

ICMA Executive Director's Report

September 2010

MEMBERSHIP

Membership Recruitment and Retention

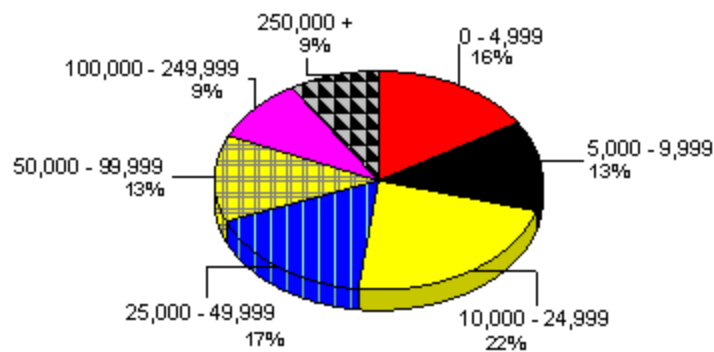
- As of June 2010, ICMA had 8,871 members, including 8,491 in the United States and 380 internationally. Of the total membership, 6,110 worked for local government and 161 were in transition.
- Achieved an 89.39% average retention rate of U.S. in-service members over two billing cycles, with an overall U.S. retention rate of 82.09%.
- Continued partnerships with Illinois and Texas to address a perceived need for easing members of state associations, particularly those in small communities, into ICMA membership. The partnership 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. Three members joined under this partnership in Illinois; five joined under this partnership in Texas.
- Continued policy of 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 Alabama, Illinois, South Carolina, and Texas. As of June 30, students in Alabama, Illinois, and South Carolina joined as a result of this effort. Memberships for persons who were already ICMA members were extended by one year in Alabama, Illinois, and Texas.
- Promoted Affiliate flat dues rates for entry to mid-level local government staff for their first three years of membership: \$150 for first year, \$175 for second, and \$200 the third year before shifting to the salary-based Affiliate dues the fourth year. In FY10, 140 members joined in this category.
- Promoted the Legacy Leader Program recognizing ICMA Credentialed Managers who actively coach and recruit young professionals. By year end, 30 Legacy Leaders and 74 Legacy Leader candidates were participating. Built recognition for the Legacy Leader designation by honoring Legacy Leaders at the 2009 ICMA conference and in various communication vehicles throughout the year.
- Continued extending complimentary, one-year memberships to nonmember participants in the University of Virginia's LEAD program, the Young Professionals' Leadership Institute, and to nonmember young professionals in Center for Performance Measurement (CPM) jurisdictions. The partnership with CPM has been expanded so that at renewal, the same offer is extended to another nonmember Affiliate in that jurisdiction. As of the fall 2009 class for ICMA's Emerging Leaders Development Program, member and nonmember pricing (\$300 differential) has replaced the one-year complimentary membership. Nonmember fee includes a two-year membership. Three nonmembers joined the fall 2009 class.
- Continued 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. Board members, Range Riders or senior advisors in that state are asked to follow up with the potential member. In four months, 105 potential Full members were contacted and 14 were recruited.
- Continued a recruitment effort to interim and acting managers through e-mail outreach and added a 50%

dues discount for the first year. Two of 34 have joined.

- Supported Western Regional Director Dave Mora in marketing membership and the 2010 annual conference to local government employees in California and the West Coast region. Primary target audiences were entry/mid-level managers (especially members of MMANC and MMASC) and manager members who had not attended an annual conference. ICMA reached out to these potential members through e-mails, printed materials at events throughout California, and direct mail. The marketing pieces highlight the different discounts that make conference especially affordable this year for those in the region.
- 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 and engaging them in retention by sending them "drops" lists by state once all other outreach failed. Coordinated with state associations to place ICMA stickers on the badges of ICMA members attending state meetings.

- Promoted the "virtual" Economic Crisis E-Debit Card for Full (\$200 credit) and Affiliate (\$100 credit) member's dues and professional development programs offered by ICMA. In FY10, members redeemed \$169,400 primarily for dues renewal, but also for the Montréal annual conference and for other professional development programs. Almost 1,200 members have used the "card" since it was first offered in June 2009.
- Engaged a new Task Force on Welcoming New Members to design a member-to-member welcome program to help introduce and demonstrate the value of the ICMA network. Charlene Stevens, assistant county manager, Sedgwick County, Kansas, served as chair. The task force is testing the program over the summer so that members can be recruited to provide this member welcome service starting in the fall.
- Formed a new member outreach team 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 e-mail and mailed communications that they now receive.

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



Member Services Awards

- Conferred two honorary memberships, and two distinguished service, four professional, and 10 program excellence awards; recognized recipients at the Montréal conference and in a *PM* magazine insert.
- Streamlined the commemorative awards booklet for added impact, cost savings (reduction of nearly 75% in printing costs), and sustainability (reduced total volume of printed pages by nearly 60% from FY09).
- Promoted the awards program on ICMAtv at the Montréal conference. The video was posted to YouTube and linked to ICMA's website.
- Solicited 153 eligible nominations for the 2010 Annual Awards program.

Range Riders/Personal Support

- Celebrated the 35th anniversary of the Range Rider Program.
- Eighty-six Range Riders in 23 states are available to provide support to members and to promote the council-manager form of government.
- 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.

Member Operations

- Responded to 96.4% e-mails sent to membership@icma.org within 24 hours.
- Continued to support in-service members in maintaining their memberships by allowing 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.
- Provided complimentary benefits to 161 members in transition (MITs) and

assisted state associations with their support programs by maintaining a clearinghouse of state MIT activities and periodically sending suggestions from MITs. Held conference calls for members in transition every other month, moderated by Range Riders, addressing topics proposed by participants with frequent guest speakers. Added a new benefit: complimentary web conference registrations for MITs. Added dynamic, password-protected MIT roster to website to facilitate personal outreach.

- Presented ICMA Service Awards to 745 members and gave special recognition at the Montréal conference to one 45-year recipient. Recognized 10- and 20-year recipients and held a ceremony and reception for 25-year and higher recipients. For the first time, offered 25-year and higher recipients a choice between an award or a Fund donation made in their name; 41% chose the donation, earning almost \$4,000 for the Fund.
- 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 112 members to serve on member committees: Awards Evaluation, Conference Planning, Conference Evaluation, Governmental Affairs, International, and the Advisory Board on Graduate Education.

ICMA Newsletter

- Discontinued the print version of the *ICMA Newsletter* in August 2009 to save money and be more sustainable.
- Provided additional content in the e-version, since space is no longer limited, and able to link to information on the web through the e-newsletter.

Ethics Awareness and Enforcement

- Issued one public censure and expulsion; three public censures and membership bars; one public censure; four private censures; and closed seven cases.
- Assisted three fact-finding committees in Michigan, Oregon, and Pennsylvania.
- Responded to 180 ethics inquiries; publicized ethics scenarios in 11 issues of *PM* magazine, and published in the *ICMA Newsletter* the results of five cases involving allegations of unethical conduct. Rebutted Bob Stone's *Governing* article, by way of ICMA VP Karen Pinkos, when he stated that "most people can't live by the ICMA Code of Ethics because they simply can't remember any of it."
- Held 21 ethics workshops and presentations at conferences sponsored by state associations, affiliate organizations, national associations, and graduate schools.
- Disseminated three public statements about the unethical conduct of three nonmembers in California and Michigan.

Credentialing

- Granted the ICMA Credential or Candidate status to 118 additional members, for a total of 1,176.
- Achieved a renewal rate of 90%, with 96% 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.
- Overhauled much of the online system; plan to complete the project and roll it out to members in FY11.

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 2011. Added one senior advisor in California.

- Held four regional summits, with Young Professionals Leadership Institute (YPLI) events in each region. Built on successful formats from FY06 through FY09, including an ICMA University workshop led by Bob O'Neill. Solid attendance recorded at all four events. Received favorable rankings and positive feedback on evaluation surveys.
- Provided ICMA representation (by state liaison, senior advisor, executive director, regional vice presidents, and/or ICMA president) at meetings of 95% of state associations. Forty-four associations met during the year with an ICMA representative present at 42 of the meetings.
- 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).
- Continued disseminating template for formal affiliation agreements with state associations; continued discussions with state leadership and negotiations to tailor each agreement for measurable, collaborative efforts on strategic plan priority areas.
- West Coast regional director provided ICMA presence in California and the West Coast region. This was the seventh year of Cal-ICMA (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). Ongoing support to Cal-ICMA included maintaining its website, supporting the Preparing the Next Generation Task Force, Cal-ICMA member committees, and the Cal-ICMA Coaching Program. Helped launch the Senior/Encore Manager program as a new activity.
- Provided support to Cal-ICMA affiliate, Women Leading Government.

Maintained Web presence on the icma.org platform.

- Published six issues of *StateSide* for state association leadership.
- Continued to serve as secretariat to the Maryland City/County Management Association.

Affiliate Relationships

- Maintained liaison relationship with the leadership of the International Hispanic Network (IHN); coordinated signing of the IHN/ICMA affiliation agreement in September 2009.
- Sent staff liaison to National Forum for Black Public Administrators (NFBPA) board meeting; the ICMA president attended the annual NFBPA Forum in Greensboro, North Carolina. Liaison facilitated ongoing dialogue regarding Memorandum of Understanding with NFBPA, provided format for more detailed affiliation agreement approved by NFBPA in May 2010; agreement to be signed at ICMA conference in San José.
- Published five issues of the National Association of County Administrators (NACA) *Journal of County Administration*; converted journal to all-electronic format in March 2010.
- Worked with the Japan Local Government Center to identify an ICMA member to participate in the 2010 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.
- Signed an affiliation agreement with the Georgian Municipal Service Providers Association.
- Cosponsored with Local Government Managers Australia and New Zealand Society of Local Government Manager the fifth biannual International Leading Practices Symposium in Rotorua, New Zealand. Facilitated International Committee meeting in conjunction with the symposium.

Career Services (Next Generation) Programs

- Recruited seven local governments to host 10 new Local Government Management Fellowship participants beginning late summer-early fall 2010.
- Held sessions and social activities for early careerists at the Montréal conference, including speed coaching, a networking lounge, networking mixer, and a coaching session for Legacy Leaders. Offering similar options for San José. 100 students and interns attended the Montréal conference.
- Held a special meeting in Montréal about building state coaching initiatives.
- Rebuilt a 'managers who teach' section of the website.
- Supported the 2009 Local Government Management Internship summer program with Wittenberg University.
- Initiated a pilot program for ICMA student chapters and received 10 proposals.
- Provided financial assistance to 14 women, minorities, and individuals beginning or considering careers in local government to attend the conference in Montréal. Executed scholarship program for San José, and included a new category of first-time attendee.
- Improved the ICMA Job Center by integrating into the new site, consolidating pages, and clarifying instructions for users.
- Increased subscribers to the JOB e-newsletter by 400 percent.
- Continued producing the monthly Career Compass column, which has been picked up by several states.
- Launched the third annual ICMA Video Contest to generate new career and local government marketing videos. Two winners of the second contest were given scholarships to attend the conference in Montréal. Three scholarships are planned for San José.
- Created coaching and career support groups in the new Knowledge Network.

ICMA BRAND AND ADVOCACY FOR THE PROFESSION

Marketing and Communications and Brand

- Continue to reach out to potential member, corporate, and individual funders to secure financial support for the *Life, Well Run* Value of the Profession campaign. Produced a fundraising brochure in July and currently working with GMMB, the agency that developed the campaign creative strategy, to create a short video explaining the role and value of the profession to potential large funders.
- Achieved high open rates for and increased circulation of three e-newsletters: *Local Government Matters*, *Performance Matters*, and *Academic Matters*.
- Participated in the following domestic and international tradeshows and events to increase visibility of ICMA brand: Government Finance Officers Association; National Association of Schools of Public Affairs and Administration; National League of Cities; Africities Conference (Marrakech, Morocco); UN Habitat/World Urban Forum 5 (Rio de Janeiro); and the American Planning Association.
- Generated 110 million media impressions on a variety of local government-related topics from public relations efforts.
- Worked with PR firm to coordinate telephonic press conference on September 15, 2009, on how local governments are navigating the current fiscal crisis, which attracted participation by reporters from the *Wall Street Journal*, *Financial Times*, *Capital News Service*, *Atlanta Business Chronicle*, *Central Pennsylvania Business*, *Salina Journal*, and *American City & County* magazine. Copies of the report were requested by *Bloomberg Business Journal*, *Fort Worth Star-Telegram*, *Dallas Morning News*, *Indianapolis Star*, *Atlanta Journal-Constitution*, *St. Petersburg Times*,

Centre Daily News (PA), *Annapolis Capital*, *Source Media*, *Dallas Observer*, and *Arkansas Democrat-Gazette*. Four ICMA members and one staff person participated in the event, which focused on an original report released during the session titled "How It Plays in Peoria: The Impact of the Fiscal Crisis on Local Governments."

- Used available information and statistics to respond in a timely manner to roughly 60 media inquiries on form of government and general management issues.
- Achieved an average open rate of 14% and "click-through" rate of 34% for customer relationship management campaign designed to demonstrate the value ICMA can bring as a partner to international funders, partners, and thought leaders.
- Expanded ICMA content capability and generated organizational revenues by featuring 21 local government segments as part of ICMA tv programming in conjunction with Montréal annual conference.
- Promoted Public Service Recognition Week and resources through article published in *Local Government Matters*, which pointed to celebration toolkit and other resources.

Form of Government and the Fund

- Increased the number of contributors to the Fund from 803 in 2009 to 861 in 2010; dollar contributions increased from \$187,730 in FY09 to \$232,859 in FY10 (the corpus is \$1.45 million).
- Provided financial contributions to organizations in Pueblo, Colorado; Bridgewater, Massachusetts; League City, Texas; and SeaTac, Washington, all of which successfully adopted or retained the council-manager form of government. Also contributed to Pensacola, Florida; Effingham, Illinois; and Federal Way, Washington, where efforts to adopt or retain the form of government were unsuccessful.
- 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 1,249 copies of "The Council-Manager Form of Government: Frequently Asked Questions," and 1,026 copies of "Professional Local/County Management" brochures, which discusses the benefits of and process for hiring a manager or administrator; and provided 35 complimentary copies of the National Civic League's *Model City Charter* to communities considering significant charter revisions. Provided four copies of the *Recruitment Guidelines Handbook* to cities looking for guidance on how to proceed in hiring a professional local government manager.

Public Policy

- Supported two meetings of the Governmental Affairs and Policy Committee (GAPC).
- Published two white papers in the fall of 2009, "Measuring the Results of Economic Stimulus Investments: Local Government Leading the Way" and "Restoring the Intergovernmental Partnership: What Needs to Change."
- Staff and members participated in audio news event on the economy and its effects on local governments at Montréal conference.
- Identified topics for two white papers to be written by staff and published in FY11: (1) sustainability and (2) quality of life structure of government.
- Used the Knowledge Network (KN) to communicate policy issues with both the GAPC and the broader KN audience. Created a private GAPC group and posted questions on issues such as immigration and pension reform to boost content.
- Wrote article on intergovernmental relationships, "When the Stakes Are High, We Can Work Well Together," in *The Public Manager*.
- Published articles in *PM* magazine, *Local Government Matters*, and the *ICMA Newsletter* on sustainability,

Supreme Court cases, ARRA guidance, and emergency management.

- Signed onto 25 letters with Big 7 partners on such issues as the economic recovery/stimulus package, hotel occupancy tax, collective bargaining, 3% withholding, and municipal bond issues.
- Signed onto six amicus briefs filed by the State and Local Legal Center.
- Provided policy recommendations for the Quadrennial Review of the Department of Homeland Security, D Block, resilience strategies, and other emergency management matters raised by the White House, the National Homeland Security Consortium, and the Federal Emergency Management Agency.
- Participated in the Intergovernmental Symposium held by the American Society of Public Administration.
- Ensured ICMA and member participation in meetings with OMB, GAO, CBO, DOE, EPA, IBTS, NAPA, GASB, GASAC, and 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) reelected as vice chair of National Homeland Security Consortium (NHSC).

PROFESSIONAL DEVELOPMENT Annual Conference

- Planned and implemented the 2009 ICMA Annual Conference in Montréal, which received an overall rating of "very good" or "excellent" from 85.6% of evaluation survey respondents.
- Revenue fell short of budget by 15.3% due to the lowest attendance in over 20 years (2,171 total attendees and 1,402 member attendees) and a smaller exhibit hall, both of which were attributable to the economic crisis and the conference being held outside the United States. Lower than expected revenues were partially offset by cost-cutting measures and

work with the hotel community to limit attrition penalties.

- Received positive satisfaction ratings concerning their participation in the exhibit hall from 85% of respondents to the exhibitor evaluation survey.

Virtual Conference

- Launched first virtual annual conference in Montréal, which received an overall rating of 4 out of 5.
- Exceeded \$40,000 revenue goal by \$5,250.

ICMA University

Annual Leadership Institutes

- Provided 23 senior managers with the ICMA Gettysburg Leadership Institute experience.
- Welcomed nine senior managers and 11 Leadership ICMA participants to the ICMA SEI Leadership Institute.

Workshops

- Offered nine ICMA University workshops at Montréal conference.
- Partnered with state associations or affiliates to offer an additional 19 workshops.
- Maintained an evaluation average of 4.5 on 5.0 scale for workshops and covered all direct costs.
- Offered workshops to a total of 144 paid participants (total participants 203; 59 comp) at four regional summits, each of which included the ICMA University workshop “Community: The Structure of Belonging” led by Bob O’Neill and Felicia Logan.
- Produced 25 web conferences and five web workshops. The total number of attendees for the web conferences was 1,521, for the web workshops, 177.

Local Government Training

- Conducted a total of 10 fee-based programs on ethics for four local governments and six Web workshops.

Leadership ICMA

- Graduated 15 members of Leadership ICMA Class of 2009 in Montréal.

- Accepted 17 participants to Leadership ICMA Class of 2011.
- Leadership ICMA Class of 2010 completed four Capstone projects.

Young Professionals Leadership Institutes

- Conducted in conjunction with four ICMA regional summits, with an average attendance of 15 young leaders and students per session.

Emerging Leaders Development Program

- Graduated 28 in the class of 2009 and accepted 30 members for class of 2011.

INFORMATION

Publishing

- Published *The Municipal Year Book 2010*, which includes two articles related to the economy: one article studies trends in approaches (e.g., business incentives, small-business development activities) to local economic development, and one studies the effects of the current fiscal crisis on communities throughout the United States and speculates on how short-term measures will translate into new ways of doing business. Individual articles of the *Municipal Year Book* are also available as e-documents.
- Explored and developed new format for a streamlined *Municipal Year Book* for next year, to reduce costs of production and make it more relevant to its target audiences.
- Published *Human Resource Management: An Essential Guide*, 3rd edition, a completely updated look at today’s complex human resource issues. It provides best practices on addressing long-term workforce needs, recruiting and maintaining a high-performance team, and creating an environment where excellence thrives. An online supplement to the book is available at ICMA’s online bookstore.
- Published *Capital Budgeting and Finance: A Guide for Local Governments*, 2nd edition.

- Published a completely revised *Statistics for Public Administration: Practical Uses for Better Decision Making* [formerly *Statistics Unraveled*].
- Redesigned the *IQ Report* subscription series, launching it with the new name *InFocus*. The reports offer practical solutions, real-life examples of successful programs, and proven strategies to implement effective management policies and practices.
- Continued to offer new books on Amazon.com and ran Google ads.
- Convened the ICMA Press Editorial Advisory Board three times, including once at the annual conference in Montréal and twice by conference call. Significantly increased engagement with advisory board members by regularly soliciting proposal and manuscript reviews from each member, for a total of 22 reviews submitted.
- Contracted/developed more than 10 books for future publication. Some topics that will be covered in future publications include homeland security, police chief selection process, finance and budgeting, council-manager relations, and citizen engagement.
- Attended NASPAA and ACSP conferences to promote publications and source new acquisitions.

PM Magazine

- Using reader input, launched a completely redesigned magazine as of the September 2009 issue. Reactions to the magazine's new look and feel and suggestions for further changes will be surveyed in this fiscal year.
- Maintained a constant, more economical size of 32 pages (plus covers) for every issue, with an Annual Awards booklet included in October 2009 issue.
- Began printing the magazine on 30 percent recycled, FSC-certified paper and with vegetable-based inks.
- Ran several regularly occurring new columns: Ethics Matter!, (by Martha Perego, ICMA's ethics advisor);

Innovation Edge (by the Alliance for Innovation); Career Course (a career-coaching column); Healthy Communities; Balancing Act (about life-work balance); and Retirement Strategies (by ICMA-RC).

- Ran 20 articles in PMplus—articles that appeared exclusively online at *PM's* website and not in the print edition.
- Tracked the number of reprints and requests to reuse *PM* articles (124 compared with 54 the previous year).
- Tracked the number of ICMA members (82) who wrote articles for *PM* (compared with 56 the previous year).
- Tracked the number of visits to *PM's* website (150,832 visits, compared with 80,609 in the previous year).
- Conducted 11 *PM* Reader Polls on *PM's* website.

Survey Research

- Conducted ICMA-funded national surveys of police and fire personnel expenditures.
- Conducted funded economic development survey.
- Conducted funded sustainability survey, developed with input from ICMA's Center for Sustainable Communities, the Alliance for Innovation, Arizona State University's Center for Urban Innovation, Arizona State University's Global Institute of Sustainability, and others.
- Participated on the survey advisory committee to develop a follow-up survey on the Maturing of America, funded by Met Life through the National Association of Area Agencies on Aging. ICMA has been selected to administer the national survey.
- Submitted proposal and received funding from the IBM Center for the Business of Government to write a research paper using the sustainability survey results.

Knowledge Network

- Launched the Knowledge Network on May 21, 2010. As of September 3, 5,797 new Knowledge Network participant profiles have been created.

Professionals from all levels and functions in local government are actively exchanging knowledge and networking.

- Saw 5,249 unique visitors on July 27, 2010, the most popular day so far on the Knowledge Network. This high volume was related to the publishing of a report titled "Putting Smart Growth to Work in Rural Communities," proving that good content drives interest.
- Added functionality enhancements, including the ability for Knowledge Network participants to create and maintain blogs in the Knowledge Network and upload sample government documents and best practices helpful to other communities.
- Planned new Knowledge Network functionality that will soon enter development, including the ability to form personal networks (similar to LinkedIn and Facebook) and the launch of a mobile version of the site for users of all the popular smart phones and tablets.
- Drafted a business plan for the Network, which lays the framework to build new streams of content and revenue resulting primarily from advertising and partnership agreements. Many potential partners have expressed interest in collaborating in the Network.

Alliance for Innovation Partnership

- Continue to partner on the Knowledge Network, developing new functionality and strategies for engagement.

SERVICES

Consulting Services

- Secured 25 new contracts with a median contract value in public safety of \$50,000 and \$33,000 in management services.
- Continued project in Pasco County, Florida, helping the organization achieve performance excellence with multiple services in the midst of major budget reductions and challenges. Added two new elements to the

project, bringing total project value to over \$300,000.

- Completed a number of shared services studies, solidifying a business line in both public safety and management services.
- Secured a \$150,000 project to study sheriff, fire, and detention in Loudoun County, Virginia, and secured a \$250,000 project to analyze police staffing and deployment in Indianapolis.
- Helped International team to secure a major public safety project in Latin America, made a presentation in Spain on major public safety initiative, and made contacts in China via partnership with IPMA-HR.
- Added 10 contract consultants to support projects nationwide, building the network to more than 30 consultants under contract.
- Continued to modify standard templates and procedures across all program areas.

Performance Management Center for Performance Measurement (CPM)

- Ended FY10 with 160 participating jurisdictions compared to 200 in FY09 and 222 in FY08.
- Maintained 17 state/metro area consortia from FY09. This number is up from 12 in FY07. Conducted dozens of training sessions and facilitated numerous meetings for these consortia.
- Refined CPM's approach to promoting analysis and application of performance information among participants by shifting from prepared dashboard reports to custom dashboard development workshops, launching development of a new online data analysis tool (scheduled for release in early 2011), boosting webinar offerings, and adding many of CPM's *What Works* case studies to the Knowledge Network (including five new case studies).
- Published *Comparative Performance Measurement: FY2008 Data Report*

and *Comparative Performance Measurement: FY2009 Mid-Year Data Report*.

- Continued to publish two monthly e-newsletters: *Performance Matters* and *Performance Measurement Insider*.
- Delivered four ICMA University workshops at Montréal conference, and in Idaho, New York, and Ohio. Conducted two Web workshops and two audio conferences for ICMA University.
- Participated in meetings of the Advisory Commission on Performance Management (ICMA member Michael Brown, county executive officer, Santa Barbara County, California; ICMA executive director, Bob O'Neill; and Mike Lawson, director, ICMA-CPM).

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 53 jurisdictions participate in the NCS, compared to 58 in FY09 and 62 in FY08.

International Programs

- Achieved record high revenue during FY2010, exceeding previous record of 2009 by 15%.
- Expanded active international project portfolio to 17 programs in 16 countries, including a new multi-million-dollar program in Afghanistan.
- Submitted a record number of project proposals to prospective funders, which is expected to diversify further the country profile and risk of the portfolio; maintained successful proposal "win rate" of approximately 36%.
- Expanded practice areas (e.g., community policing/public safety, municipal finance, and environmental sustainability) by introducing these programs into new countries,

continuing to translate ICMA domestic capabilities into the international arena.

- Made a positive impact on thousands of citizens' lives through programs that improve the water supply system in Afghanistan, enhance the effectiveness of neighborhood councils in Iraq, and share best practices in industrial and medical waste management in Jordan, for example.
- Provided more than 20 ICMA members and an ICMA Strategic Partner with opportunities to participate in ICMA international activities as advisors, consultants, conference presenters, and CityLinks partners, to the great benefit of the program.
- Continued as a prominent player in the international arena, including a strong presence at key local government conferences, and maintained ongoing dialogue with and support to international donors and other influential organizations.

Domestic Programs

Center for Sustainable Communities

- Completed the five-year Smart Growth Network cooperative agreement with the U.S. Environmental Protection Agency in June 2010 and published "Putting Smart Growth to Work in Rural Communities," which has been well received with several thousand downloads from ICMA's website.
- Secured a new five-year, \$350,000 grant to manage the Local Government Environmental Assistance Network (LGEAN).
- Successfully hosted Brownfields 2009 in New Orleans, attracting more than 5,000 registrants.
- Won a new five-year grant, worth approximately \$4.8 million, from the Department of Energy to conduct research and outreach on solar energy and local government implementation.
- With support from the US EPA ENERGY STAR program, conducted a web conference for over 300 local officials on planning, implementing, and monitoring energy efficiency

initiatives, including those funded by the American Recovery and Reinvestment Act of 2009.

ICMA National Study of 311 and Customer Service Technology

- Featured Philadelphia, Pennsylvania; Savannah, Georgia; and Cupertino, California, in reports as part of targeted case study series on how their 311/CRM systems have been used in conjunction with citizen engagement efforts.
- Featured Durham, North Carolina; Saco, Maine; and Kansas City, Missouri, in reports as part of targeted case study series on how the jurisdictions were using their 311/CRM systems in conjunction with their performance measurement and budgeting efforts.

Public Library Innovation Grants

- Successfully completed the ICMA Public Library Innovation grants program. Funded by a grant from ICMA, nine jurisdictions across the country completed projects that used their public library in nontraditional ways to meet community needs, and strengthened partnerships between chief administrative officers and library directors. ICMA Public Library Innovation grants were made possible by the support of the Bill & Melinda Gates Foundation. A survey, cases studies, and a final report from the grants program will be published in November 2010.

Strategic Partnerships

- Received or secured commitments for over \$1.2 million in support of ICMA programs and activities through strategic partner fees, contributions, grants, joint ventures, and sponsorships.
- Provided two new knowledge resources to the membership through strategic partners: Frans Johansson DVD funded by ICMA-RC and Knowledge Network topic pages sponsored by ICMA-RC and PBS&J.

- Renewed a three-year partnership with ICMA-RC to help expand ICMA's high-quality professional development and continuing education programs. ICMA-RC committed a total of \$2.055 million to fund activities including the ICMA Annual Conference, ICMA University, Leadership ICMA, and the Leading Ideas Series. Additionally, ICMA-RC has committed contributions totaling \$137,000 in calendar year 2010 to support a variety of activities, including the Young Professionals Leadership Institutes, regional summits, the Emerging Leaders Development Program, *PM* magazine, and the Knowledge Network.
- Renewed a partnership through which CIGNA provides \$300,000 in support of annual conference events.
- Engaged strategic partners in key programmatic areas, including: brownfields (CH2MHill, ESRI); community building (Annie E. Casey Foundation, Craigslist Foundation); consulting services (Springsted); emerging leaders and next generation (ICMA-RC, NEOGOV); healthcare and active living (CIGNA, Robert Wood Johnson Foundation); international development (IBTS); public libraries (Gates Foundation); sustainability (CDM); and 311 (Alfred P. Sloan Foundation, CH2M Hill, EMA, Inc., and GovPartner).
- Two partners (The Ferguson Group and Runzheimer International) contributed to audio conferences; three partners (ICMA-RC, Philips Healthcare, and Runzheimer International) contributed to ICMA publications, including *Local Government Matters*, *PM*, and InFocus Reports; and 85% percent of partners participated in the 2009 annual conference.
- Ongoing projects with three foundation partners: 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 website; met with state leaders and members in conjunction with board meetings in Detroit, Michigan; San Diego, California; and Alexandria, Virginia.
- Convened a member task force to address issues of organizational structure and governance. The board took their recommendations and framed proposals and questions to engage the membership and association leadership in further conversation during the spring regional summits and through a member survey over the summer.

Customer Contact Center

- Reorganized the ICMA member and customer service line and the receptionist line to reduce automated prompts during business hours.
- Responded to e-mail and voice-mail inquiries within 24-hour period.
- Provided data entry and customer support for order processing and ICMA bookstore.
- Supplied customer service and registration support for annual conference, ICMA University Web conferences and workshops, and membership retention and services.

Facilities and Administrative Services

- Selected new travel agent.
- Subleased all available space in the building.

Information Technology

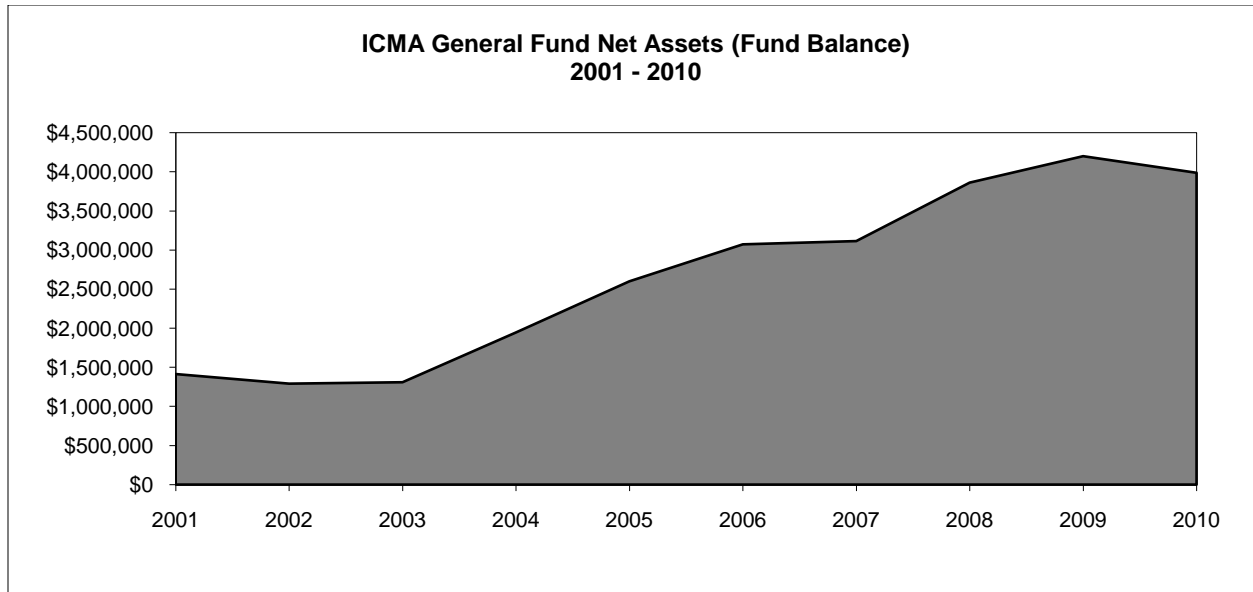
- Launched ICMA's new website and Knowledge Network, providing a new and continuously-evolving platform for

interaction and knowledge sharing for members and others in local government.

- Migrated the Alliance for Innovation member and customer data to ICMA's iMIS association management system and worked with the Alliance staff and ICMA Finance team to enable the Alliance to manage their membership and communications through ICMA's software.
- Migrated critical servers to a new "cloud" hosting provider and increased bandwidth improving service and reliability, eliminating dependence on ICMA-owned hardware, and reducing cost.
- Continued migration of physical servers to virtual servers to reduce risk and improve performance.
- Reduced the amount of technology support ICMA outsources to improve service and reduce cost.
- Worked with the Finance team to implement Cognos online reporting for ICMA's Deltek financial system to improve staff access to financial information.

Finance

- Obtained an unqualified opinion on the audit of the FY10 books and records, with no material findings or control weakness reported.
- Established benchmarks and forecasts that helped management make informed decisions throughout the year.
- Documented and tested internal controls for various processes.
- Implemented efficiencies and automated processes such as lockbox processing and project reporting.
- Streamlined financial management of the Alliance for Innovation.



Human Capital/Resources

- Streamlined the performance appraisal process.
- Hired part-time recruiter to shorten time for open positions.
- Held the third annual ICMA Benefits Fair.
- Developed and presented two all-staff professional development sessions: ICMA College Fall 2009 and Spring Training 2010.
- Enhanced the staff orientation process.
- Began internal audit of all position descriptions.

Publishing and Order Fulfillment Services

- Enhanced the visibility of our publications and increased bulk order bookstore sales by working with a specialized wholesaler/distributor consultant.
- Improved relationship with the fulfillment vendor through frequent communication to promote accuracy, thoroughness, and error-free order fulfillment.
- Shipped 96 % of orders within 48 hours.
- Shipped 99% of orders accurately.
- Responded to 95% of e-mail inquiries within 24 hours or less.

Contract Administration/Support

- Ended FY10 with an overhead rate of 43% and field office rate of 27%.
- Issued a comprehensive field office operations manual for use by all ICMA field offices.

REIT Investment

- The Real Estate Investment Trust investment in the building distributed dividends of \$550,000 to ICMA in FY10.

CENTER FOR STATE AND LOCAL GOVERNMENT EXCELLENCE (SLGE)

- Published two briefs on retiree health issues with North Carolina State University and a major report of survey data from 50 states and 2,136 cities and counties ("At a Crossroads: The Financing and Future of Health Benefits for State and Local Government Retirees").
- Published three issue briefs on public pensions with Boston College's Center for Retirement Research, including a report of the funding levels of 126 state and local pension plans in 2009 and projections for 2010 to 2013; as well as fact sheets on defined contribution plans in the states of Alaska, Indiana, Michigan, Oregon, and West Virginia.

- Published "Out of Balance? Comparing Public and Private Sector Compensation Over 20 Years," in April 2010, the results of a study undertaken with the National Institute on Retirement Security and researchers at the University of Wisconsin.
- Published "The Great Recession and the State and Local Government Workforce," in January 2010, the results of an on-line survey of human resources directors conducted with the National Association of State Personnel Executives and International Public Management Association for Human Resources.
- Published "Future Compensation of the State and Local Workforce" in the Summer 2009 issue of *The Public Manager*; and "Trends to Watch in 2010," the cover story in the January-February 2010 issue of *PM* magazine.
- Held a roundtable on "The Future of Retirement" in December 2009, with national leaders from academia, local and state government, unions, retirement plan administrators, and actuarial firms.
- Presented a webinar for IPMA-HR in February 2010 on how the economic downturn is affecting local governments and promising practices to enhance retirement security and control healthcare costs.
- Published seven case studies on state and local government wellness programs and their potential for reducing health care costs.
- Made presentations on the Center's research at national and regional conferences: the National Conference of State Legislatures (July 2009); ICMA (September 2009); the Texas County and District Retirement System (August 2009); the University of California's Retirement Security Institute (May 2010); and the Association of State and Territorial Health Officials (May 2010).
- Received a grant from FINRA's Retirement Made Simpler initiative to study South Dakota's auto enrollment of state employees in a supplemental defined contribution plan (to be published in fall 2010).
- Received a grant from the Kaiser Family Foundation to examine state government workforce capacity to carry out the new health care reform law (to be published in fall 2010).
- Held two audio news conferences and received widespread coverage of the Center's research in the national media, including public radio interviews, a *Newsday* editorial, three articles in the *Wall Street Journal*, and coverage by AP, CNBC, CNNMoney.com/Fortune, Bloomberg News, *Plan Sponsor*, *American City and County* magazine, *Government Finance Review*, major newspapers, and hundreds of blogs.
- Published nine editions of the Center's e-newsletter with a circulation of almost 1,200.
- Research cited by GAO, the Employee Benefit Research Institute, the Council of State Governments, the Pew Center on the States, and Congressional committees; over 26,000 citations of the Center on Google searches.