leading practices, information exchange, technical assistance, products and services) so that it is relevant and valuable to local government managers/professionals worldwide, in both developing and developed countries.

RECOMMENDATION: No action needed.

Discussion leader:

Bonnie Svrcek, Chair

VALUE OF THE PROFESSION CAMPAIGN

**SEPTEMBER 11, 2009
MONTREAL, QUEBEC, CANADA**

SUBJECT: Value of the Profession campaign

INTRODUCTION: In order to support the strategic plan strategy of raising awareness of the value professional management brings to local governance, ICMA developed a marketing plan which calls for the creation of an image building campaign. The implementation plan for the strategic plan includes a tactic stating that the campaign be funded by strategic partners, state associations, and the Fund for Professional Management.

BACKGROUND: After developing a request for proposal and conducting an extensive national review, ICMA selected GMMB as a partner in the development of the positioning, creative strategy and media strategy for the campaign. In addition, they will work with ICMA to prepare a presentation to recruit funding partners for the implementation phase.

The first step in the development process is to research and assess the key target audiences for the campaign to inform the development of the campaign platform. The agency has conducted 18 one-on-one in-depth interviews across a number of areas—managers, students, elected officials, media, affiliate organization leaders, and academics were all included in this process. In addition, we have incorporated some awareness questions into a national citizen opinion poll to provide a further benchmark for the campaign.

On May 2, a stakeholder summit was held to discuss both the survey results and initial insights for the campaign as well as to test out various campaign ideas. This was attended by several members including Dave Limardi and Darnell Earley. A presentation at the May board meeting highlighted further work on the positioning and campaign values along with the creative and media concepts.

The final presentation will include the creative approach for the campaign, entitled “Life Well Run,” and how it would roll out on both a national and local level. It has extensive on-line and social marketing components and a number of ways state municipal leagues and associations could tie in. It also includes a media expense flow chart and some recommendations on potential partners. The attached power point presentation provides a preview of this campaign.

The next steps are to raise the funds. This includes taking the presentations before potential funding partners who were part of the one-on-one interviews (CraigsList Foundation, CIGNA, ICMA RC, etc.) to get their reaction and to begin to meet with other partners to determine how to integrate a partner recognition component into the campaign. Members are also being asked to designate support through the ICMA Fund for Professional Management.

Management Report X on the Fund for Professional Management provides an update on the fundraising for this campaign.

POLICY: 2008 Strategic Plan, Leadership Strategy: Raise awareness of the value that professional management brings to local governance and advocate council-manager government.

PAST PRACTICE: N/A

FINANCIAL IMPLICATIONS: Since the development funds come from the Fund for Professional Management, there is no impact to the current financial plan.

RISK ASSESSMENT: Given the current financial climate, one risk may be attracting viable funding partners. However, the campaign will be designed so that some of the web-based strategies could be implemented at very low cost.

Discussion Leader:

Bob O’Neill, Executive Director

BRIEFING ON EXECUTIVE BOARD RESPONSIBILITIES DURING THE CONFERENCE

**SEPTEMBER 11, 2009
MONTRÉAL, QUÉBEC, CANADA**

SUBJECT: Briefing on Executive Board Responsibilities during the Conference.

BACKGROUND: During the board meeting, staff will cover the following items:

1) Any updates to the conference schedule provided at the front of the agenda book.

2) The agenda for the Sunday Regional Meetings of members (see attached). Staff Team Leaders for each region will review draft agendas with their vice presidents prior to the conference.

Talking points for each item will be provided on-site. By the end of the board meeting, vice presidents will need to finalize the agendas and decide who will take the lead on presentations. Feel free to adapt the agendas to the interests in your region.

REGIONAL MEETINGS AT MONTREAL CONFERENCE

Sunday, September 13

*These meetings are conducted by the Vice Presidents
with support from Regional Team Leaders*

11:45 a.m. – 12:30 p.m. Palais des Congrès de Montréal

Northeast	Room 520a	Mountain Plains	Room 520c
Southeast	Room 520e	West Coast	Room 520d
Midwest	Room 520b		

- 1) Welcome and Introductions
 - Ask team leaders to introduce themselves and liaisons in attendance
 - Ask any Range Riders to introduce themselves
 - Ask state presidents to introduce themselves and talk about a priority state association activity that might be of interest to others in the region
- 2) Announce division of states between ICMA Regional Vice Presidents
- 3) Announce the **2010 Regional Summits** (Note: *Young Professionals Leadership Institutes will be held in each site the day before each of the four summits*)
 - Mountain Plains/West Coast: March 11-12 San Diego, California
 - Northeast: March 25-26 Baltimore, Maryland
 - Midwest: April 8-9 Oakbrook, Illinois
 - Southeast: April 15-16 Nashville, Tennessee
- 4) Interactive discussion on strategic issue: ICMA support to members. (*Handout and instructions to be provided on site*)
- 5) Update on board issues – topics to choose from
 - Value of the Profession campaign update and next steps
 - Strategic Plan implementation
 - Membership Recruitment and Retention (update on ICMA initiatives in response to economic crisis)
 - ICMA Updates:
 - Next Generation and Career Services strategies
 - Ethics initiatives
 - Knowledge Network
 - State Affiliation initiatives
- 6) Ask ICMA-RC representative to introduce him/herself
- 7) Encourage members to attend the **Annual Business Meeting on Tuesday, September 15, from 9:45 a.m. to 10:45 a.m. in Room 710 A.** (*Background materials to be provided on site*)

PLANNING SESSION FOR 2009-2010 BOARD

**SEPTEMBER 12, 2009
MONTREAL, QUEBEC, CANADA**

SUBJECT: Planning Session for 2009-2010 Board

BACKGROUND: To prepare for the coming year, the President and Executive Director will review the following:

- **Expectations for the year**
- **Review the role of Vice Presidents**
 - Member connection**
 - Representation**
 - Membership growth**
- **Board organizational committee meetings**

Finance and Business Operations Committee
Membership and External Outreach Committee
Committee on Professional Conduct

Discussion Leaders:

Darnell Earley, Bob O'Neill

ANNUAL BOARD AGENDA ITEMS 2009-2010 Version

November

- Ethics orientation for full board
- Board Governance Principles
- Work planning on membership recruitment and retention
- Focus on 3 or 4 strategic issues

February

- Annual conference budget and registration fees
- 2009-2010 President-elect selection process
- Annual review of financial policies
- Second quarter financial report and risk assessment report
- Progress on membership recruitment and retention

June

- Interviews and election of the next ICMA President-elect
- 2011-2013 Financial Plan; FY2011 Budget adoption
- Distinguished Service and Honorary Member awards
- Executive Board evaluation schedule and process
- Selection of annual conference site (2018)
- RC report and board appointments
- Audit Committee work plan review with audit firm
- Progress on membership recruitment and retention

September

Current board:

- FY2010 Audit
- Executive Board evaluation
- FY2009 Executive Director evaluation
- Progress on membership recruitment and retention

New Board:

- Board expense reimbursement policy
- 2010-2011 President-elect selection process
- FY2011 Executive Director performance agreement adoption
- Planning session for board year

CONSENT CALENDAR

AGENDA COMMUNICATION NO. 2836 SEPTEMBER 12, 2009 MONTRÉAL, QUÉBEC, CANADA

- SUBJECT:** Division of States within Regions
- BACKGROUND:** Generally done at this meeting to allow vice presidents to plan attendance at state meetings and allow vice presidents to divide the responsibilities of liaisons with, and representation of, the various state associations. A list of current assignments is provided.
- RECOMMENDATION:** Each team of regional vice presidents should make decisions and announce at Executive Board meeting

**VICE PRESIDENT
DIVISION OF STATES
2008-2009**

MIDWEST (Team Leader: Ross Hoff)

Mike Van Milligen

Indiana

Iowa

Mike Baker

Illinois

Missouri

Wisconsin

Cheryl Hilvert

Michigan

Minnesota

Ohio

MOUNTAIN PLAINS (Team Leader: Betsy Sherman)

Robert Johnston

Colorado

GOSCMA

Oklahoma

Tom Muehlenbeck

Arkansas

Kansas

Texas

Utah

Rick Cortes

Arizona

Nebraska

New Mexico

NORTHEAST (Team Leader: Rita Soler Ossolinski)

Kay James

Connecticut

New York

Pennsylvania

Vermont

Scott Hancock

Delaware

District of Columbia

Maryland

New Jersey

Jim Bennett

Maine

Massachusetts

New Hampshire

Rhode Island

SOUTHEAST (Team Leader: Martha Perego)

Bonnie Svrcek

Florida

Virginia

West Virginia

Mike Walker

Alabama

Georgia

Kentucky

Tennessee

Charles Penny

Louisiana

Mississippi

North Carolina

South Carolina

WEST COAST (Team Leader: Dave Mora-interim)

Ed Sotelo

Nevada

Sothern California

Jim Bennett

Oregon

Washington

Karen Pinkos

Alaska

Northern California

INTERNATIONAL (Team Leader: Ross Hoff)

Tony Marryatt

Australia

New Zealand

Simon Farbrother

Canada

United Kingdom

CONSENT CALENDAR

AGENDA COMMUNICATION NO. 2837 SEPTEMBER 12, 2009 MONTRÉAL, QUÉBEC, CANADA

- SUBJECT:** Board Expense Reimbursement Policies
- INTRODUCTION:** The attachment outlines the board's current expense policies.
- BACKGROUND:** It is the responsibility of the board to establish its expense policies. The attached policy summarizes the current policies for board meeting travel as well as travel to state or national meetings.
- POLICY/
PAST PRACTICE:** In recent years, expense policies have been included for review at the first meeting of the new board at the annual conference. Amendments and clarifications have been made on a periodic basis.
- FINANCIAL
IMPLICATIONS:** Changes in the policy can result in increasing or decreasing Association expenses.
- RISK
ASSESSMENT:** None.
- RECOMMENDATION:** Approve the board expense policies.

ICMA EXECUTIVE BOARD EXPENSE POLICY

Approved September 2008

Scheduling Board Meetings

The board traditionally meets four times each year: at the annual conference and in November/December, February/March, and May/June.

When preparing for board meeting dates and locations, the Executive Director and staff are to minimize travel expenses and time away from the workplace. ICMA tries to use conference calls and other communication techniques to substitute for expensive travel arrangements. Board meetings that require travel will be scheduled to include a Saturday night stay at the site so as to minimize air travel costs. If Board members wish to leave on Saturday, they will be responsible for calculating and paying the difference between any higher airfare less the Saturday night hotel stay and other appropriate expenses. Staff will provide an estimate of the per-person meal cost for organized meals to allow Board members leaving meetings early to calculate any amounts due to ICMA.

Where possible, air reservations should be made 14 days prior to travel to secure the best fares.

Travel, Lodging, and Catering Costs for Board Meetings

Since most member dues come from public funds, ICMA board meeting expenses should be in keeping with the professional goals and image of the Association. Meeting locations should be selected so as to facilitate interaction with leaders of the profession (e.g. state association presidents, former board members) with the board. The incoming President will select/recommend sites in conjunction with this policy and within the approved budget for Board meetings (including hotel, air travel and on-site functions.)

1. Travel--ICMA will reimburse for a round-trip coach ticket for each board member for the three non-conference meetings. Logistics memos are sent seven weeks prior to each meeting so that board members can try to get the most economical airfares as possible. Travel to the annual conference is not reimbursed since it is assumed that board members would travel to the conference anyway.
2. Hotel Accommodations--ICMA will pay for a hotel room for each board member for:
 - 2 nights at the pre-conference meetings (Thursday and Friday), and
 - 3 nights in conjunction with the other board meetings (Thursday Friday, Saturday) (If flights for board members from outside of North America require arrival on Wednesday or if a committee meeting on Thursday requires arrival on Wednesday, ICMA will pay for that room night.)

Room charges are placed directly on the ICMA Master Account. These rooms are guaranteed so if there are changes in arrival time, board members are to notify the hotel and ICMA. Board members are asked to look over and approve their hotel bill at checkout. Since most incidental expenses are personal (a partner lunch or phone calls), board members are expected to pay for all

incidental expenses and to request reimbursement for any (airport transportation) that relates to travel.

3. Catering

ICMA will pay for organized meals for board members as follows:

- At the conference: All day Friday and Saturday dinner for the current and incoming board; Saturday morning for the new board.
- For other board meetings: Breakfast, lunch and dinners on Friday and Saturday. In addition, reasonable and necessary expenses for Thursday dinner will be reimbursed.

ICMA will pay for organized meals for partners as follows:

- At the conference: Friday and Saturday dinners; Saturday and Sunday breakfasts
- For other board meetings: Breakfasts and dinners on Friday and Saturday.

Expenses for Partners and Children

Partners: If a partner accompanies a board member to a board meeting, ICMA will pay the cost of a double room. All other expenses of the partners are the responsibility of the board member, except for the organized meal functions noted above. A \$500 annual partner stipend is provided to the President and \$750 to the International Vice President from Australia or New Zealand.

Children: All expenses related to children are the responsibility of the board member. Board members can be invoiced for children's meals or the costs can be applied against expenses that would otherwise be reimbursed.

Annual Policy Review

When board meeting dates and locations are approved for the upcoming year at the first meeting of the new board at the conference, this policy should be placed on the agenda for review and confirmation, and staff should be reminded to carefully implement these policies.

Periodic Expense Review

Staff will provide to the President and to the Chair of the Finance Committee quarterly reports on Board expenditures in comparison to the approved budget.

Expense Policies for Other Travel by Board Members

Board Orientation

Sometime prior to the annual conference, newly elected board members attend a one-day orientation session at the ICMA offices. ICMA pays for a round-trip coach ticket and provides lodging for the one night. Attendees are also given the following option: If a Saturday night stay-over would reduce the cost of the airline ticket by at least the cost of two extra room nights, ICMA will pay for the Friday and Saturday room nights.

State Travel Expense Policies

Similar travel policies apply to other Board travel. Like the annual conference, it is assumed that Board members would attend their own state meetings so expenses are reimbursed only when visiting another state. Traditionally registration fees and organized meal events for visiting VPs and the President have been paid by the state association. Some states are willing to subsidize housing expenses if the ICMA representative is a major speaker. Staff Team Leaders can provide more information on individual state practice. Expenses for state meetings are submitted on a state meeting report form.

The board has adopted the following policy for state meeting travel:

Overall goal: to have ICMA representation at one annual meeting of 90 percent of the state associations. When the president or executive director attends a meeting, a vice president often does not attend. Once travel plans for the president and executive director are determined, the senior vice presidents, in consultation with staff, will establish priorities for attendance for the coming year. This includes determining, if a state has more than one meeting, which meeting the state prefers for ICMA representation. Whenever possible, both a board member and a senior staff member will be in attendance at a state meeting.

Task Force/Affiliate Meeting Expense Policies

ICMA does not budget for attendance at mid-year meetings of task forces/committees and affiliates by Board Liaisons, with the exception of the Government Affairs and Policy Committee and the Conference Planning Committee. The budget assumes that ICMA does not pay for attendance at constituency meetings just as VPs' attendance at their own state/country meetings is not reimbursed unless the board liaison does not usually attend the conference. In that case, board liaisons may request assistance on travel expenses.

International Vice President Expense Policies

The budget includes funds for international travel by the Executive Director, President, and International Vice Presidents. Allocation of funds should be discussed with staff sometime during the Annual Conference. Traditionally the Executive Director or President has represented ICMA each year at the national meetings in Australia/New Zealand and in the U.K. (SOLACE). Periodically, the Executive Director or President has also attended CAMA's annual meeting. Vice president travel has included attendance at another country's national meeting (LGMA or SOLGM; CAMA or SOLACE) or the International Committee mid-year meeting. Another option that the board has proposed is for either International Vice President to attend a state association meeting in conjunction with travel to a board meeting. The purpose would be to help reinforce the importance and relevance of ICMA's international involvement.

Reimbursement

All expenses relating to ICMA business travel (food, hotel, taxis, tips, parking) are reimbursed on a cost basis. A reimbursement form is provided for every board meeting and a general form is provided for state meeting travel. Required receipts should be attached to the report. Board

members are asked to submit expense reimbursement requests within 30 days of each meeting. Reimbursement checks are issued within 10 days of receipt.

Mileage: When using a personal automobile, ICMA reimburses at the prevailing federal rate plus tolls and parking.

Rental Car: ICMA normally does not pay for car rentals unless specified for a board meeting or if a state meeting can only be reached by car.

Air Travel: Airline tickets purchased through ICMA's travel agencies are billed directly to ICMA. Board members are not required to use ICMA's travel agency.

REAPPOINTMENT TO ALLIANCE FOR INNOVATION BOARD

AGENDA COMMUNICATION NO. 2838 SEPTEMBER 12, 2009 MONTRÉAL, QUÉBEC, CANADA

SUBJECT: Reappointment to Alliance for Innovation Board

**INTRODUCTION/
BACKGROUND:**

ICMA appoints three members to the Alliance for Innovation Board of Directors. ICMA's current appointees are as follows:
Ken Parker, CM, Port Orange, FL through December 31, 2009
Peggy Merriss, CM, Decatur, GA through December 31, 2010
Jim Holgersson, CM, Arlington, TX through December 31, 2012

Terms are for four years.

One re-appointment needs to be made as follows:

Ken Parker's one-year extended term ends December 31, 2009. Ken is recommended for a reappointment to a 4-year term starting January 1, 2010. His Who's Who profile is attached.

POLICY: Strategic Plan Outcome II: Professional Development and Outcome III: Knowledge Sharing.

The ICMA board approved a Letter of Agreement between IG and ICMA to form an alliance for innovation in September 2005. In June 2006, the board endorsed Arizona State as the university partner and approved President Michael Willis' proposed three staggered appointments on the new Alliance for Innovation board. The first appointments were made in June 2006 and drew from members of the ICMA board. The staggered terms that end December 31 were as follows:

- **Peggy Merris, CM, Decatur, GA through 2010**
- **Bill Taylor, CM, Cheraw, SC through 2009**
- **Ken Parker, CM, Port Orange, FL through 2008**

PAST PRACTICE: The ICMA President proposes the appointments to the board for approval. Since the terms begin in January, appointments are scheduled for approval at the first meeting of the new board at the annual conference.

RECOMMENDATION: Approve the reappointment of Ken Parker, city manager, Port Orange, Florida to a four year term beginning January 1, 2010.

Kenneth W. Parker
City Manager, Port Orange, FL

Educational Background

1973 M.P.A., Southern Methodist University, TX
1969 B.A., Quachita Baptist, AR

Employment

8/84 City Manager, Port Orange, FL
1/81 – 8/84 City Manager, Texarkana, AR
10/78 – 1/81 Assistant City Manager, Texarkana, AR
1/77– 10/78 Chief Deputy, Secretary of State
7/73 – 1/77 City Manager, Malvern, AR
1/72 – 7/73 Assistant to Director of Revenue & Tax, Dallas, TX
1/70 – 1/72 Administrative Assistant, Dallas, TX
9/69 – 7/70 Administrative Intern, Dallas, TX

ICMA Committee Service, ICMA, State/Affiliate Association Offices

7/07 – present..... Applicant, Legacy Leader
9/06 – 9/08 Member, Strategic Planning Committee
9/06 – 12/09 Member, Alliance for Innovation Board of Directors
9/05 – 9/06 Member, Task Force on Civics Education Programs
3/03 – 10/04 Member, Task Force on Financing ICMA
10/02 – 9/05 Regional Vice President, ICMA Executive Board
9/01 – 9/03 Member, Advocacy Campaign Coordinators Group
9/01 – 9/02 Member, Task Force on Community Tools for Ending Racism
9/01 – 9/02 Member, Conference Evaluation Committee
9/97 – 10/98 Member, Conference Host Committee
9/97 – 9/98 Member, Conference Planning Committee
6/97 – 6/98 Member, Florida City and County Management Association
1/96 – Participant, Exchange Program
7/93 – 9/97 Member, Committee on International Affairs
6/91 – 6/93 Member, Florida City and County Management Association
1/90 – Participant, Exchange Program

2009-2010 PRESIDENT-ELECT SELECTION PROCESS

AGENDA COMMUNICATION NO. 2839 SEPTEMBER 12, 2009 MONTRÉAL, QUÉBEC, CANADA

SUBJECT: 2009-2010 President-elect Selection Process

INTRODUCTION: This outlines the process that the board follows in preparing to select the next ICMA President-elect.

BACKGROUND: The presidential selection process has been refined over the years that the board has selected the ICMA President. The major difference, as of 2005, is the shift to selection of a president-elect who serves for one year instead of selecting the next president. In October, an article outlining the upcoming process appears in the *ICMA Newsletter* and on the Web site. At the same time, a letter is sent to all eligible former vice presidents.

The attachment outlines a process and schedule for the 2009-2010 process and provides an updated letter that will be sent October 12, 2009.

At the February 2010 meeting, the board will review the remainder of the process and decide on finalists if more than three former vice presidents express interest.

POLICY: In October 1997, the membership approved a constitutional amendment to have the board select the president from among former vice presidents who have been off the board for at least a year at the time of selection and who are still in service to local government. In March 2004, the membership approved a constitutional amendment establishing a formal position of president-elect effective in 2005.

PAST PRACTICE: Following approval of the amendment in 1997, the board established a selection process that begins after every conference and ends with interviews and selection at the May/June board meeting. The proposed schedule and letter to the former vice presidents outlining the process and

guidelines are placed on the agenda for the new board at its first meeting at the annual conference.

RECOMMENDATION: Review and approve the schedule and process as outlined in the letter to eligible former vice presidents.

Discussion Leader:

Darnell Earley

2009-2010 PRESIDENTIAL SELECTION SCHEDULE

Letter to all eligible former VPs; List of eligible VPs posted on web page	October 12
Article describing process in <i>ICMA Newsletter</i> as part of highlights of September board meetings	October 12
Deadline for expressions of interest (email board with names of candidates that day) and 20 letters of support	January 15
Mail candidate responses and letters of support to board	February 11 (Mailed with board agenda)
Decide on finalists if more than three former vice presidents express interest	February 25-28 board meeting
Review how this year's selection process will be conducted.	February 25-28 board meeting
Interviews with finalists	June 4

October 12, 2009

Name
Address
City, State

Dear :

You are one of __ members who are eligible to serve as ICMA President-elect in 2010-2011. The President - elect serves a year as a board member before he or she assumes the responsibility as president. The purpose of this is to give the successful candidate a year to fully prepare for the role and to help shape the strategic initiatives that he or she will lead as president. This means that all potential candidates can be confident that they will have the opportunity to familiarize themselves with the board and current issues, irrespective of when they were last on the board.

The ICMA Executive Board would like to hear from any of you who are interested in being considered for election. The deadline for receipt of expressions of interest and letters of support is Friday, **January 15, 2010**. This communication should include the following:

1. A statement of no more than four pages on why you believe you should be selected as ICMA President-elect and what you think are the most important issues facing ICMA.
2. An indication that you have the support of the mayor, governing body, or manager, as appropriate, in seeking this honor.
3. A commitment that if you are selected as a finalist, you will come to Washington, D.C. to be interviewed by the board on June 4, 2010, at your own expense.
4. A current resume.
5. Up to twenty letters of support from members as noted in the guidelines on the next page.

Please address communications to me via letter or email as follows: Darnell Earley, City Manager, City of Saginaw, 1315 S Washington Ave, Saginaw, MI 48601-2567; email to dearley@saginaw-mi.com. We will share the responses with the entire board.

An outline of the current duties and responsibilities of the ICMA President is attached for your information.

If no more than three applicants respond by January 15, the board will interview all three in June. If there are more than three applicants, a pre-selection process will be conducted at the February 25-28, 2010 board meeting. Following the board meeting, candidates will be notified of the board's decision.

In agreeing upon this process the board also established the following communication guidelines for candidate, member and board conduct throughout this time period:

Communication Guidelines for Candidates and Other Members

- Petitions will not be part of this process since there is no provision to qualify independently for nomination.
- Thoughtful letters of support, **no more than twenty**, from ICMA members or groups of members who know the candidate personally, are familiar with the candidate's professional work, and/or have a good understanding of the responsibilities of the ICMA presidency are welcome, but not required. These letters are to be collected by the candidate and submitted in one mailing to me for receipt by the **January 15, 2010** deadline.
- Telephone calls of candidate support to individual board members are discouraged.

Guidelines for Board Members

- Board members will make no public declaration of their preference for a candidate until after the board interviews candidates and final selection is completed in June.
- The board will select the president by secret ballot. A majority (11 members) vote will be required for election.
- Board discussion and voting on selection of the president will remain confidential.

Sincerely,

Darnell Earley
ICMA President

EXPECTATIONS OF SERVICE AS ICMA PRESIDENT-ELECT

The board proposed a formal one-year position of President-elect in order to improve the incoming President's ability to become familiar with board issues and with members of the board before serving as President. That will be the President-elect's focus, while also serving as a full voting member of the board. During the year, the President may choose to assign specific responsibilities to the President-elect. This could include representing ICMA when the President has a conflict. In recent years, the President-elect has also attended the March-April Regional Summits along with the President.

Financial commitments for President-elect travel will follow the same guidelines as the President and other board members.

EXPECTATIONS OF SERVICE AS ICMA PRESIDENT

Duties and Responsibilities

Essential:

- Approve board meeting agendas
- Preside at four board meetings and during periodic conference calls
- Preside at annual conference opening session, business meeting, and closing session
- Represent ICMA at a minimum of one state association in each U.S. region and one international meeting presenting a formal presentation to the members. Attend most, if not all, March-April Regional Summits
- Be in regular contact (at least weekly) with the Executive Director as the board's primary contact in overseeing the work of the ICMA staff
- Appoint:
 - ◊ members to member committees/task forces and designate chairs
 - ◊ board members to board committees and designate chairs
- Nominate to the ICMA Board:
 - ◊ three members to serve on the ICMA Nominating CommitteeAs needed:
 - ◊ a member to serve on the board of Public Technology, Inc
 - ◊ a member to serve on GASAC (Governmental Accounting Standards Advisory Council)
 - ◊ a member to serve on the board of the Alliance for Innovation
- Appoint members of the Credentialing Advisory Board as needed
- Attend up to four meetings of the ICMA-RC board
- Participate as a member of the ICMA-RC Board's nominating committee and transmit nomination(s) to the ICMA Board for approval

Desirable:

- Communicate with each board member in the two weeks prior to each board meeting to ensure that individual concerns are incorporated into the board's work
- Communicate with at least a sampling of the members in transition to express condolences and offer support
- Contact one or two state and affiliate presidents each month as a customer service outreach

Financial Commitments

ICMA pays for almost all travel obligations of the ICMA President. The only exceptions are the annual conference and the president's own state/country meeting. It is assumed that board members would be attending those anyway. ICMA does pay the hotel and group meal costs of the two extra days of the pre-conference board meetings. Travel expenses are reimbursed for all assigned travel and for non-conference board meetings.

2009-2010 MEMBERSHIP GOALS

AGENDA COMMUNICATION NO. 2840 SEPTEMBER 11, 2009 MONTRÉAL, QUÉBEC, CANADA

SUBJECT: 2009-2010 Membership Goals

INTRODUCTION: Since the adoption of the recommendations of the Task Force on Financing ICMA in July 2004, the board has approved membership goals for the coming year at the first meeting of the new board. These goals express a joint commitment by the board and staff to their achievement.

BACKGROUND: Progress on Task Force on Financing Recommendations
When the board adopted the task force recommendations, it was agreed that the board would evaluate progress annually on both numbers of members and dues revenue to determine whether ICMA was on track to achieve the 5 year goals ending August 31, 2009. The starting point was established as August 31, 2004. Each year staff proposed benchmarks for the number of net new members that were needed by the following August 31st to stay on target to achieve the 2009 growth goals.

Over the first four years, significant progress was made. This past year saw the first net loss in Full members. Without the economic downturn, the targets would likely have been achieved. August 31st numbers will be provided at the board meeting.

<i>Members</i>	<i>8/31/04</i>	<i>8/31/05</i>	<i>8/31/06</i>	<i>8/31/07</i>	<i>8/31/08</i>	<i>7/31/09</i>	<i>8/31/09</i> (Target)
Full	4528	4566	4748	4886	4982	4853	5025
Affiliate	566	583	621	705	1077*	1153	1300
Interns	----	<u>30</u>	<u>81</u>	<u>113</u>	<u>131</u>	<u>106</u>	<u>---</u>
		613	702	818	1208	1259	1300
TOTAL	5094	5179	5450	5704	5781	6112	6325

* The Affiliate numbers jump from 2007 to 2008 as a result of including the entry to mid-management members in the California pilot for the first time.

Dues revenue goals were defined as exceeding a consistent 3% growth after the first two years when a negative impact was projected from the time needed to ramp up recruitment efforts and from the following changes recommended by the Task Force and approved by the board:

- Shifting Affiliate member dues from .08% of salary to .05% of salary
- Implementing a dues salary cap at \$175,000.

The overall growth in members did occur and resulted in a higher rate of growth in dues revenue than the 3% benchmark as shown in the following table that compares 3% growth with actual growth since 2004. Revenue as of August 31st will be provided at the board meeting.

Revenue	8/31/05	8/31/06	8/31/07	8/31/08	8/31/09 (Target)
Under Current Structure	3,917,369	4,076,945	4,406,358	4,589,093	4,788,007
Benchmark 3% Growth w/ Old Structure	3,961,121	4,079,954	4,202,353	4,328,42	4,458,276
Current vs. Old Structures	(43,751)	(3,009)	204,005	321,901	329,731
Growth in Dues From Prior Year		4.07%	8.08%	5.54%	

Proposed Goals for August 31, 2010

Last year, the board shifted the focus from net new numbers to establishing Full Members and Affiliate Members eligible for the new flat rate dues as target audiences for recruitment. The results as of July 31st are described under Tab I and are summarized here along with new goals for the coming year.

- Full Members:

Goal for August 31, 2009: 350
Actual as of July 31, 2009: 218

The goal was based on recent history with new Full Members.
In 06- 07, 340 joined.
In 07- 08, 347 joined.

With the economic downturn, recruitment results have fallen. The pre-conference summer is usually a high growth time. The June and July number of new Full members in 2009 was 54. This contrasts with 72-95 new Full members during the same period in the prior three years.

Since the negative impact of the economy is not likely to improve over the coming year, the proposed goal for new Full members by August 31, 2010 is 200.

- Entry to mid-management Affiliate Members (below department head):

Goal for August 31, 2009:	175
Actual as of July 31, 2009:	184

In establishing last year's goal, there was no way to know what impact the new flat-rate dues (\$150 the first year, \$175 the second, and \$200 the third) would have. This subset of Affiliates had not been tracked in the past and the new dues rate was just instituted October 1, 2008.

The following shows recent statistics for all new Affiliates (including department heads) paying the .005 of salary dues rate:

In 06-07, 149 joined.

In 07-08, 143 joined.

The new dues rate was intended to generate a significant increase in this target demographic and a major campaign was launched at the conference to promote it. When the board adopted the new dues rate in February 2008, staff projected that there needed to be a 15-20% increase in the number of members in this category to offset the loss in revenue from the reduced dues. Setting the goal at 175 was ambitious, but was expected to more than meet the revenue goal. This was successful.

Even with the economic downturn, the proposed goal for entry to mid-management Affiliate Members for August 31, 2010 is 175.

Retention

Retaining current members has always been important, but the current economic climate has put extra emphasis on retention. ICMA has two dues cycles (in July and January). Once staff

has made every effort to reach out to those who have not paid on each cycle, the board has been asked to follow-up with those remaining, focusing on Full members. This outreach will again be requested in October for the July 2009 cycle and in April for the January 2010 cycle. (The ICMA Constitution gives members three months beyond the dues date before they are dropped for non-payment)

In addition, the board is asked to work with staff on communicating the value of membership to members throughout the year. As part of this effort, a flyer designed to communicate to elected officials the value that ICMA members bring to their communities will be updated with quotes from elected officials. The board can be assistance in collecting those quotes.

Staff is also initiating two new activities to focus on U.S. in-service members in their first year of membership when retention is traditionally lower in all associations but where efforts such as the following have been effective:

- A cross-organizational team of staff is developing an outreach plan to engage more staff in personal outreach to new members.
- A new Task Force on Welcoming New Members, chaired by former vice president, Charlene Stevens, assistant county manager, Sedgwick County, Kansas, will launch in September to develop and test a program to provide peer to peer welcoming to new members in states other than their own.

Work plans for each board member

Last year, the board agreed to focus on their home states in terms of recruitment since that is where the knowledge and contacts are strongest. A checklist (attached) has been developed to help each board member identify the best target market(s), the people resources available or in need of recruitment, and the best opportunities and events for recruitment. This will again form the basis of work plans for a focused campaign to achieve results.

The commitment that the board has made since 2004 to this fundamental activity of recruitment and retention has shifted from being important to being critical and will require careful monitoring and regular conversation about how the board can best contribute to its achievement.

POLICY: In July 2004, the board adopted recommendations from the Task Force on Financing ICMA to increase ICMA's membership over the next five years. The goal was for ICMA to retain its current membership, attract managers and assistants who are currently not members, and encourage the next generation of managers to join the Association. The report included five year goals to increase membership by 24%.

PAST PRACTICE: Since 2004, the board has reviewed and adopted benchmarks or goals for the board year (September 1 – August 31) at the first meeting of the new board at the conference or in November. Monthly progress reports are provided by staff during the year. Work plans tailored for individual states have not been consistently developed.

RECOMMENDATION: Assess and approve proposed goals for 2009-2010 membership recruitment and retention for U.S. in-service members.

Goals for August 31, 2010:

- Recruit 200 new Full Members
- Recruit 175 new entry to mid-management Affiliate Members.

Discussion leader:

Simon Farbrother, Chair

CHECKLIST FOR DEVELOPING TAILORED STRATEGIES FOR YOUR STATE/COUNTRY/AFFILIATE GROUP

(State is used as the generic term throughout)

1. Assess what has happened to date to determine opportunities for 2009-10

- Staff will provide a reference sheet for each board member's home state outlining:
 - People resources
 - ICMA leaders in the state such as senior advisors, former board, Range Riders
 - State President
 - Next generation leaders: assistants associations, Leadership ICMA participants
 - Events
 - State meetings
 - Affiliate meetings
 - Regional Summits
 - ICMA Board meetings
 - ICMA Annual Conference
 - Any existing partnerships with the state

2. Member champions

Identify Lead Member Champion(s) if not yet in place:

- Who will serve as the lead on membership recruitment (Lead Member Champion)?
 - You?
 - Senior Advisor?
 - Former board member?
 - State officer/membership committee chair?
 - A longtime ICMA member - "true believer" - who is well respected in the state?
 - Range Rider?
- What is the right structure for membership recruitment in your state?
 - If it's a large state, should there be co-leaders for recruitment? And how many "member champions" are needed to divide up the work load?

If there are good opportunities for recruiting young professionals, could a young professional who is connected to others in the state focus on recruiting affiliate members?

3. Identify individual targets of opportunity:

- Which nonmembers are good targets for recruitment?

Potential targets for Full Members:

- Nonmembers of the state association (start with state association board)
- Nonmember managers in recognized governments (list maintained on Who's Who)

Nonmember managers in communities that have had members in the past (focus on member retirements and ensure that successor is a member)
Communities with a member manager but nonmember assistants (Staff can provide a list)

Potential targets for new Affiliate dues rate (below department head):

Nonmembers of state association
Nonmembers of a state assistant association
Interns moving into entry-level to mid-management positions
Staff of long-time member managers

4. Identify activities/events that offer opportunities for recruitment:

- Will you be attending a state meeting?
How can you best prepare for making good use of that opportunity? Could you get on the agenda of the state association board meeting? If Darnell, Bob or Dave Childs will be in attendance, how do you take advantage of their presence?

Would a state partnership (similar to TN, IL, TX) that transitions a targeted group of Full members into paying full dues be of interest in your state?
- What other opportunities are there to see and talk with potential members?
State league meetings?
Substate meetings?
Informal networks?
Other?
- How could the “Value of ICMA in Addition to State Associations” piece be adapted for use in your state?
As talking points for recruitment or at a state meeting?
As the basis for a state newsletter article?
- How could you use the flyer on “The Value ICMA Membership Brings to your Community?”
For distribution at a state league meeting?
Other?
- What about the 2010 Regional Summits? Are they in your state or within driving distance?
If so, how can you take advantage of that opportunity?
Mountain Plains/West Coast, March 11-12 (San Diego, CA)
Northeast, March 25-26 (Baltimore, MD)
Midwest, April 8-9 (Oak Brook, IL)
Southeast, April 15-16 (Nashville, TN)

Special invitations to potential members?
Special invitation to state champions to share ideas?
Other?

- If an ICMA board meeting is taking place in your state, how can you: introduce potential members to ICMA? Have ICMA thank active member champions?
- What opportunities might there be at affiliate conferences?
NFBPA: April 24-28, 2010 Greensboro, NC
IHN: tentatively in Austin, but no dates yet
NACA: July 16-20, 2010 in Reno/Washoe County, NV
- Can the 2010 Annual Conference ((San Jose, CA) provide a recruitment incentive because it is within driving distance?

What about the 2011 Annual Conference (Milwaukee, WI)?

5. How can you support other Member Champions in your state?

- How can you assist them and encourage them?
- How will you keep in touch with them (email; calls/conference calls; contact at state meeting)?

6. Regional Activities

- Should you conduct a conference call with other VPs/board members in your region to talk through progress? (Your regional team leader can provide assistance if needed) If so, when?
- Should you conduct a conference call with state presidents and staff on how best to work together in the coming year? If so, when?

EXECUTIVE DIRECTOR PERFORMANCE CRITERIA FOR FY2010

AGENDA COMMUNICATION NO. 2841 SEPTEMBER 12, 2009 MONTRÉAL, QUÉBEC, CANADA

SUBJECT: Executive Director Performance Criteria for FY2010

INTRODUCTION: The 2009-2010 board needs to review and approve the executive director's statement of performance criteria for FY2010.

BACKGROUND: A revised evaluation document will be developed for FY2010, updating the performance standards in Part 1 Critical Success Factors, the performance categories in Part 2 Strategic Initiatives, and reflecting the new base salary.

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: Review and approve the executive director's statement of performance criteria for FY2010.

Discussion Leaders:

Darnell Earley and Bob O'Neill