

ICMA Executive Director's Report

September 2006

Bring this with you to the annual business meeting, along with the booklet from your registration packet that presents the meeting agenda and background materials.

As of August 2006, ICMA had 8,539 members, including 8,210 in the U.S. and 329 internationally. Of the total membership, 5,961 currently work for local government ("in service") and 100 are "in transition."

ADVOCACY

Communications

- Documented nearly 3.3 million print and more than 55 million online media impressions containing references to ICMA between July 2005 and May 2006.
- Increased total average number of visits to icma.org Web site by 39% from July 2005 to June 2006; increased visits to the home page (up 29%), news (up 47%) online *PM* magazine (up 121%), and e-library (up 29%).

- Responded to more than 60 media inquiries on form of government and the council-manager plan, professionalism and appointed local government managers, employee compensation, public safety, and other issues.

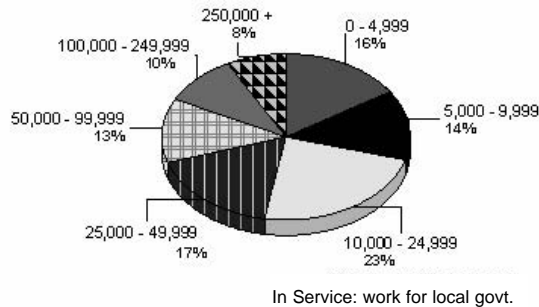
Policy Analysis

- Pursued improvements in the emergency management system by promoting new strategies with leaders at the Department of Homeland Security, the Department of Defense, the National Emergency Management Association, colleagues in state associations and at the National League of Cities and National Association of Counties, and Corporate Partners, including the Public Entity Risk Institute.
- Published articles and developed conference sessions on significant policy and Supreme Court issues, including eminent domain, emergency management, GASB, streamlined sales tax and fiscal matters, sustainability, and smart growth.
- Sought member feedback on proposed regulations, legislation, and standards; asked members of the Governmental Affairs and Policy Committee (GAPC) and state leaders with expertise in specific areas to participate in national policy discussions.
- Reached out to "Big 7" organizations and to state municipal league directors to identify long-term issues for policy white papers: telecommunications and emergency management.
- Helped the ICMA Retirement Corporation develop plans to launch the new ICMA-RC Center for State and Local Government, a resource for policy analysis, particularly focused on compensation, retirement, health care, and other employment benefits.

Form of Government

- Increased the number of contributors to the Fund from 507 in calendar 2004 to 563 in 2005; dollar contributions increased from \$88,547 in FY 2004

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



to \$93,620 in FY 2005 (the corpus is \$1.1 million).

- Provided financial contributions to Dallas, which successfully retained the form of government, and to Braintree, MA, where efforts to adopt the form were unsuccessful.
- Provided financial support to the Massachusetts Municipal Association to develop tailored materials to promote professional management in the state.
- Provided financial support to the Michigan Civic League to support development of local government curriculum for elementary and middle school students.
- Provided resources to communities seeking to adopt or retain council-manager government: *Responsive Local Government* packets (140), *Responsive County Government* packets (28), *Citizens' Handbook on Retention of the Council-Manager Plan* (6), "The Council-Manager Form of Government: Answers to Your Questions" brochure (2,100), "Professional Local/County Government" (40), and the National Civic League's *Model City Charter* (12).

PROFESSIONAL DEVELOPMENT

Conferences

Annual Conference

- Planned and implemented the annual conference in Minneapolis, which received an overall rating of "very good" or "excellent" by 88% of evaluation survey respondents.
- Exceeded revenue goals despite falling short of attendance goals (total attendance, the eleventh highest in ICMA history, was 3,167; paid member attendance was 1,721).
- Received ratings of "very satisfying" or "extremely satisfying" for participation in the exhibit hall by 71% of respondents to the exhibitor evaluation survey.

Restoration 2006

- Initiated a partnership with NLC and NACo

to create Restoration 2006, a national conference on restoring communities after a disaster, held in New Orleans.

- Attracted approximately 1,000 registrants; provided free registration for 400 local government professionals from Gulf Coast communities.
- Generated private sector sponsorships and contributions of \$121,000 to support the conference.
- Co-sponsored a Leadership Forum with NLC and NACo as part of the conference.

Member Development

ICMA University: Credentialing

- Granted the ICMA Credential or Candidate status to 100 additional members, for a total of 953; achieved a renewal rate of 94%.
 - Continued to offer an online system that enables credentialed managers to track their professional development activities and submit annual updates.
 - Modified the sample professional development plan to focus on learning goals instead of trying to anticipate specific activities.
 - Created online versions of both the Applied Knowledge Assessment and the Performance-Based Assessment to replace paper instruments.
- #### Next Generation Programs
- Welcomed 24 participants into the Emerging Leaders Development Program (ELDP) for managers new to the profession, those entering from other professions, and those without an MPA degree; welcomed 15 into Leadership ICMA, a highly competitive program to attract the best and brightest of the next generation and help them develop strong leadership skills.
 - Solicited 9 local governments to host 13 Local Government Management Fellowship Program (LGMFP) Fellows beginning in late summer-early fall 2006; 6 previous-year hosts renewed.
 - Participated in the 2006 Public Policy and International Affairs student public service career fair and expo at Pepperdine University in Los Angeles; the fair attracted roughly 200 students and the 2 ICMA/NFBPA-sponsored workshops on careers in local government received high ratings from participants.
 - Participated in collegiate events sponsored by Stanford University, Columbia University, Carnegie-Mellon University, and the Wagner School at New York University.
 - Organized a second Executive Recruiter Summit at the Minneapolis conference, with representatives of 10 executive recruitment firms and 14 state associations.

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- Coordinated a panel discussion promoting the value of the Local Government Management Fellowship at the annual conference of the National Association of Schools of Public Affairs and Administration (NASPAA).

School of Local Governance

- Expanded the ICMA Academy for International Development course offerings and number of participants, attracting 40 attendees at the "Introduction to ICMA International" session, 43 at "The Three 'Rs' of International Development" and Case Study, and 22 at the ICMA International Academy Workshop.

Training and Professional Development

ICMA University: Courses

- Published *Effective Supervisory Skill Building* training package (Leader's Guide and Participant's Handbook), ICMA's best-selling course based on the popular book *Effective Supervisory Practices*.

ICMA University: Workshops

- Offered 24 ICMA University workshops at the Minneapolis conference and partnered with state associations or affiliates to offer an additional 26 workshops; maintained an evaluation average of 4.3 on 5.0 scale.

ICMA University: Leading Practices

- Developed new partners in professional development and offered nonmembers the opportunity to experience ICMA professional development through 2 successful leading practices conferences: (1) "Before Disaster Strikes" in Charleston, SC, with 150 participants—65% of whom were non-ICMA members; and (2) Performance Management Leading Practices Conference held in conjunction with ASPA in Denver with 120 attendees—60% of whom were non-ICMA members.

Local Government Training

- Conducted 13 fee-based programs on ethics in Vacaville, Beverly Hills (2), and Thousand Oaks, CA; Charlottesville, VA; Cape Coral, FL (2); 2 ICMA University workshops, "Building a Culture of Ethical Behavior," at the Minneapolis conference, 2 ICMA University workshops for the Ohio City/County Management Association and the City Management Association of Oklahoma, and training for California Society of Municipal Finance Officers and the Community College League of California.

MEMBERSHIP

Member Participation

- Received expressions of interest from 137 members to serve on the Conference Planning, Conference Evaluation, International, Governmental Affairs, Strategic Planning, and Awards Evaluation Panel committees.

- Supported the activities of a task force on civics education programs.

Member Support

Awards

- Streamlined ICMA's Annual Awards Program by reducing the number of Professional Awards promoted annually to 4 categories and soliciting Program Excellence Award nominations under the umbrella of 4 broad categories: community health and safety; strategic leadership and governance; sustainable development; and partnership.

- Conferred 6 professional and 19 program

excellence awards; recognized recipients at the conference and in a special insert in *Public Management* magazine; solicited 113 eligible nominations for the 2006 awards program.

Range Riders/Personal Support

- Personally spoke with the leadership of each state association with a Range Rider program about the success of the program; provided several associations with suggestions for reenergizing their programs.

- Encouraged greater involvement of Range Riders in ICMA credentialing, membership, and "next generation" activities.

- Increased communication with Range Riders on items of interest; reviewed and edited the Range Rider Program Guidelines and Manual.

- Solicited interest from ICMA international affiliates in establishing a Range Rider program.

Member Operations

- Maintained a 95% retention rate of U.S. in-service members, with an overall U.S. retention rate of 87%.

- Supported incentive pilots with state associations in California, New Hampshire, and North Carolina. Negotiated a pilot with the Florida state association to recruit emerging professionals (those with less than 7 years of local government service).

- Supported the executive board, Range Riders, and staff in efforts to recruit and retain members by providing membership data and information.

- Implemented an online dues renewal tool.

- Provided complimentary benefits to 115 members in transition (MITs), contacted them periodically to offer support, and maintained a clearinghouse of state MIT activities; distributed monthly MIT roster to select staff and to ICMA President to facilitate personal outreach.

- Presented service awards to over 700 members who had served 10 or more years and gave special recognition at the conference to three 45-year recipients and one 50-year recipient.

- Implemented a new policy whereby Full members with at least five years of in-service membership are eligible to receive a Service Award (previous ICMA policy required at least five years of Full in-service membership).

E-Library

- Added 588 new documents to the e-library, including 28 ICMA-authored innovations, and eliminated old and irrelevant documents.

- Continued to streamline topic and subtopic areas to make searches more intuitive for the user.

JobCenter

- Increased traffic to the JobCenter more than 40% over FY 2005; increased by 25% the diversity of job listings beyond top-level management positions.

- Achieved a 25% increase in the number of local government organizations that advertised in FY 2006 and a 50% increase in executive recruitment firms.

- Added documents to the Resources section: Acting Manager's Handbook; Building the Leadership Pipeline; Researching Your First Job; Researching the Community; Your First Year on the Job; Conceptualizing New Directions; and Advice on My Career Path from Five Wise Men.

Ethics

- Issued 3 public censures, 1 public censure with membership bar, 1 public censure with ICMA credential revocation, and 3 private censures; closed 14 cases.

- Assisted 6 fact-finding committees in California, Florida (2), Missouri, and Texas (2).

- Made 19 ethics presentations at 11 state association professional development seminars, 2 conferences for local government assistants, 1 graduate school, 4 professional association meetings, and the Minneapolis conference.

- Responded to 129 ethics inquiries; publicized ethics issues in 11 issues of *PM* magazine, and published the results of 13 cases involving allegations of unethical conduct by members in the *ICMA Newsletter*

Relationship Management

State Liaison

- Added Senior Advisors in California, Arizona, Colorado, and Oregon, bringing the number of Senior Advisors with written agreements to 11; provided training for 8 of the new advisors.

- Held Regional Summits in the Northeast, Midwest, and Southeast regions; current and past state leaders engaged in a conversation with the executive director, supplemented by content sessions.

- Attended 93% of state association meetings (state liaisons, executive director, vice presidents, and/or ICMA President); provided ICMA programs at 46% of state association meetings; prepared and distributed 2 issues of *StateSide* for state association leadership.

- Provided ICMA staff support during the third year of Cal-ICMA (the consortium of city manager, assistant, county, COG, and other groups of local government management professionals in California, which serves as the official ICMA affiliate in the state).

Affiliate Relationships

- Coordinated the 2005 International Management Exchange Program involving five members in exchanges with counterparts in five countries; distributed \$5,000 in travel assistance to U.S. participants from ICMA-RC's annual Burkhalter-Dever Award.

- Worked with the Japan Local Government Center to identify an ICMA member to participate in the 2006 CLAIR Fellowship Exchange Program study tour to Japan.

- Supported planning, promotion, and implementation of the 2006 International Hispanic Network (IHN) conference in Laredo, Texas, and ensured participation of ICMA President Michael Willis on the conference program.

- Sent staff liaison to National Forum for Black Public Administrators (NFBPA) board meetings and annual conference and provided 4 complimentary registrations to ICMA's annual conference.

- Facilitated ongoing dialogue among the leadership of ICMA, IHN, and NFBPA regarding minority participation and leadership in ICMA; documented and shared information on discussions in Minneapolis (September 2005); Orlando (February 2006); and Laredo (April 2006).

- Published and delivered 6 issues of the National Association of County Administrators (NACA) newsletter (the *Journal of County Administration*); provided meeting planning and other secretariat services to NACA.

Customer Contact Center

- Regularly surveyed members to solicit feedback on ICMA's customer service.
- Implemented a system for monitoring the quality of e-mail and phone responses.
- Set and maintained service level objectives: (1) 98% of all calls answered within 2 minutes (handled an average of 1,000 calls per month); (2) 100% of e-mails requiring a response answered within 48 hours (handled an average of 1,100 membership e-mails per month).
- Implemented interactive voice response (IVR) system to route all customer service related calls to the Customer Contact Center.
- Implemented e-mail response tool to track all incoming e-mail, assign messages to appropriate staff for response, track responses and response times, and send auto-responses on receipt of all incoming e-mail for Membership, Subscriptions, Bookstore, and Credentialing.
- Added reporting tools that allows tracking of all inbound phone call counts and forecasting future volume.

Member Communications

- Published 2 case studies as special features of *PM Magazine*; began preparation of 2 additional case studies for publication in FY 2007.
- Completed work on a "Best of *PM*" issue published in July 2006: a compendium of 12 *PM* articles on council/manager relations dating back to 1927.
- Increased by 70% the number of members who choose to receive the ICMA Newsletter in electronic format only: 1,336 in FY 2005 and 2,267 in FY 2006.
- Initiated a redesign of the print version and a new electronic version of the newsletter to be rolled out in FY 2007 as a next step in ICMA's rebranding initiative.
- Published 52 issues of *Management InSite* for all members.
- Sent 30 informational "blast" e-mails to subsets of members and customers on a wide range of ICMA activities, events, and products.

RESEARCH AND INFORMATION

Publishing

- Published *Electronic Records Management* and new editions of *Strategic Planning*, *Effective Supervisory Practices*, and *How Effective Are Your Community Services?*
- Published *The Municipal Year Book 2006*.
- Published 6 IQ Reports and arranged for the writing of 40 *Ideas in Action* online items, which began appearing on the Web site in FY 2006.
- Worked with editors to begin revisions of *The Ethics Edge*, *Managing Local Government Services* (formerly *Managing Small Cities and Counties*), and *Budgeting: A Guide for Local Governments*.
- Convened the Advisory Board on Graduate Education, which meets with a group of professors

from NASPAA and advises on matters relating to curriculum and text content.

Research and Services

Survey Research

- Conducted an ICMA-funded survey of police and fire salaries.
- Conducted externally funded surveys on the maturing of America, community development and housing financing, and e-democracy (commissioned by a professor), plus several small surveys for the Domestic Programs team.
- Received funding from the Sloan Foundation to conduct a national survey on 3-1-1 systems during FY 2007.

Alliance for Innovation

- Developed a request for proposals for a university partner in the Alliance for Innovation with the Innovation Groups (IG) and ICMA; conducted 4 site visits and selected Arizona State University as the university partner; named 3 ICMA members to the board of the Alliance.

Peer Assistance Activities

- Conducted peer assistance projects in 3 communities: Fairfax County, VA, Palm Beach, FL, and Saginaw, MI; renewed Peer Assistance contracts with Walla Walla, WA, and Eugene, OR.

Performance Measurement

Center for Performance Measurement (CPM)

- Continued to provide a rigorous program in performance to 160 local governments and to expand the base of applied knowledge in performance measurement and service delivery.
- Continued the development of regional performance consortia in the Puget Sound area and in the Chicago region; established consortia in Minnesota, Arizona, Virginia, Oregon, and Westchester County, NY; began groundwork for possible consortia in eastern Washington and Dallas/Fort Worth.
- Published a mid-year data report for the first time for local governments with fiscal years ending on or before June 30, 2005; this change enabled the publication of verified data approximately 8 months earlier than before.
- Contributed to a project funded by the U.S. Environmental Protection Agency (EPA) and to projects in Bolivia and India.
- Provided workshops at the annual conference (2), at 3 state association meetings, at the Leading Practices Conference in Denver, and in Bloomfield, NM; Washoe County, NV; Alamogordo, NM; and State College, PA.

National Citizen Survey

- Through a partnership with the National Research Center, Inc., continued to provide local governments with access to a high-quality, low-cost National Citizen Survey as a means to get feedback on the quality of local government services and compare their results with those from over 350 communities nationwide; provided the service to 44 cities and counties in FY 2006.

OPERATIONS

Strategic Partnerships

Corporate Partners and Friends of the Profession

- Received over \$1 million in support of ICMA programs and activities through Corporate Partner

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

- Entered into or renewed partnerships with 32 companies and organizations representing various industries and sectors; 2 new partners joined in FY 2006, and the retention rate was 80.5%.
- Continued the partnership through which ICMA-RC has made an annual commitment of \$500,000 over a 3-year period to help expand ICMA's high-quality professional development and continuing education programs.
- Renewed a partnership through which CIGNA HealthCare provides \$300,000 in support for annual conference events, and secured an additional \$100,000 for a study of best practices in local government healthcare management.
- Engaged 6 Friends of the Profession during the inaugural year of the Friends of the Profession program.

Infrastructure and Support

Technology

- Reassessed technology systems and processes and began implementing a plan for new investments and staffing to improve the organization's information management and its service to members, customers, and staff.
- Identified and oriented a new provider to support the ICMA Web site content management system, improving ICMA's ability to respond to members and staff.
- Worked with staff from across the association to plan and implement a Web site redesign to reflect ICMA's new brand (to launch by the San Antonio conference).
- Developed new forum and Weblog ("blog") functionality for the ICMA Web site.
- Added support for wireless e-mail and Internet access via Treos; adopted broadband wireless cards for loan to staff who travel.

Market Research

- Worked with an independent consulting firm to conduct an audit of ICMA's brand value and communications strategies.
- Began implementation of a rebranding effort for ICMA's major "industries" and the association itself; completed a logo redesign, published design and copy guidelines, and coordinated a brand launch event to familiarize staff with the new organization brand and subbrands.

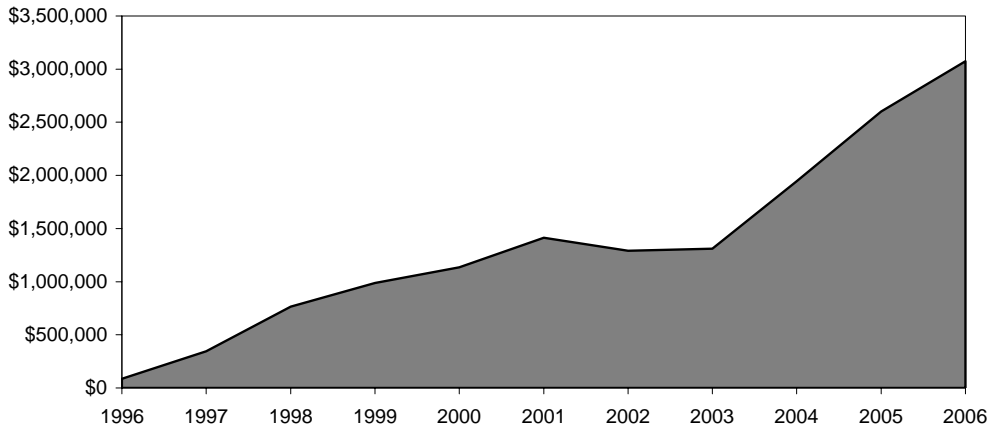
- Conducted audience segmentation survey to gauge needs and interests of different key ICMA members and nonmembers in service to local government; analyzed membership based on level of activity/interaction with ICMA.

- Gathered data by conducting a Customer Service Survey and by convening focus groups of academics, managers as faculty, assistant managers, and other ICMA audiences at the annual conference.

Marketing

- Produced and distributed 8 direct-mail promotions, 10 *ICMA Newsletter* inserts, and more than 50 blast e-mail communications to various audiences; exhibited at the conferences of 19 organizations; placed ads in 12 external publications.

**ICMA General Fund Net Assets (Fund Balance)
1996 – 2006**



Historical balances adjusted for combination of General and Venture Funds in FY 2004.

Operations generated a positive contribution to net assets in the general fund of \$472,754 compared to a budgeted increase of \$230,000.

- Provided comprehensive marketing and communications support for high-visibility association products, services, and events.

New Product/Service Development

- Coordinated a contest to encourage staff to generate innovative ideas for new products and services backed by a sound business plan; solicited and reviewed 27 ideas to be considered for possible development.

- Developed a business case model to guide staff through the new product development process and a system for measuring profitability/return on investment.

TECHNICAL ASSISTANCE

Domestic Technical Assistance

- Managed and marketed LGEAN (Local Government Environmental Assistance Network), a multimedia resource for information and tools on environmental management. LGEAN averages 30,000 online user sessions per month, has 4,600 subscribers to its electronic newsletter, and responds to 100 questions and inquiries per month through its toll-free number or online.

- Sponsored and managed the technical program for the Brownfields 2005 national conference, which attracted 5,000 people from local, state, and federal government, nonprofit and community organizations, and the private sector, all interested in property redevelopment and community revitalization.

- Sponsored a series of activities in partnership with Local Government Commission and the National Governors Association as part of the Robert Wood Johnson Active Living initiative, a project that conducts outreach through workshops and presentations targeted to specific regions or states where special opportunities exist; developed and disseminated information resources, reports and fact sheets to these regions and provided customized technical assistance to potential leaders for active living.

- Provided products and services through the Smart Growth Network (SGN), a nationwide membership network of 1,400 organizations and

individuals whose mission is to encourage development that serves the economy, community, and environment; products and services include the bi-monthly newsletter *Getting Smart!*, a member Web page, a Smart Growth Primer series, query response service, and an SGN member kit.

- Marketed Environmental Management Systems (EMS) and an EMS Web cast in collaboration with the American Public Works Association and the Water Environment Federation.

- In conjunction with the Center for Performance Measurement, developed a *PM* magazine column on performance management featuring articles from ICMA members, staff, and featured authors.

- Maintained an ICMA Military Member program for 100 installation management leaders.

- Produced and sold *The GIS Guide for Local Government Officials* in collaboration with ESRI, Inc., an ICMA Corporate Partner; the publication has been well received and was selected as one of 8 publications featured at a "Meet the Authors" event at the ESRI International User Conference.

- Secured funding to produce *ESRI-ICMA GIS for Brownfields Toolkit*, a CD-ROM featuring a wealth of case studies, articles, and other information resources for communities interested in using GIS for their brownfields redevelopment work; the Toolkit will be released at the Brownfields 2006 Conference in November.

International Technical Assistance

- Increased by 4.3% the number of communities (185 in 23 countries) in which the capacity of local government elected officials and management and service delivery staff to plan, budget, administer, and deliver services and to communicate with citizens was improved.

- Conducted consulting assistance and training assistance in 23 countries: Afghanistan, Albania, Bolivia, Bulgaria, Chile, Colombia, Croatia, Ecuador, Guatemala, Honduras, Indonesia, India, Iraq, Jamaica, Jordan, Mali, Mexico, Paraguay, Peru, Russia, Serbia, South Africa, Sri Lanka.

- Continued assistance to local governments in 8 countries through the CityLinks program and added one additional program in Russia, including the following projects:

Afghanistan: Improvements in park infrastructure and development, trash collection, and sewer maintenance in selected districts in Kabul.

Bulgaria: Local economic development strategic planning in 30 cities and development of a business plan for the Bulgarian Association of Local Governments (FLGR).

Croatia: Three local government-to-government exchanges involving 3 U.S. cities and 7 Croatian local governments in the development of local economic development strategic plans.

Indonesia: Financial management and budgeting assistance to approximately 30 local governments.

India: Assistance to local government associations in financial and operational management and delivery of services to members.

India: Assistance to two municipalities in tsunami recovery, local economic development, and financial management.

India: Assistance in the development of public awareness of HIV-AIDS and improvement in communication with citizens concerning this crucial public health matter.

India: Assistance to local governments in financial management and service delivery implementation.

Jordan: Assistance in proper disposal of medical waste by health ministry hospitals in Northern Jordan.

South Africa: Assistance to the South African Cities Network.

South Africa: Training in ethics and development of procedures to reduce opportunities for corruption in local government procurement, housing, human resources, and citizen complaints resolution.

Sri Lanka: Assistance to local governments in the areas of finance and local service delivery.

- Provided consulting assistance and training to local governments, officials, staff, and citizens in 6 countries to improve local government performance:

Bolivia: Financial management, municipal service delivery, association development, and local economic development.

Guatemala: Performance measurement and management.

Mexico: Management training and development and improvement of performance standards.

Paraguay: Development of training in performance measurement for USAID for its use in developing programs.

Peru: Identification of successful practices in decentralization at the local level to assist USAID in the development of a decentralization "tool box" for countries in Latin America.

Sri Lanka: Financial management, budgeting, and local economic development.