

ICMA Executive Director's Report

October 2012

MEMBERSHIP RENEWAL AND SERVICES

Membership Recruitment and Retention

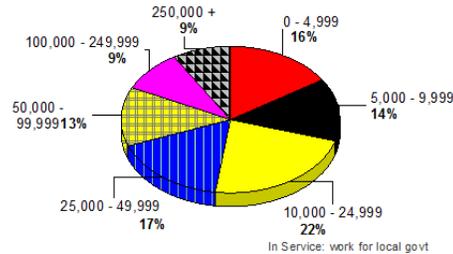
- As of June 2012, ICMA had 8,839 members (a slight increase over 8,691 in June 2011) including 8,503 in the United States and 336 internationally representing 24 countries (with the largest non-US memberships in Canada, Australia, and New Zealand).
- Of the total membership, 67.9% work for local government.
- There were 179 members in transition as of June 30, 2012; much higher than the pre-recession average of 105-110, but relatively stable for the past year and a half and showing signs of decreasing.
- Attracted 1,111 new members, including a significant influx of student members due to the emerging student chapter program.
- Achieved a 91.3% average retention rate of US in-service members over two billing cycles, with an overall US retention rate of 84.5%.

Member Services

Awards

- Conferred three distinguished service, five professional, and 10 program excellence awards; recognized recipients at the Milwaukee conference and in a *PM* magazine insert.
- Presented a number of award plaques to recipients by a fellow ICMA member during the recipient's council meeting.
- Gave awardees the option of having a contribution made in their honor to the Fund for Professional Management, in lieu of receiving a personal plaque.

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



- Solicited 98 eligible nominations for the 2012 Annual Awards program.
- Presented ICMA Service Awards to 871 members; including one to a 55-year recipient. Members receiving awards for 25 years or higher were recognized in the awards booklet, and all recipients were announced online. Members attending the conference received additional recognition at the closing ceremony and had the opportunity to attend a special reception.

Range Riders/Personal Support

- Eighty-four Range Riders in 23 states, wherein over 70% of active members are located, are available to provide support to members and to promote the council-manager form of government and the value of a professional administrator.
- Continued conference calls for members in transition, moderated by a Range Rider and ICMA staff, addressing topics proposed by participants with frequent guest speakers.
- Engaged in membership development activities focused on outreach to newly appointed nonmembers.

- Several state partners are refreshing their commitment to the Range Rider Program.

Member and Customer Support

- Responded to 91% of e-mails sent to membership@icma.org and customerservices@icma.org within 48 hours or less.
- Updated records for and responded to over 1,000 member inquiries generated from a blast e-mail encouraging members to review their employment histories.
- Continued to support in-service members in maintaining their memberships by enabling them to pay dues in installments; early-career Affiliate members by allowing them to “restart” their memberships under the reduced-dues rates; and full-time students by waiving the difference between their Full or Affiliate memberships and the student member rate.
- Introduced a monthly installment dues payment plan.
- Contacted 317 members by phone to encourage membership renewal, instead of the former practice of outsourcing calls to a vendor.
- Provided complimentary benefits to 179 members in transition (MITs) and assisted state associations with their support programs by surveying them and updating the clearinghouse of state MIT activities. Continued to provide one complimentary web conference registration per MIT per month. Awarded seven MIT travel stipends for the 2012 ICMA Annual Conference. Continued to provide complimentary conference registration and complimentary access to the virtual conference archive.

- Received expressions of interest from 209 members to serve on member committees and task forces.

Ethics Awareness and Enforcement

- Issued two public censures with membership bar/expulsion; five private censures; and closed two cases.
- Assisted or currently working with four fact-finding committees: Florida (2), Arizona, and one that investigated a member’s conduct in Missouri and Illinois.
- Responded to 45 ethics inquiries; publicized ethics scenarios in 11 issues of *PM* magazine, and published in the *ICMA Newsletter* and *Leadership Matters* generalized descriptions of five private censures from previous years and the two public censures from FY12.
- Conducted nine ethics workshops and presentations at conferences sponsored by state associations or affiliate organizations and performed training sessions for one city.
- Initiated and nearing completion of work with ICMA Model Employment Contract member task force.

Relationship Management

State Liaison

- Maintained communications, support, and deployment of 15 senior advisors representing ICMA in 14 states plus the five-state GOSCMA consortium; continued evaluation of the program; reviewed agreements for renewal in FY13.
- Hired Midwest regional director in January 2012; provided orientation. Supported new director in his strategic outreach to the eight states in the region, including renewal of affiliation agreements signed in FY10 and FY11.
- Held four regional summits, with Young Professionals Leadership Institute events in each region. Built on successful

formats from FY06 through FY11, and held registration numbers steady with FY11 results. Summits included ICMA University workshop led by Bob O'Neill.

- Provided ICMA representation (by state liaison, senior advisor, executive director, regional vice presidents, and/or ICMA president) at meetings of 89% of state associations. Forty-four associations met one or more times during the year; an ICMA representative attended at least one meeting in 39 distinct states during the fiscal year.
- Provided ICMA programs at meetings of 23% of state associations (including ethics training, ICMA University workshops, senior executive workshops, or sessions presented by the executive director, vice presidents, ICMA state liaison, or other ICMA staff).
- Continued State Association / ICMA Affiliation initiative and reached 38 formal agreements. Initiated evergreen renewal agreements with state associations that adopted them in the first two years, to ensure continuity.
- West Coast regional director continued to provide ICMA presence in California and the West Coast region.
- Entered into formal affiliation agreement with Women Leading Government (WLG) and maintained web presence for WLG on the icma.org platform.
- Prepared and distributed four issues of *StateSide* for state association leadership.
- Provided support to Cal-ICMA and continued to serve as secretariat to Maryland City/County Management Association, Local Government Managers' Association of Nevada, and Great Open Spaces City Management Association.
- Continued website support and maintenance for the South Carolina

City/County Management Association on the icma.org platform.

Affiliate Relationships

- International Hispanic Network and National Forum for Black Public Administrators
 - Maintained relationships with IHN and NFBPA leadership, monitoring the commitments in the memoranda of understanding in place between ICMA and both organizations.
 - Facilitated ICMA leadership presence at the IHN annual conference in San Antonio.
 - Assisted with outreach to IHN and NFBPA members for participation on ICMA member committees and in ICMA conferences.
 - Attended two NFBPA leadership meetings and presented ICMA FY12 priorities.
 - Participated in three sessions at the 2012 NFBPA Forum conference.
 - Ensured affiliates understanding of the new ICMA governance process establishing regional nominating committees, and emphasized affiliate participation in the process in all regions.
- National Association of County Administrators (NACA)
 - Arranged logistics and staffed three NACA meetings and Idea Exchanges; provided secretariat services.
 - Supported association strategic planning initiative; conducted a survey of over 800 county administrators and compiled findings for review by the NACA leadership.
 - Supported expansion of the Friends of NACA corporate partnership program.

- Supported NACA managing editor in publication of *Journal of County Administration*.
- International Affiliates
 - Worked with the Japan Local Government Center to identify an ICMA member to participate in the 2012 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.
 - Facilitated International Committee meeting and study tour in Japan.

Career Services/Next Generation

- Recruited 18 local governments to host 27 Local Government Management Fellows (LGMF) beginning in late summer-early fall 2012—a program record for both hosts and fellows.
- Held sessions and social activities targeted toward early careerists at the Milwaukee conference, including fellow orientation, speed coaching, and networking mixer. Executing similar options for Phoenix.
- Launched three new member task forces to update the model internship guidelines, develop new resources for breaking into local government, and update model employment agreement.
- Helped Local Government Management Internship summer program locate a host for 2013.
- Moved ICMA student chapters program from pilot to program with 15 chapters signed up.
- Executed conference scholarship program for Phoenix. Provided financial assistance to 16 women, minorities, and individuals beginning or considering careers in local government, eight to

members in transition, and nine to small community members to attend the conference in Phoenix. One student received a scholarship to attend the conference.

- Launched the new ICMA job board. Realigned the price structure with current practices, and integrated job ads into the topic pages on the Knowledge Network. Began negotiations to partner with the Alliance for Innovation to merge job boards and add early career content.
- Transitioned the *JOB* to the new nonmember newsletter, *Leadership Matters*, and grew subscribers getting career content from 14,000 to almost 35,000.
- Discontinued the ICMA Video Contest due to funding needs.
- Prepared budget and framework to explore building a national coaching program in partnership with the Cal-ICMA Coaching Program.

PROFESSIONAL DEVELOPMENT

Annual Conference

- Planned and implemented the 2011 ICMA Annual Conference in Milwaukee, Wisconsin, which received an overall rating of “very good” or “excellent” from 83.9% of evaluation survey respondents.
- Exceeded budget revenue by 34.1% in part because of stronger than anticipated attendance (2,661 total attendees and 1,947 member attendees). Though attendance was the highest since economic downturn of late 2008, it was nevertheless among the lowest in the past 20 years, attributable to the ongoing economic difficulties facing local governments.
- Received “very satisfied” or “extremely satisfied” ratings from 73% of

respondents to the exhibitor evaluation survey concerning their participation in the exhibit hall.

Virtual Conference

- Launched fourth virtual annual conference, which had 135 registrants, an increase of nearly 20% over the previous year. Evaluation survey respondents gave the event an overall rating of 4 out of 5; 66% said the virtual conference was a valuable learning experience; 83% thought that the sessions chosen were relevant.
- Fell short of budgeted contribution goal due to less than half of anticipated registrations.

Credentialing

- Granted ICMA Credential or Candidate status to 100 members, for a total of 1,219.
- Achieved a renewal rate of 92%, with 98% of those completed online.
- Completed Phase I of the online system overhaul.
- Developed a plan to gather feedback from the membership about the future direction of the program, including the possibility of a more structured option for Credentialed Managers and new eligibility tiers for emerging leaders and mid-career managers.
- Promoted the Legacy Leader Program recognizing ICMA Credentialed Managers who actively coach and recruit young professionals; 35 Legacy Leaders and 63 Legacy Leader candidates currently participate.

ICMA University

Online Assessments

- Sold 188 Applied Knowledge Assessments for a total of 4,332.
- Sold 32 Performance-Based Assessments for a total of 871.

- Launched shorter multirater assessment, the Professional Development Planning Assessment; sold 85.

Annual Leadership Institutes

- Provided 27 senior managers with the ICMA Gettysburg Leadership Institute experience.
- Welcomed 23 senior managers and 12 Leadership ICMA participants to the ICMA SEI Leadership Institute.

Workshops

- Offered 13 ICMA University workshops at Milwaukee conference.
- Partnered with state or affiliate associations to offer an additional 15 workshops.
- Provided workshop training to three local governments.
- Offered regional-based workshops in three US regions.
- Offered workshops to a total of 235 participants at four regional summits.

Leadership ICMA

- Graduated 11 members of Leadership ICMA Class of 2011 in Milwaukee.
- Accepted 13 participants to Leadership ICMA Class of 2013.
- Leadership ICMA Class of 2012 completed four Capstone projects.

Young Professionals Leadership Institute

- Graduated 52 participants from programs held in conjunction with the four ICMA regional summits, for an average of 13 people per session.

Emerging Leaders Development Program

- Graduated 39 in the class of 2011; will graduate 18 in August 2012. Accepted seven members into the spring class of 2013; 15 into the fall class of 2013; and 11 into the spring class 2014.

Leading Ideas Series

- Filmed and produced a new video featuring Milwaukee conference keynote speaker Bill George.

ICMA BRAND AND ADVOCACY FOR THE PROFESSION

Marketing Communications

- Rolled out a redesigned and renamed member newsletter, *Leadership Matters*, in May 2012 that continues to feature content that members value, such as job ads and news about members. The e-newsletter is now published weekly with new features including a rotating weekly column on Management, Ethics, Leadership, and Career; a member spotlight; and highlights from the Knowledge Network.
- Created an interactive organizational overview graphic for the website highlighting each program area with membership at the core. Supporting copy explains each program function and how we serve local government professionals.
- Created 100th anniversary logo and working on content and images for website timeline.
- Developed a Summer Speakers series to educate staff on local government management and the role of managers.

Media Relations

- Generated 68.5 million media impressions on a variety of local government-related topics from media relations efforts.
- Worked with PR firm to coordinate telephonic press conference on September 20 on how local governments prepare for emergencies. Event covered by *American City & County* magazine; *Governing* magazine; *Emergency Management* magazine; National

Association of City/County Health Officials; National Emergency Management Association; Public News Radio; KHTS Talk Radio (Santa Clarita, California); *Times-Argus* (Montpelier, Vermont); and the Trust for America's Health. Resulted in two articles: "Burying" FEMA in DHS was "huge structural and operational mistake" in *Homeland Security Newswire*, which featured an interview with ICMA member Aden Hogan, city manager, Evans, Colorado; and "Pulskamp Preaches Preparedness, Social Media at Disaster Conference," on KHTS News, which featured ICMA member Ken Pulskamp, city manager, Santa Clarita, California. ICMA member Bill Fraser, city manager, Montpelier, Vermont, also participated on the panel along with two staff members.

- Used available information and statistics to respond in a timely manner to roughly 90 media inquiries on form of government, fiscal challenges, and general management issues.

Digital Strategy

- Took steps to identify opportunities for website advertising. Recommendations are being used as the foundation for an advertising strategy being launched in fall 2012.
- Began development of a social media strategy, which was presented to all staff in July 2012.

Form of Government and the Fund

- Combined dollar contributions to the Fund of Professional Management (\$80,644) and *Life, Well Run* (\$251,776) increased from \$240,982 in FY11 to \$332,440 in FY12. The total Fund corpus for the Fund for Professional Management and *Life, Well Run* is \$1,788,124.

- The Fund for Professional Management has \$31,485 in pledges, and the *Life, Well Run* campaign has \$410,237, totaling \$441,722.
- The Midwest (\$81,570) and Southeast (\$107,907) regions have donated a significant amount of money for the *Life, Well Run* campaign. Large contributions this fiscal year came from Florida (\$53,893), Minnesota (\$29,358), Virginia (\$43,810), and Wisconsin (\$29,975).
- Hired a full-time manager for the Fund for Professional Development.
- Provided financial contributions totaling \$14,500 from the Fund for Professional Management to five citizens' groups attempting to adopt or retain professional local government management. In Portsmouth, Ohio, successfully adopted council-manager government and SeaTac, Washington, successfully retained the form. Unsuccessful efforts to adopt council-manager occurred in Ketchum, Idaho, and Lynwood, Washington. Voters in La Crosse, Wisconsin, voted to reject creation of a city administrator position.
- Coordinated participation by two ICMA members at three public forums on behalf of council-manager government and professional local government management.
- Provided tailored assistance to communities seeking to adopt or retain council-manager government. Directed those interested in professional local government management to the online version of the Council-Manager Form Resource Package; distributed 800 hard copies of "The Council-Manager Form of Government: Frequently Asked Questions"; and 60 printed copies of "Professional Local/County Management" brochures, which discuss

the benefits of and process for hiring a manager or administrator.

- Provided financial support for the MY LOGO Program, which engages and educates students in grades 5 through 12 about local government affairs by pairing city managers/administrators with school teachers. The program, sponsored by the University of Missouri, received a financial contribution from ICMA's Fund for Professional Management in FY11 and MY LOGO utilized \$7,056 of the funding in FY12.

Life, Well Run Campaign

- Hired GMMB as agency partner.
- Developed *Life, Well Run* campaign plan for pilot communities in Texas and Illinois.
- Developed messaging, logo, and brand standards to test in pilot communities.
- Developed interactive website, *Life, Well Run*, and social media plan.
- Traveled to San Antonio and Seguin pilots and shot 34 interviews for six videos with messages directed toward target audiences. The "Seguin Lives" video has been viewed 1,211 times on YouTube and the "San Antonio Lives" video viewed 409 times on YouTube.
- Garnered media attention through articles in *Seguin Gazette* and *American City & County Online*, a post on the blog Fast Track Gov, a post in GovPro.com, a rotating spotlight on the city of San Antonio homepage, an announcement in the Texas City Management Association newsletter, and an announcement in *CaliforniaCityNews.org*.

INFORMATION

Publishing

- Published *The Municipal Year Book 2012*, with 10 primarily research-based articles on issues identified as priority

content areas. The opening article, “The Politics of Apolitical Leadership: Professional Management in a Digital and Divided Society,” contributes to Ron Carlee’s work in progress organized around three essential questions being posed to managers. Other articles address 311/CRM systems, local government development impact fees, local government health insurance programs, sustainability activities undertaken by small and rural local government, CAO salaries and compensation, and changes in public pensions, among other topics.

- Published *Managing Fire and Emergency Services*, the fourth iteration of ICMA’s green book on fire services, updated to reflect the transition of traditional fire service agencies to multihazard emergency service organizations. Subsequently published *Managing Fire and Emergency Services Study Guide*, the companion piece to the green book of the same name.
- Published the *InFocus* electronic subscription series.
- Published *Playbook: Social Media and Local Government* in partnership with strategic partner Blackboard Connect and offered as a member benefit.
- Continued work on *Management Policies in Local Government Finance*, 6th ed., to be published in fall 2012.
- Improved maintenance and management of online bookstore.
- Drafted a strategy for the new eBook program to better position ICMA for the transition to producing and selling digital content to a broader audience.

PM Magazine

- Maintained page count to no more than 36 plus covers for every issue, with the 2011 annual awards booklet included in October 2011 issue and the 2012 annual

conference preliminary program included in July 2012 issue.

- Published a one-theme (sustainability) issue with a guest editor in June 2012.
- Ran regularly occurring columns: On Point; Tech Touch; Council Relations; Solar Communities; Checked Out; and Legal Lens.
- Ran 18 articles in PMplus—articles that appeared exclusively online at *PM*’s website and not in the print edition—compared with 24 last year.
- Tracked the number of known reprints and requests to reuse *PM* articles (39, compared with 56 the previous year and 124 the year before that). *PM* receives royalty payments from such companies as EBSCO, ProQuest, and the Gale Group for article distribution for educational purposes but this reuse is not tracked.
- Tracked the number of ICMA members (122) who wrote articles for *PM* and PMplus (compared with 93 the previous year and 82 the year before that).
- Conducted 11 *PM* Reader Polls on *PM*’s website.
- Increased premium content (member-only access) of *PM*’s website articles to 80 percent.

Public Policy

- Released one white paper written by Carl Stenberg, “Coping with Crisis: How Are Local Governments Reinventing Themselves in the Wake of the Great Recession?”
- Coordinated a joint fact sheet on state and municipal bankruptcy, municipal bonds, and state and local pensions for the Big 7, as well as associations representing government finance and state and local retirement systems.
- Signed on to 21 letters with Big 7 partners on such issues as proposed changes to GASB reporting

requirements, size and weight limits for commercial trucks, state and local bonds and municipal securities, wireless communications taxes, and a proposed 3% withholding provision on state, local, and federal payments to contractors.

- Signed on to three amicus briefs that addressed federalism issues before the Supreme Court.
- Held two GAPC meetings and attended meetings with Big 7 partners, congressional staff, administration officials, and other groups to address public safety, transportation, Internet sales and other tax questions, and pension funding matters. Congress passed legislation that ICMA supported, including the repeal of the 3% withholding provision, the D-Block spectrum allocation to public safety, and a two-year reauthorization of the transportation bill.

Survey Research

- In the process of conducting
 - Cornell University-funded Profile of Local Government Service Delivery Survey
 - Michigan State University-funded Food Security Survey
 - HUD-funded Social Equity and Sustainability Survey
 - ICMA-funded Survey of Police and Fire Personnel Salaries and Expenditures
 - ICMA-funded CAO Salary and Compensation Survey
 - ICMA-funded State of the Profession Survey.
- Completed
 - ICMA-funded Municipal Form of Government Survey
 - Academic-funded E-democracy Survey
 - 2011 Membership Survey.

- Developed articles for *PM* magazine and *Leadership Matters* based on survey results.

Knowledge Network

- Had close to 21,000 registered users.
- Increased engagement: more than 750 questions were asked, 50 new groups were founded, and hundreds of new documents were added to the KN.
- Gave demonstrations and revised user guides to engage new audiences.
- Featured content in member communications, on other areas of icma.org, and on social media.
- Appointed member volunteers to a new Knowledge Network Advisory Board, which will meet quarterly to help ensure the KN is meeting member needs.
- Strengthened partnership with the Alliance for Innovation and its members, and built informal relationships with other organizations working in local government.

Alliance for Innovation Partnership

- Launched a new job center with ICMA in April 2012—a one-stop shop for local government career opportunities. New features include interactive Google map, job ads tagged to topic areas, payments by purchase order, and a new price model that helps bring early-career opportunities to a national platform and gives greater value for cost for executive placements.
- Two ICMA staff serve as members of the Alliance Learning Council, a partnership to explore opportunities for the two organizations to partner on professional development opportunities.
- Alliance continues to share ICMA's membership management software, which gives Alliance staff increased efficiencies. Alliance is also sharing ICMA's content management system,

Knowledge Network software, and job center software.

Webinars

- Produced 20 web conferences and one web workshop, reaching a total of 1,322 sites. The most-well-attended webinars were on implementing effective metrics, asking police and fire chiefs the right questions, leadership role in staff development, and priority-based budgeting.

US PROGRAMS

Center for Performance Measurement (CPM)

- Ended FY12 with 214 participating jurisdictions compared to 169 in FY11. Seventy-nine new jurisdictions were added in FY12; 63 of which joined the new CPM 101 program.
- Ended FY12 with 15 state/metro area consortia compared to 18 in FY11.
- Moved CPM 101 out of the pilot phase and offered as an official CPM program. Ended FY12 with 72 participating jurisdictions compared to 18 in the pilot program at the end of FY11.
- Created the *Comparative Performance Measurement: FY2011 Midyear Data Report* and began creating the *Comparative Performance Measurement: FY2011 Annual Data Report*.
- Conducted 12 web-based demonstrations of the newly launched CPM reporting tool to generate awareness.

National Citizen Survey (NCS)

- Included NCS data from 86 jurisdictions in CPM's *FY2011 Annual Data Report*: 38 CPM jurisdictions and 48 non-CPM participants.
- Had 78 jurisdictions participate in the NCS in FY12, compared to 51 in FY11.

Center for Public Safety Management

- Contracted 26 fire studies and 18 police studies, which brings the total analysis contracted to over 150 studies in over 31 states in 87 jurisdictions. This includes the largest fire study to date, Las Vegas, Nevada, and the largest police study, Indianapolis, Indiana.
- Presented "What Questions to Ask Your Police and Fire Chief" workshop in three ICMA regions and Canada. The Canadian workshop was standing room only and led to the first request for analysis outside of the United States. Additional workshop presented to the Massachusetts Mayors Association.
- Contributed to ICMA International and IPMA-HR (International Public Management Association for Human Resources) projects in Haiti, Panama, Mexico, and China.
- Trained city managers and their families in the use of automatic electronic defibrillators at the annual conference with an ICMA strategic partner and the West Allis Fire Department.
- Launched the Chief Selection Advantage™ following pilot tests of the program in Santa Monica, California, and Belton, Texas. The program, in partnership with IPMA-HR and the Pittman-McLenagan Group, is designed to assist managers with the selection of police and fire chiefs.
- Presented at the Foresight Network annual conference in Toronto, Canada, and at the International Association of Fire Chief's conference.
- Developed sessions and presented at the annual Community Oriented Policing (COPS) conference and Police Executive Research Foundation (PERF). Presented at the COPs Office Director's Executive Forum and represented ICMA at the VERA Institute session on Cost-Benefit

Analysis and Cost-Effective Policing Roundtable.

- Conducted original research in partnership with IPMA-HR on core competencies needed for police and fire chiefs surveying members of both associations.
- Center staff took seats on the International Accreditation Services, National Homeland Security Coalition, and National Emergency Management Association's EMAC committee, US Department of Justice, CPOs/BJA Officer Safety and Wellness Advisory Committee, BJA Law Enforcement Officer Planning & Research Directors Advisory Committee and DHS / FEMA study on Compressed Air Foam Systems.
- Submitted a \$1.8 million grant for homeland security education.
- Served as keynote speaker for "Consolidation of Public Safety Services – merging police, fire and EMS – the American Experience" at the Swedish Civil Contingencies Agency (homeland security), Second Conference on Technology and Methodology for Security and Crisis Management in Linköping, Sweden, after hosting a 10-member delegation from that agency that visited five US Public Safety Departments.

Center for Sustainable Communities

- Secured new, five-year, \$900,000 cooperative agreement to continue ICMA/EPA partnership for organizing the National Brownfields Conference.
- Continued to manage the Local Government Environmental Assistance Network (LGEAN), a joint partnership with the US EPA that features a website (lgean.org) and a hotline for environmental compliance officials working in local government.

- In collaboration with ICMA International, completed the first successful Sustainable Communities Fellowship Program (funded by US Department of State, \$494,000) to provide 40 local government fellowships in partnership with communities in the United States, New Zealand, Australia, Indonesia, and China.
- Similarly, working with ICMA International, secured new two-year, \$375,000 grant to run a local government fellowship program focused on resiliency and civic engagement in the United States, China, Thailand, and New Zealand.
- Conducting research on sustainability and social equity with the support of a \$284,000 cooperative agreement from the US Department of Housing and Urban Development.
- Working with HUD on a variety of other projects, including outreach in support of rural communities (\$70,000); a new project to develop a "healthy communities index" in four communities (\$50,000); and a Choice Neighborhoods award (\$93,000) to study neighborhood revitalization in three small North Carolina and Virginia communities.
- Continued to coordinate outreach and education in support of the SunShot project, which is funded by the US Department of Energy and targets local strategies for increasing solar deployments in communities around the United States.
- Secured new 311 technical assistance project working for the city of Philadelphia.

Strategic Partner Program

- Received or secured commitments for more than \$876,500 in support of ICMA programs and activities through strategic

partner fees, contributions, grants, joint ventures, and sponsorships.

- ICMA-RC's financial contributions supported professional development (annual conference ICMA University; regional summits, "Leadership Conversation" at the Executive Institute for Leadership), awards, emerging leaders, and the Strategic Partner Program).
- Renewed a partnership through which Cigna provides \$300,000 in support of annual conference events, PM advertising, the Knowledge Network, and the Strategic Partner Program. Cigna and ICMA began drafting a three-year sponsorship agreement.
- Engaged strategic partners in key ICMA programmatic areas, including: Center for Public Safety Management (iXP; Esri; International Code Council; Fitch & Associates; Runzheimer International); Next Generation (NEOGOV); Healthcare (Cigna); Sustainability (Plante & Moran; HR Green, Inc.)
- Provided support to members in transition (Waters Consulting Group).
- For the second year, The Ferguson Group funded an ICMA scholarship for a manager to attend the Harvard Kennedy Senior Executives in Local Government Program.
- Ninety-six percent of Strategic Partners participated in the 2011 annual conference.

INTERNATIONAL PROGRAMS

- Made a positive impact on thousands of citizens' lives through programs that build local government capacity in newly decentralized countries and promote good governance worldwide.
- Maintained an active international project portfolio of 16 programs in 11

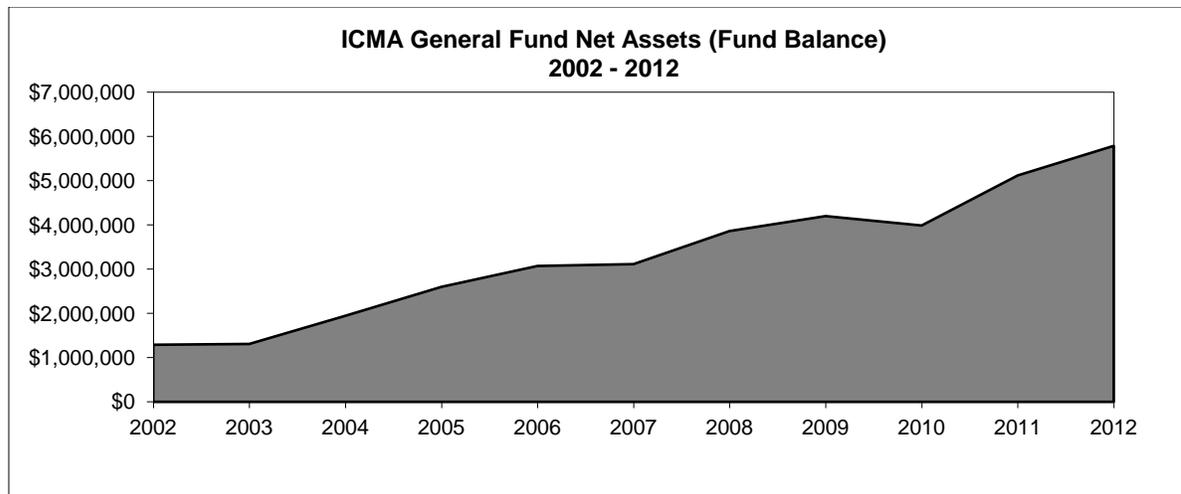
countries, plus training and exchanges for municipal officials from eight additional countries; established a presence in Haiti, a "new" country for ICMA.

- Won the CityLinks \$25 million grant award from USAID, continuing the ICMA International flagship project for another five-year period.
- Continued as a prominent player in the international arena and maintained ongoing dialogue with and support to international donors and other influential organizations.
- Exceeded target financial net contribution to the organization by 13% (27% above 2011 contribution) while setting an all-time revenue record of \$19 million (14% above 2011 amount).
- Formally established the ICMA China Center, which was then invited by the US State Department to join the prestigious US-China EcoPartnerships program.
- Deepened relationships with several ICMA international affiliates by involving them in the design and execution of donor-funded fellowship exchange programs.
- Provided more than 20 ICMA members with opportunities to participate in ICMA international activities as advisors, consultants, conference presenters, and CityLinks partners.
- Maintained communications with more than 100 ICMA members who have expressed interest in pro-bono assignments or other involvement with ICMA International.

ORGANIZATIONAL SUPPORT

Leadership

- Met with state leaders and members in conjunction with board meetings in Oklahoma City, Oklahoma; Mount



Pleasant, South Carolina; and Bratislava, Slovakia. Organized tours of local government projects for each board meeting. Bratislava meeting included a discussion with representatives of other local government organizations on topics of mutual interest.

- Prepared for implementation of the new regional nominations process that will first be used for the 2013 elections of ICMA vice presidents and will kick off in the fall of 2012.

Finance

- Obtained an unqualified opinion on the FY11 audit, with no material findings or control weakness reported.
- Implemented efficiencies and moved several functions such as payroll and month end closing processes to a paperless environment.
- Worked with the audit committee of the ICMA Executive Board in bidding audit services and selected the existing audit firm for a period of five years.

Facilities and Administrative Services

- Subleased vacant space at competitive market rates.
- Led the CPAS (building) Operations Committee, which includes

representatives from all three owners and made significant enhancements to the building.

- Streamlined on-site document and collateral storage, resulting in additional usable storage footprint without increased cost.

Information Technology

- Increased website and Knowledge Network performance to make pages load up to 40% faster in many areas of the site, bringing most of ICMA's page load times in line with industry best practices.
- Added more than 300 new features to the ICMA website and Knowledge Network.
- Established a new user privacy policy to clarify how ICMA uses member and customer data and to give members and customers greater control over how their information is used.
- Completed launch of the Center for Performance Measurement reporting tool and worked with CPM team to select and implement a new data collection tool to go online in early FY13.
- Launched a new Career Network system to replace the former Job Center, giving

users new mapping features and creating more efficient internal procedures.

- Launched websites for the Great Open Spaces City Management Association, the Local Government Managers Association of Nevada, and the South Carolina City and County Management Association.
- Provided wireless Internet service for the first time for all ICMA conference attendees and assisted with the first ICMA conference app.

Human Capital/Resources

- Further streamlined the performance appraisal process.
- Closed 25 recruitments in an average of 39 days; met with hiring managers; and developed recruitment profiles.
- Held the fifth annual ICMA Benefits Fair with continued high attendance.
- Provided and supported regular staff engagement opportunities to promote unity and teamwork.

Publishing and Order Fulfillment Services

- Shipped 97.82% of orders within 48 hours.
- Shipped 99.8% of orders accurately.
- Responded to 92 % of e-mail inquiries within 24 hours or less.

Contract Administration

- Increased compliance awareness to manage donor-funded activities.
- More actively engaged in the operations of field offices. Streamlined processes by working on operations and finance manuals.
- Continued work with insurance broker to ensure adequate coverage at competitive rates.
- Completed a comprehensive crisis management and response plan for ICMA.

REIT Investment

- The Real Estate Investment Trust investment in the building distributed dividends of \$525,000 to ICMA in FY12.

CENTER FOR STATE AND LOCAL GOVERNMENT EXCELLENCE (SLGE)

- Published two issue briefs with North Carolina State University: “Health Insurance for Active and Retired Local Employees: Asheville, Denver, and Oklahoma City” and “Health Insurance for Active and Retired State Employees: California, North Carolina, and Ohio.”
- Published three issue briefs with the Center for Retirement Research at Boston College: “Unions and Public Pension Benefits,” “Comparing Compensation: State-Local Versus Private Sector Workers,” and “The Funding of State and Local Pensions: 2011-2015.”
- Updated the enhanced *Public Plans Database* containing annual data on 126 state and local pension plans from 2001 through 2010, with nearly 90 variables.
- Produced the 4th annual workforce survey in partnership with the National Association of State Personnel Executives and International Public Management Association for Human Resources: “State and Local Government Workforce: 2012 Trends.”
- Presented the inaugural *Award for Local Government Workforce Excellence* to the City and County of San Francisco with honorable mention awards to the (1) local governments of Santa Clara and San Mateo counties and (2) Coconino County, Arizona. Senator George Voinovich, recognized for his public service career, was the featured speaker at the November 2011 event at the

National League of Cities Congress of Cities. Representatives from ICMA, NLC, the Government Finance Officers Association, and the International Public Management Association for Human Resources served on the awards panel.

- Published “Strengthening State and Local Government Finances: Lessons for Negotiating Public Pension Plan Reforms,” and updated reform efforts made by the five state and local governments featured in the report in a June 2012 webinar.
- Published four articles in national association publications (*Government Finance Review*, “Understanding Finances and Changes in Retiree Health Care;” *Pensions & Investments*, “Iowa should be model for a time of changes,” *2012 Municipal Yearbook*, “Public Pensions Face Record Pace of Change;” *Statesman-Journal.com*, “PERS reform needed to sustain pensions”), three blog posts, and one letter to the editor.
- Presented the center’s research at 22 national and regional conferences, including the Government Finance Officers Association, ICMA, National League of Cities, US Conference of Mayors, CalPERS, Association for Public Policy Analysis & Management, *Government Executive* magazine, Public Fund Boards Forum, and the National Academy of Public Administration.

- Received widespread coverage of the center’s research in the national media, including multiple mentions in the *New York Times*, *Wall Street Journal*, *Governing*, Bloomberg News, *American City and County* magazine, *The Bond Buyer*, *PlanSponsor*, *ASPA PA Times*, Knowledge Network, and *Local Government Matters* newsletter, as well as financial outlets for CNN, CNBC, FoxBusiness, and MSN.Money among others.
- Convened Pension Funding Task Force at request of the “Big 7” national associations of state and local governments to address the “gap” created when the Governmental Accounting Standards Board issued new guidelines in 2012 that separate pension accounting standards from pension funding requirements.
- Sponsored a symposium on health care innovations with North Carolina State University research partners; attended by over 100 representatives from state governments, retirement systems, prominent academics, and health consulting groups.
- Conducted analysis of city of Decatur, Georgia’s retirement system, including a comparison with the 126 pension plans in the Public Plans Database.
- Published 11 editions of the center’s e-newsletter with a circulation of 2,050.