

# Annual Business Meeting

Tuesday, September 15, 2009  
Palais des congrès de Montréal

## **Agenda**

### **ICMA ANNUAL BUSINESS MEETING David M. Limardi, ICMA President, Presiding**

**Tuesday, September 15, 2009  
9:45 a.m. to 10:45 a.m.  
Palais des congrès de Montréal  
710a**

- I. Call to Order and Introduction
  
- II. Consent Agenda
  - A. Memorial to Deceased Members
  - B. Receipt of the ICMA Annual Audit
  - C. Report of ICMA Canvassing Committee
  - D. Election of ICMA Honorary Members
  
- III. ICMA-RC Report
  
- IV. Executive Director's Report
  
- V. Resolution recognizing the 85th Anniversary of the ICMA Code of Ethics
  
- VI. Good of the Order
  - Consideration of any items raised by a member
  
- VII. Adjournment

## ***Deceased Members since 2008 Annual Conference***

**Michael R. Swigart**, who served communities in California, most recently as city manager, Twentynine Palms, 2002-06; city manager, La Puente, 2001-02; city manager, Parlier, 1997-2001; director of community and economic development, Ridgecrest, 1991-97; director of community development, Pismo Beach, 1989-91; director of community development, Carpinteria, 1987-89; and director of planning, building, and engineering, Rio Vista, 1984-87.

**Carl J. Tomaso**, village manager, Huntley, Ill., since 1997; development project coordinator, Crystal Lake, Ill., 1995-97; town manager, Hartford, Vt., 1995; village administrator, Cary, Ill., 1991-94; and assistant to the city manager, Elmhurst, Ill., 1984-91.

**George E. Morgan**, city manager, Gainesville, Fla., 1982-84; county administrator, Lane County, Oreg., 1979-82; city manager, Beverly Hills, Calif., 1971-78; city manager, Palo Alto, Calif., 1966-71; assistant city manager, Palo Alto, 1956-66; and administrative assistant, Palo Alto, 1951-56.

**Doyle J. Duke**, city manager, Graham, Tex., 1963-80; city manager, Eagle Pass, Tex., 1958-63; assistant administrator, Eagle Pass, Tex., 1957-58.

**Charles F. Schwalm**, city manager, Burlingame, Calif., 1956-82; and city manager, Hamilton, Ohio, 1949-56.

**Fred H. Hayes**, community manager, The Woodlands, Tex., since 2008; city manager, Glenn Heights, Tex., 2004-05; city manager, Steubenville, Ohio, 2002-04; city manager, Alachua, Fla., 2000-01; city manager, Fernandina Beach, Fla., 1999-2000; city manager, East Point, Ga., 1997-99; assistant city manager, Port Orange, Fla., 1995-97; city administrator, Altus, Okla., 1992; assistant city manager, Oklahoma City, Okla., 1986-90; city manager, Vernon, Tex., 1983-86; assistant city manager, Marshall, Tex., 1981-83; administrative assistant, Wichita Falls, Tex., 1979-81; urban planner, Baytown, Tex., 1978-79; and planning intern, Baytown, 1977-78.

**Leland D. Nelson**, city manager, University Park, Tex., 1970-91; assistant city manager, Amarillo, Tex., 1957-70; city manager, McCook, Nebr., 1953-57; and assistant city manager, Garden City, Kans., 1952-53.

**L. Joe Miller**, an ICMA Range Rider since 2004, served as city manager, Rochester, N.Y., 1979-80; city manager, Bellevue, Wash., 1961-77; and assistant city manager & public works director, Richland, Wash., 1951-60. He was ICMA president 1975-76.

**Thomas B. Noland**, city manager, Martinsville, Va., 1966-80. He served other cities in Virginia as city manager, Pulaski, 1956-66; city manager, Franklin, 1950-56; city manager, Altavista, 1947-50; and assistant city manager, Waynesboro, 1946-47.

**Robert Coop**, city manager, Phoenix, Ariz., 1964-69; city manager, Newport Beach, Calif., 1961-64; city manager, Fremont, Calif., 1956-58; city administrator, Inglewood, Calif., 1949-56; and assistant to the city manager, Pasadena, Calif., 1941-49. He was ICMA vice president, 1966-68.

**Lewis G. Griffin**, city administrator, Connell, Wash., since 2008; city administrator, Liberty Lake, Wash., 2001-05; city administrator, Colfax, Wash., 1996-2001; and assistant to the city administrator, Newport, Wash., 1995-96.

**Dodd A. Southern**, city manager, Miami Springs, Fla., 1988-93; assistant city manager, Miami Springs, 1985-88; city manager, Coral Springs, Fla., 1980-85; assistant city manager, Coral Springs, 1979-80; city manager, Miami Beach, Fla., 1976-78; assistant city manager, Miami Beach, 1973-76; city manager, Hollywood, Fla., 1970-71; assistant city manager, Miami, Fla.,

1967–70; assistant city manager, Cocoa Beach, Fla., 1967; city manager, Melbourne, Fla., 1967; assistant city manager, Ft. Lauderdale, Fla., 1964–67; and assistant city manager, Kalamazoo, Mich., 1962–64. He was an ICMA Range Rider, 2003–06.

**Joe A. Michie**, city manager, Lockhart, Tex., 1989–95; city manager, New Braunfels, Tex., 1984–88; city manager, Poplar Bluff, Mo., 1982–84; assistant director of community development, Charlotte, N.C., 1974–82; director of health planning, Capital Area Planning, 1972–74; city manager, Mineral Wells, Tex., 1968–72; city manager, Lockhart, 1965–68; administrative assistant, Tex. Municipal League, 1963–65; administrative assistant, Little Rock, Ark., 1961–63; and administrative analyst, Tucson, Ariz., 1957–58.

**William H. Cunningham**, city manager, Merced, Calif., 1984–85; executive officer, Merced, 1974–84; city manager, Mill Valley, Calif., 1969–74; city administrator, Yuba City, Calif., 1965–69; assistant to city manager, Sacramento, Calif., 1965; city manager, North Sacramento, Calif., 1964; city manager, Astoria, Ore., 1959–64; city administrator, Rialto, Calif., 1956–58; city administrator, Placentia, Calif., 1953–56; and administrative assistant, Whittier, Calif., 1949–51.

**Sidney H. Stone**, city manager, Weehawken, N.J. 1985–86; He served other N.J. cities: administrator, Oakland, 1977–85; administrator, Cranford, 1971–77; administrator, Rahway, 1967–71; administrator, Paramus, 1965–67; and purchasing agent, Elizabeth, 1961–65. He was an ICMA Range Rider 2006–08,

**Kenneth M. Bonder**, assistant village manager, Wheeling, Ill., 2005–07; chief financial officer, Palatine, Ill., 1999–2005; city manager, Prospect Heights, Ill., 1992–99; village manager, Arlington Heights, Ill., 1984–92; finance director, Arlington Heights, 1969–84; and analyst, office of management and budget, Dayton, Ohio, 1966–69.

**Howard Gary**, city manager, Miami, Fla., 1981–84; assistant city manager, Miami, 1979–81; director of management services, Miami, 1976–79; budget director, Newark, N.J., 1974–76; administrative analyst, Newark, 1973–74; chief administrative assistant, Newark, 1972–73; administrative assistant, Inkster, Mich., 1970–71; assistant director, Dade County, Fla., 1969–70; and administrative assistant, Dade County, 1967–69.

**Warren S. Moore**, city administrative officer, Union City, Ky., 2006-09; commissioner, Union City, 2003-06; mayor, Union City, 1984-2003; and commissioner, Union City, 1983.

**Lanier S. Brady**, city manager, Benicia, Calif., 1968-72; city manager, Brisbane, Calif., 1962-68; city manager, Hollister, Calif., 1957-62; administrative officer, Ripon, Calif., 1953- 57; and clerk, Ripon, 1946-52.

**Carlos L. Ortega**, city manager, Palm Desert, Calif., 2000-08; executive director, Redevelopment Agency, Palm Desert, Calif., 1983-2000; assistant city manager, Palm Desert, Calif., 1977-83; assistant city manager, Coachella, Calif., 1974-77; and administrative assistant, Coachella, 1972-74.

**I. Harding Hughes, Jr.**, town administrator, Hillsborough, N.C., 1986-88. He served other cities in North Carolina as city manager, Durham, 1963-77; budget director, Winston Salem, 1951-58; administrative assistant to city manager, Winston Salem, 1949-51. He also served as city manager, Aiken, S.C., 1958-63; and as planning assistant in Flint, Mich., 1948-49. He was an ICMA Vice President, 1974-76.



*Leaders at the Core of Better Communities*

August 25, 2009

TO: The ICMA Executive Board

SUBJECT: Results of Fiscal Year Ended June 30, 2009

The certified public accounting firm of Rubino & McGeehin has completed its audit of the financial records of the Association delivering an unqualified opinion on the financial statements for the year ended June 30, 2009. The audit report will be presented to the Audit and Evaluation Committee of the Executive Board via conference call on September 8, 2009.

For the year ended June 30, 2009, revenues exceeded expenses by \$172,915 for all funds on total revenues of \$33,940,790 and expenses of \$33,767,875. Unrestricted revenues of \$34,106,028 exceeded expenses of \$33,767,875 by \$338,153. Temporarily restricted revenues were \$(165,238). The Association's combined net assets at fiscal year-end were \$5,426,838 as represented by unrestricted net assets of \$4,200,707 and net assets in temporarily restricted funds of \$1,226,131.

The Association's total assets, net of appropriate allowances and accumulated depreciation and amortization, at June 30, 2009 were \$13,068,274 consisting of \$6,293,186 of cash and investments, net accounts receivable of \$3,392,032, publications inventory, net of allowances, of \$876,314, net furniture, equipment and leasehold improvements of \$1,060,832, and other assets of \$1,445,910. Total liabilities and deferred revenues were \$7,641,436 consisting of accounts payable and accrued expenses of \$2,159,381, refundable advances of \$1,465,064, deferred revenues of \$4,004,280, and other liabilities of \$12,711.

Review copies of the 2009 audit report are available for inspection upon request.

Based upon my knowledge, the financial statements and other financial information included in the audit report, fairly present in all material respects the financial condition, results of activities and cash flows of the International City/County Management Association as of, and for, the periods presented. I recommend that the audit report of Rubino & McGeehin be accepted by the membership as written.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Robert J. O'Neill".

Robert J. O'Neill  
Executive Director

# ICMA FY 2009 Year End Financial Results

**Financial Results of Operations:** ICMA programs and activities generated a positive contribution to net assets in the General Fund of \$338,153 for the year ended June 30, 2009, compared to a budgeted net contribution of \$100,000. Financial results for the programs and activities are classified and reported below according to the strategic outcomes as reflected in the FY 2009 – FY 2011 ICMA financial plan.

## MEMBER RENEWAL AND SERVICES:

	Revenues		Labor, Fringe and Direct Costs		Contribution to Net Assets	
	Actual	Budget	Actual	Budget	Actual	Budget
<b>Membership Revenue</b>	\$ 4,919,692	4,946,000	-	-	4,919,692	4,946,000
Member Services	252,784	467,500	1,058,945	1,244,927	(806,161)	(777,427)
Relationship Management	68,659	26,000	547,946	621,587	(479,287)	(595,587)
Member Communications	136,055	252,000	172,328	223,222	(36,273)	28,778
<b>TOTAL MEMBER RENEWAL AND SERVICES</b>	<b>\$ 457,498</b>	<b>745,500</b>	<b>1,779,219</b>	<b>2,089,736</b>	<b>(1,321,721)</b>	<b>(1,344,236)</b>

Membership dues revenue fell short of budget by \$26,308. Since the board's adoption of the membership growth goals of the Task Force on Financing in 2004, the number of members has increased steadily reaching 9,195 as of June 30, 2009. Increased retention efforts resulted in a 90.8% retention rate for US in-service members; partnerships with state associations and initiatives to recruit new members were actively pursued.

Member services includes expenses for the awards and ethics programs, personal support and range rider activities, member participation, the Job Center, partners programs and member operations. Relationship management includes state liaison activities, ICMA support of the National Association of County Administrators (NACA) and affiliate relationships with the National Forum for Black Public Administrators and the International Hispanic Network. Member communications includes the *ICMA Newsletter*.

Revenues in this area fell significantly short of budget because of lower advertising in the Job Center and in the *ICMA Newsletter*. However with expense controls, net contribution from this area only fell short of budget by \$22,500.

## PROFESSIONAL DEVELOPMENT:

	Revenues		Labor, Fringe and Direct Costs		Contribution to Net Assets	
	Actual	Budget	Actual	Budget	Actual	Budget
Conference	\$ 2,483,219	2,333,075	1,438,538	1,655,833	1,044,681	677,242
Member Development	158,215	213,560	171,419	230,165	(13,204)	(16,605)
Other Professional Development	710,749	868,723	746,252	837,167	(35,503)	31,556
Sponsorships	200,000	200,000	-	-	200,000	200,000
<b>TOTAL PROFESSIONAL DEVELOPMENT</b>	<b>\$ 3,552,183</b>	<b>3,615,358</b>	<b>2,356,209</b>	<b>2,723,165</b>	<b>1,195,974</b>	<b>892,193</b>

Conference includes results of the ICMA Annual Conference held in Richmond. Contribution from the conference exceeded budget by \$367,439 primarily due to stronger than anticipated attendance, increased exhibit hall sales, licensing fees from ICMA TV, and expense savings. The Richmond conference had a total attendance of 3,244 including 2,155 members and 2,500 paid attendees and received sponsorships of \$300,000 each from CIGNA and ICMA-RC.

Member development includes programs for senior managers and emerging leaders. Net contribution from these programs was better than budgeted. Other professional development includes the ICMA University courses, workshops, assessments, new ventures, audio conferences, product development, and local government ethics training workshops. Net contribution from this area fell short of budget primarily due to fewer than anticipated workshops. To support the need for low cost professional development opportunities, the focus of ICMA University is on quick to market events with offerings on distance learning platforms such as audio conferences and webinars.

ICMA-RC provided \$200,000 in sponsorships to the ICMA University and additional sponsorships to produce a new Leading Ideas Series DVD with Peter Block.

Overall this area did better than budgeted.

**INFORMATION:**

	Revenues		Labor, Fringe and Direct Costs		Contribution to Net Assets	
	Actual	Budget	Actual	Budget	Actual	Budget
Publishing	\$ 1,127,996	1,365,786	1,253,965	1,495,452	(125,969)	(129,666)
Knowledge Center	\$ 31,329	27,000	209,387	339,037	(178,058)	(312,037)
<b>TOTAL INFORMATION</b>	<b>\$ 1,159,325</b>	<b>1,392,786</b>	<b>1,463,352</b>	<b>1,834,489</b>	<b>(304,027)</b>	<b>(441,703)</b>

Publishing activities includes textbooks and reports and PM magazine. Several new titles were released in the fiscal year including *Leading Performance Management in Local Government*; *Leading your Community: A Guide for Local Elected Leaders*; *Managing Local Government: Cases in Effectiveness*; *Citizen Surveys*; *Creating a Culture of Health*, a CIGNA sponsored publication; *Local Planning Green book* and the *Municipal Year Book 2009*. Revenues were below budget due to lower than anticipated sales of textbooks and lower revenue from advertisements in the PM magazine; however with expense controls, the net contribution from this area only fell slightly short of budget.

The Knowledge Center includes Survey research, the Knowledge Network, and work with the Alliance for Innovation. Net contribution from this area exceeded budget because of lower than budgeted expenses.

## SERVICES TO LOCAL GOVERNMENTS:

	Revenues		Labor, Fringe and Direct Costs		Contribution to Net Assets	
	Actual	Budget	Actual	Budget	Actual	Budget
Performance Management	\$ 1,258,570	1,488,492	839,566	1,096,493	419,004	391,999
Corporate Partnerships	247,500	335,000	173,723	236,483	73,777	98,517
Business Development	-	-	730,878	893,981	(730,878)	(893,981)
Bid and Proposal	-	-	686,588	728,775	(686,588)	(728,775)
Domestic Technical Assistance	1,742,503	1,958,373	1,540,899	1,661,594	201,604	296,779
International Programs	16,112,312	15,750,000	12,960,833	12,862,229	3,151,479	2,887,771
Consulting Services	1,349,393	1,893,000	1,452,758	1,225,256	(103,365)	667,744
<b>TOTAL SERVICES TO LOCAL GOVERNMENTS</b>	<b>\$ 20,710,278</b>	<b>21,424,865</b>	<b>18,385,245</b>	<b>18,704,811</b>	<b>2,325,033</b>	<b>2,720,054</b>

Net contribution from Performance Management (includes Center for Performance Measurement and the National Citizen Survey) exceeded budget though revenues were lower than budget reflecting the increasing difficulty in attracting and retaining participants as local governments face budget shortfalls.

Revenues and contributions from domestic technical assistance activities fell short of budget. However, revenues and contributions from international technical assistance activities exceeded budget primarily because of new awards from USAID in Iraq and Afghanistan. ICMA is still awaiting a response from the grants administration division of the Environmental Protection Agency towards resolving issues raised by the EPA Office of the Inspector General in an audit of seven cooperative agreements between ICMA and EPA.

As a start-up with aggressive revenue targets, Consulting services benefited greatly from a well-designed and well-executed marketing and business strategy and closed a number of sales in the year. Despite this, Consulting fell short of budgeted revenues and net contributions due to timing of revenue recognition and incurring additional costs to implement the programs.

## ADVOCACY & BRAND:

	Revenues		Labor, Fringe and Direct Costs		Contribution to Net Assets	
	Actual	Budget	Actual	Budget	Actual	Budget
Public Information	\$ 20	-	34,698	89,943	(34,678)	(89,943)
Public Policy	10	-	84,750	111,578	(84,740)	(111,578)
Form of Government	-	-	87,864	94,895	(87,864)	(94,895)
Marketing	19,701	65,000	463,130	605,466	(443,429)	(540,466)
<b>TOTAL ADVOCACY &amp; BRAND</b>	<b>\$ 19,731</b>	<b>65,000</b>	<b>670,442</b>	<b>901,882</b>	<b>(650,711)</b>	<b>(836,882)</b>



Public information expenses resulted in a significant number of media impressions containing references to ICMA. Public policy includes costs to issue white papers on “Immigration: A local government perspective”; and “Local Government’s Vital Role in National Economic Recovery” which was presented to the Obama Transition Team. Form of Government expenses include activities to assist communities seeking to adopt or retain council-manager government. 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. Overall expenses in this area came under budget.

## FOUNDATIONAL BUSINESS REQUIREMENTS:

	Revenues		Labor, Fringe and Direct Costs		Contribution to Net Assets	
	Actual	Budget	Actual	Budget	Actual	Budget
Leadership and Management	\$ 9,855	-	1,159,944	1,211,265	(1,150,089)	(1,211,265)
Facilities	1,164,477	1,127,000	2,496,991	2,501,209	(1,332,514)	(1,374,209)
Other Support	70,040	68,187	4,596,589	4,615,293	(4,526,549)	(4,547,106)
<b>TOTAL FOUNDATIONAL BUSINESS REQUIREMENTS</b>	<b>\$ 1,244,372</b>	<b>1,195,187</b>	<b>8,253,524</b>	<b>8,327,767</b>	<b>(7,009,152)</b>	<b>(7,132,580)</b>

This area includes the support activities in ICMA such as Executive Board, Executive Director, Management Team, Customer Contact Center, Administration, Finance, HR, IT, Facilities, Creative Services, and Order fulfillment. Overall expenses came under budget in this area.

## OTHER:

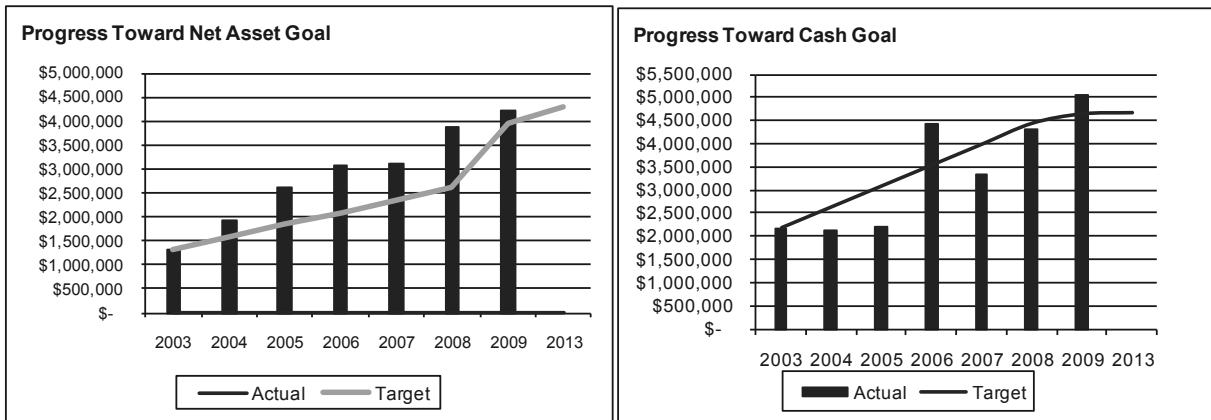
	Revenues		Labor, Fringe and Direct Costs		Contribution to Net Assets	
	Actual	Budget	Actual	Budget	Actual	Budget
ICMA-RC: CSLGE						
Reimbursement	\$ 698,740	742,618	509,444	549,464	189,296	193,154
ICMA-RC: Royalty	335,599	333,000	-	-	335,599	333,000
Investment income	712,638	771,000	-	-	712,638	771,000
Economic Crisis E-debit card	(54,468)	-	-	-	(54,468)	-
<b>TOTAL OTHER</b>	<b>\$ 1,692,509</b>	<b>1,846,618</b>	<b>509,444</b>	<b>549,464</b>	<b>1,183,065</b>	<b>1,297,154</b>

ICMA-RC reimburses ICMA for all direct and indirect costs associated with administering and managing the Center for State and Local Government Excellence. ICMA-RC also pays ICMA a royalty based on a formula tied to RC’s gross revenues. This amounted to \$335,599 for FY 2009. Investment income includes interest earned on investments and a dividend payout of \$625,000 from the investment in the building through a Real Estate Investment Trust (REIT). Approximately \$54,468 was redeemed as of June 30, 2009 by members through the economic crisis e-debit card that was issued to members for use towards dues or other professional development opportunities offered by ICMA.

## FINANCIAL GOALS AND OBJECTIVES:

Each year as part of the financial planning process, the Board establishes goals and benchmarks for unrestricted net asset and cash balances for the Association. The annual progress against these goals is highlighted in the following charts.

The Association exceeded the goals to be achieved by the end of FY 2009. The current board approved goals for net assets and cash goals are detailed in the FY 2010 – FY 2012 financial plan document.



To: ICMA Executive Board  
From: 2009 Canvassing Committee  
Date: February 20, 2009  
Subject: Results of 2009 ICMA Ballots

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On February 20, 2009, the undersigned personally reviewed and verified the counting of the official ballots received online or by mail. There were 1,642 ballots received for the Executive Board Election (1,513 online and 129 by mail). The results of the count were as follows:

**For Vice President, Southeast, Three-Year Term**

Andrea Taylor Arnold: **Yes: 1,475**  
**Write-in: 25**  
**No Choice/Inv: 142**

**For Vice President, International, Three-Year Term**

Noelene A. Duff: **Yes: 1,521**  
**Write-in: 6**  
**No Choice/Inv: 115**

**For Vice President, Midwest, Three-Year Term**

Matthew S. Fulton: **Yes: 1,523**  
**Write-in: 20**  
**No Choice/Inv: 99**

**For Vice President, Northeast, Three-Year Term**

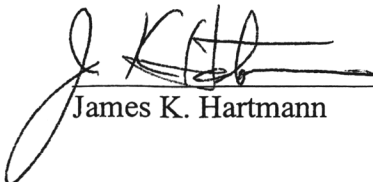
Heather B. Harper: **Yes: 1,448**  
**Write-in: 30**  
**No Choice/Inv: 164**

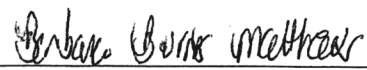
**For Vice President, West Coast, Three-Year Term**

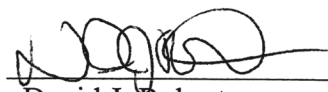
Patricia E. Martel: **Yes: 1,471**  
**Write-in: 17**  
**No Choice/Inv: 154**

**For Vice President, Mountain Plains, Three-Year Term**

Bruce T. Moore: **Yes: 1,473**  
**Write-in: 23**  
**No Choice/Inv: 146**

  
James K. Hartmann

  
Barbara Burns Matthews

  
David J. Robertson

## ICMA HONORARY MEMBER

The ICMA Executive Board has nominated Dr. Robert B. Denhardt and Dr. Jay A. Gershen to be Honorary Members of ICMA. The criteria for the election of Honorary Members are:

- Contributions to strengthening the structure of local government
- Leadership in increasing citizen understanding of the governance and management of local government
- Initiatives that brought about improvement and development of local government managers
- Programs, writing, or general career contributions that have enhanced the responsiveness and effectiveness of local government.

The Executive Board has reviewed the professional contributions of these nominees and determined that they meet these criteria, and their names are presented to the membership for election as Honorary Members, as provided in the ICMA Constitution.

### **Dr. Robert B. Denhardt**

Dr. Denhardt has directed two of the country's leading programs in urban management. He is director of the School of Public Affairs at Arizona State University (ASU) and previously served as director of the graduate program in urban management at the University of Kansas.

Dr. Denhardt is an ASU Regents professor, Coor Presidential chair, Lincoln professor of leadership and ethics, distinguished visiting scholar at the University of Delaware, board member of the Alliance for Innovation, and member of the National Academy of Public Administration. At ASU, he was the driving force for the establishment of the Marvin Andrews Graduate Program in urban management and the Melikian Distinguished Visiting Scholar in Urban Management endowment.

His research has focused on leadership in local government. He has published a number of books and articles primarily in the areas of public administration theory and organizational behavior, especially leadership and organizational change.

Dr. Denhardt is past president of the American Society for Public Administration (ASPA), and founder and first chair of ASPA's National Campaign for Public Service. He was the 2004 recipient of ASPA's Dwight Waldo Award, celebrating lifetime achievement in scholarship in public administration.

Dr. Denhardt has been a consultant to public and private organizations, primarily in the areas of strategic planning, leadership, organizational development, productivity

improvement, and quality service. He was appointed by Governor Kit Bond to chair the Missouri Governor's Advisory Council on Productivity and reappointed by Governor John Ashcroft. He received ICMA's Stephen Sweeney Award in 1983 in recognition of his contributions as an academic to advancing public management, and in 2008, he received the Arizona City/County Management Association Associate Award for Excellence in Leadership.

### **Dr. Jay A. Gershen**

Every organization needs a leader who can guide it through periods of change and transition. This is the role Dr. Gershen, vice chancellor for external affairs for the University of Colorado at Denver, has carved out for himself.

Dr. Gershen was executive vice chancellor of the University of Colorado Health Sciences Center in 1995 when the Fitzsimons Army Medical Center in Aurora was placed on the Base Realignment and Closure list. An innovative \$3.4 billion public/private partnership of the Health Sciences Center, University of Colorado Hospital, and city of Aurora sought to recreate the decommissioned base as a world-class academic health and life sciences center. Dr. Gershen played a key role in securing Department of Defense approval for the project, raising public and private funding, creating a master plan, and working closely with city elected and administrative officials.

He has served on Aurora's Blue Ribbon Citizen's Panel to evaluate form of government, which recommended the creation of a city and county of Aurora. He works closely with the mayor, city council, and city manager to foster closer ties between the university and the city.

Dr. Gershen has held both academic and administrative positions at the University of Colorado Health Sciences Center and within the University of Colorado system. As the Health Sciences Center liaison for business development, community affairs, and local government/external relations, Dr. Gershen worked with the city to improve communication between the university, the city, and the business community.

Dr. Gershen's continued efforts to build a strong partnership between the city of Aurora and the Health Sciences Center have been a real benefit to Aurora and the region.

In recognition of these and other achievements, the Executive Board places these names before the members for Honorary Membership in ICMA.

## **RESOLUTION**

**recognizing the**

### **85th Anniversary of the ICMA Code of Ethics**

*WHEREAS, ICMA was founded on the principles and values of effective, efficient, and ethical management of our local governments; AND*

*WHEREAS, just 10 years after the founding of ICMA, O. E. Carr, city manager of Dubuque, Iowa, one of ICMA's original founders and its third president, presented the City Management Code of Ethics to 100 of his colleagues at the 1924 ICMA Conference here in Montréal; AND*

*WHEREAS, the first code had 13 articles and reflected the thinking of the early pioneers of our profession; AND*

*WHEREAS, today, as a condition of membership, ICMA members must adhere to the principles of the ICMA Code of Ethics as articulated in the 12 tenets below, which state that each individual must*

- 1. Be dedicated to the concepts of effective and democratic local government by responsible elected officials and believe that professional general management is essential to the achievement of this objective.*
- 2. Affirm the dignity and worth of the services rendered by government and maintain a constructive, creative, and practical attitude toward local government affairs and a deep sense of social responsibility as a trusted public servant*
- 3. Be dedicated to the highest ideals of honor and integrity in all public and personal relationships in order that the member may merit the respect and confidence of the elected officials, of other officials and employees, and of the public.*
- 4. Recognize that the chief function of local government at all times is to serve the best interests of all people.*
- 5. Submit policy proposals to elected officials; provide them with facts and advice on matters of policy as a basis for making decisions and setting community goals; and uphold and implement local government policies adopted by elected officials.*
- 6. Recognize that elected representatives of the people are entitled to the credit for the establishment of local government policies; responsibility for policy execution rests with the members.*

7. *Refrain from all political activities which undermine public confidence in professional administrators. Refrain from participation in the election of the members of the employing legislative body.*
8. *Make it a duty continually to improve the member's professional ability and to develop the competence of associates in the use of management techniques.*
9. *Keep the community informed on local government affairs; encourage communication between the citizens and all local government officers; emphasize friendly and courteous service to the public; and seek to improve the quality and image of public service.*
10. *Resist any encroachment on professional responsibilities, believing the member should be free to carry out official policies without interference, and handle each problem without discrimination on the basis of principle and justice.*
11. *Handle all matters of personnel on the basis of merit so that fairness and impartiality govern a member's decisions, pertaining to appointments, pay adjustments, promotions, and discipline.*
12. *Seek no favor; believe that personal aggrandizement or profit secured by confidential information or by misuse of public time is dishonest; AND*

*WHEREAS, the ICMA Code of Ethics was amended in 1938, 1952, 1969, 1972, 1976, 1995, and most recently in 1998; AND*

*WHEREAS, in 1972, the ICMA Executive Board adopted of set of guidelines (most recently revised in July 2004) to assist members in applying the principles outlined in the Code; AND*

*WHEREAS, ICMA members also agree to submit to a peer-to-peer review of their conduct under established enforcement procedures; AND*

*WHEREAS, the ICMA Code of Ethics has provided our profession with a legacy of ethical, transparent, efficient, and innovative leadership for the past 85 years,*

*NOW, THEREFORE, BE IT RESOLVED THAT THE ICMA MEMBERSHIP, with reverence, passion, and faithfulness, recognize September 2009 as the 85th anniversary of the Code and re-affirms its commitment to the principles, values, and beliefs encompassed in this Code, the foundation of the local government management profession.*



*Leaders at the Core of Better Communities*

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