

ICMA Executive Director's Report

September 2011

MEMBERSHIP

Membership Recruitment and Retention

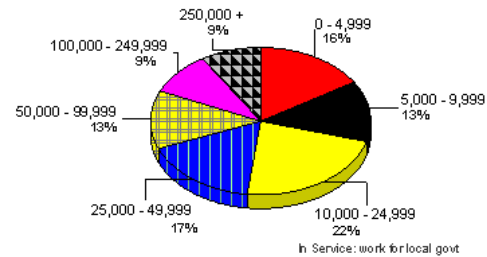
- As of June 2011, ICMA had 8,691 members, including 8,338 in the United States and 353 internationally. Of the total membership, 6,005 worked for local government and 177 were in transition.
- Attracted 915 new members (874 U.S.; 41 international); 1,178 U.S. members dropped voluntarily or were suspended for nonpayment of dues during this time period.
- Achieved a 91.54% average retention rate of U.S. in-service members over two billing cycles, with an overall U.S. retention rate of 84.11%.
- Promoted the “virtual” Economic Crisis E-Debit Card for Full (\$200 credit) and Affiliate (\$100 credit) members currently serving in U.S. local governments to use for membership dues and professional development programs offered by ICMA. In FY11, 638 members redeemed \$104,400 primarily for membership renewal, but also for the annual conference and for other professional development programs. From June 2009 to June 2011, nearly 1,900 members have used the “card.”
- 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.
- Based on a successful FY10 task force, launched the ICMA Welcome Ambassadors Committee, a member-to-member welcome program to help introduce and demonstrate the value of the ICMA network. Continued a national recruitment program to target newly appointed CAOs and assistant CAOs, especially those in communities with former member managers. In ten months, 208 potential Full members were contacted and 35 were recruited, a 16.8% success rate.
- Promoted the Affiliate flat dues rates for entry to mid-level local government staff for their first three years of membership: \$150 for the first year, \$175 for the second, and \$200 the third year before shifting to the salary-based Affiliate dues the fourth year. In FY11, 160 members joined in this category.

Member Services

Awards

- Conferred three distinguished service, four professional, and 11 program excellence awards; recognized recipients at the San José conference and in a *PM* magazine insert.
- Solicited 138 eligible nominations for the 2011 Annual Awards program.

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



- Presented ICMA Service Awards to 811 members and gave special recognition at the San José conference to one 55-year recipient. Recognized 10- and 20-year recipients and held a ceremony and reception for 25-year and higher recipients. For the second time, offered 25-year and higher recipients a choice between an award and a Fund donation made in their name; 30% chose the donation, earning over \$4,000 for the Fund.

Range Riders/Member and Association Support

- Eighty-six Range Riders in 23 states, wherein over 70% of active members are located, are available to provide support to members and to promote the council-manager form of government and the value of a professional administrator.
- Increased the number of female Range Riders to three. In the 36-year history of the program, there had only been only one female Range Rider.
- Engaged in membership development activities focused on outreach to newly appointed nonmembers.

Member and Customer Support

- Responded to 97.8% of e-mails sent to membership@icma.org within 48 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 177 members in transition (MITs) and assisted state associations with their support programs by surveying them and updating the clearinghouse of state MIT activities. Continued to provide one complimentary web conference registration per MIT per month. Added a

conference scholarship category to provide travel stipends to MITs and awarded seven travel stipends for the 2011 annual conference. Continued to provide complimentary conference registration and complimentary access to the virtual conference archive.

- Received expressions of interest from 112 members to serve on member committees.

ICMA Newsletter

- Conducted a newsletter satisfaction survey in December 2010. Over 90% of respondents rated the newsletter as excellent or good, and over 75% rated the newsletter as important or very important to them.
- Redesigned the newsletter by incorporating survey suggestions that will premier in FY12 after programming is completed.

Ethics Awareness and Enforcement

- Issued one public censure, membership bar, and ICMA Credential revocation; one public censure and expulsion; two public censures; six private censures; and closed 10 cases.
- Assisted four fact-finding committees: two in California, one in Iowa, and one in North Carolina.
- Responded to 107 ethics inquiries; publicized ethics scenarios in 11 issues of *PM* magazine, and published in the *ICMA Newsletter* the results of four cases involving allegations of unethical conduct.
- Conducted nine ethics workshops and presentations at conferences sponsored by state associations or affiliate organizations; performed training sessions for three cities; held two web workshops from ICMA headquarters; and held training for one local government center.
- Collaborated with the ICMA West Coast director to provide ICMA's response to the Bell salary scandal in July 2010.
- Developed Compensation Guidelines for adoption by the ICMA Executive Board in October 2010.

Credentialing

- Granted ICMA Credential or Candidate status to 109 additional members, for a total of 1,214.
- Achieved a renewal rate of 94%, with 99% of those completed online.
- Promoted the Legacy Leader Program recognizing ICMA Credentialed Managers who actively coach and recruit young professionals. By year end, 33 Legacy Leaders and 69 Legacy Leader candidates were participating. Built recognition for the Legacy Leader designation by honoring Legacy Leaders at the 2010 ICMA conference and in various communication vehicles throughout the year.

RELATIONSHIP MANAGEMENT

State Liaison

- Maintained communications, support, and deployment of 14 senior advisors representing ICMA in 14 states plus the

five GOSCOMA states; continued evaluation of the program; renewed agreements through 2012. Added one senior advisor in California in April 2011; replaced retiring senior advisors in Missouri and Ohio in June.

- Held four regional summits, with Young Professionals Leadership Institute (YPLI) events in each region; increased registration over FY10 in all regions. Summits included ICMA University workshop led by Bob O'Neill.
- Provided ICMA representation (by state liaison, senior advisor, executive director, regional vice presidents, and/or ICMA president) at meetings of 96% of state associations. Forty-four associations met one or more times during the year; an ICMA representative attended at least one meeting in 42 distinct states during the fiscal year.
- Provided ICMA programs at meetings of 51% of state associations (including ethics training, ICMA University workshops, senior executive workshops, or sessions presented by the executive director, vice presidents, ICMA state liaison, or other ICMA staff).
- Continued State Association/ICMA Affiliation initiative and reached 24 formal agreements.
- Provided support to Cal-ICMA affiliate, Women Leading Government.
- Prepared and distributed four issues of *StateSide* for state association leadership.
- Continued to serve as secretariat to the Maryland City/County Management Association..
- Initiated secretariat support to the Local Government Managers Association of Nevada (LOGMAN) and the Great Open Spaces City Management Association (GOSCOMA).
- Entered into website support agreement with the South Carolina City/County Management Association.

Affiliate Relationships

- International Hispanic Network (IHN) and National Forum for Black Public Administrators (NFBPA):
 - IHN and NFBPA liaisons maintained the relationship with the leadership of the IHN and NFBPA, monitoring the commitments in the memoranda of understanding in place between ICMA and both organizations.
 - NFBPA liaison attended one NFBPA board meeting and coordinated the signing of the NFBPA/ICMA memorandum of understanding in September 2010 in San José. She and the ICMA executive director presented the "Ethics Court" session at the annual NFBPA Forum in Chicago in April.
- National Association of County Administrators (NACA):
 - Arranged logistics and staffed three NACA meetings and Idea Exchanges; provided secretariat services, including membership and financial management; and maintained the NACA website.
 - Published and delivered five issues of NACA's *Journal of County Administration*.

- International Affiliates:
 - Worked with the Japan Local Government Center to identify an ICMA member to participate in the 2011 CLAIR Fellowship Exchange Program study tour to Japan.
 - Worked with the New Zealand Society of Local Government Managers to arrange a match for one member as part of the International Management Exchange Program.
 - Facilitated International Committee meeting in conjunction with the 2011 Commonwealth Local Government Conference in Cardiff, Wales.

Career Services/Next Generation Programs

- Recruited 11 local governments to host 15 new Local Government Management Fellows (LGMF) beginning in late summer-early fall 2011.
- Held sessions and social activities targeted toward early careerists at the San José conference, including speed coaching, a networking mixer, and a “university day” for local undergraduate and graduate students. Sixty students and interns attended the San José conference.
- Supported the 2011 Local Government Management Internship summer program with Wittenberg University, this year in Amery, Wisconsin.
- Launched a pilot program for ICMA student chapters with four chapters signed up by July, and more than 18 interested and beginning the process.
- Provided financial assistance to 34 women, minorities, and individuals beginning or considering careers in local government to attend the conference in San José. Launched a new category, first-time conference attendee, with 20 recipients.
- Increased subscribers to the JOB e-newsletter by 25 percent; began a redesign and rebranding effort to transform the JOB into a new vehicle to attract the next generation.
- Launched the fourth annual ICMA Video Contest to generate new career and local government marketing videos. Seven entries were received and three conference scholarships awarded. They can be seen at youtube.com/icmavideos.

ICMA BRAND AND ADVOCACY FOR THE PROFESSION

Marketing and Communications and Brand

- Produced 2.5-minute Life, Well Run campaign fundraising video (featuring interviews with elected officials) to promote the importance of professional local government management.
- Increased circulation for all three e-newsletters and achieved benchmark open rates for two: *Academic Matters* (14.68% open rate), *Local Government Matters* (12.34% open rate), and *Performance Matters* (15.15% open rate). *ICMA News Briefings* had a 21.26 open rate.
- Worked with PR firm to coordinate telephonic press conference on October 18 on how local governments can thrive in uncertain times. Attracted reporters from

the *American City & County*, *Contra Costa Times*, *Financial Times*, *Governing* magazine, *Huffington Post*, *Stateline*, *Off Shore Wind Wire*, and the Mackinac Center for Public Policy (MI). Four ICMA members and two staff participated in the event. Promoted the resulting podcast through *Local Government Matters*.

- Expanded ICMA content and generated \$61,000 in revenue by featuring 20 local government segments as part of ICMAtv licensing agreement, which provided programming in conjunction with San José conference.

Form of Government and the Fund

- Increased the number of contributors to the Fund from 861 in FY10 to 910 in FY11; dollar contributions increased from \$232,859 to \$240,982. (The Fund corpus is \$1.8 million). Contributions include \$100,000 donation in support of the Life, Well Run campaign (half of which will be held until \$2.5 of the overall \$5 million fundraising goal is met) from Texas City Management Association.
- Provided financial contributions to organizations in Wheat Ridge, Colo., and Yakima, Wash., which successfully campaigned to retain the council-manager form of government, as well as financial assistance to an organization in Luzerne County, Pa., which adopted a council-manager home-rule charter. Provided financial, informational, and editorial assistance to two unsuccessful retention efforts in Colorado Springs, Colo., and Vernon Township, N.J., and unsuccessful adoption campaign in Freeport, Ill.
- Supported civic education efforts by providing a financial contribution to the Missouri My LOGO Program, which engages and educates students in grades 5 through 12 about local government affairs by pairing city managers and administrators with school teachers. The more than 2,000 Missouri students who participated in the program during the past two school years identified and resolved local government problems through their interaction with the city officials and the program’s curriculum.
- Had five ICMA members speak on behalf of council-manager government and professional local government management at four public informational meetings and one state association of cities.
- 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 149 hard copies of “The Council-Manager Form of Government: Frequently Asked Questions,” and 95 printed copies of “Professional Local/County Management” brochures, which discuss the benefits of and process for hiring a manager or administrator.

Public Policy

- Released one white paper, “211/311: Is There a Case for Consolidation or Collaboration,” by ICMA and the Ochs Center for Metropolitan Studies.

- Signed on to 18 letters with Big 7 partners on such issues as 3% withholding municipal bond provisions, public safety employee collective bargaining, public safety program grants (JAG and COPS), fees for storm water management services, funding of state and local pension plans, and money market mutual funds (net asset value).
- Signed on to two amicus briefs that addressed federalism issues before the Supreme Court.

PROFESSIONAL DEVELOPMENT

Annual Conference

- Planned and implemented the 2010 ICMA Annual Conference in San José, which received an overall rating of “very good” or “excellent” from 74.7% of evaluation survey respondents.
- Exceeded budget revenue by 16.2% in part because of stronger than anticipated attendance (2,471 total attendees and 1,710 member attendees).
- Received “very satisfied” or “extremely satisfied” ratings on their participation in the exhibit hall from 77% of respondents to the exhibitor evaluation survey.

Virtual Conference

- Launched second virtual annual conference, which had 113 registrants, an increase of nearly 40% over the previous year. Evaluation survey respondents gave the event an overall rating of 4 out of 5.

ICMA University

Annual Leadership Institutes

- Provided 27 senior managers with the ICMA Gettysburg Leadership Institute experience; implemented tiered pricing and team discounts to increase participation.
- Welcomed 13 senior managers and 17 Leadership ICMA participants to the ICMA SEI Leadership Institute; implemented pricing structure change to increase senior manager participation.

Workshops

- Offered 18 ICMA University workshops at San José conference; partnered with state associations or affiliates to offer an additional 16 workshops.
- Offered workshops to a total of 280 participants at four regional summits.

Local Government Training

- Conducted fee-based programs on ethics for three local governments and one local government training center; held two ethics Web workshops.

Leadership ICMA

- Graduated 14 members of Leadership ICMA Class of 2010 in San José.
- Accepted 17 participants to Leadership ICMA Class of 2012.
- Leadership ICMA Class of 2011 completed three Capstone projects.

Young Professionals Leadership Institutes

- Conducted in conjunction with four ICMA regional summits, with an average attendance of 20 young leaders and students per session (up 25% from previous year).

Emerging Leaders Development Program

- Graduated 34 in the class of 2010, 17 in the spring class of 2011, and will graduate 24 in fall class of 2011. Accepted 17 members for the spring class of 2012 (did not host a fall class), and accepted eight in the spring class of 2013, with eight enrolled to date in the fall class.

INFORMATION

Publishing

- Published a refashioned *The Municipal Year Book 2011*, creating a leaner and more relevant publication that focuses primarily on issues that readers have identified as priority content areas.
- Published *Economic Development: Strategies for State and Local Practice, 2nd edition*, and *Homeland Security: Best Practices for Local Government*.
- Published the *InFocus* (formerly IQ Report) electronic subscription series (six issues/year).
- Convened the ICMA Press Editorial Advisory Board at the annual conference in San José. Significantly increased engagement with advisory board members by regularly soliciting proposal and manuscript reviews from each member.

PM Magazine

- Maintained a constant, more economical size of 32 pages (plus covers) for every issue, with the 2010 annual awards booklet included in October issue and the 2011 annual conference preliminary program included in June issue.
- Ran regularly occurring new columns: On Point (Q&A w/ICMA members); Tech Touch (technology issues); Council Relations (manager-council relationships column by Mike Conduff); Solar Communities (solar energy issues); Checked Out (book reviews); and Legal Lens (legal issues).
- Ran 24 articles in PMplus—articles that appeared exclusively online at PM’s website and not in the print edition—compared with 20 last year.
- Conducted 11 PM Reader Polls on PM’s website.
- Began sending PM Online to international members for a cost savings of over \$4,500.

Webinars

- Produced almost double the number of webinars in FY11 compared to FY10: 26 web conferences and five web workshops, reaching a total of 1,696 sites.

Survey Research

- Conducted ICMA-funded national surveys of police and fire personnel expenditures.

- Conducted ICMA-funded national CAO salary and compensation survey. ICMA will conduct this survey annually.
- Conducted a national survey on the Maturing of America, funded by the MetLife Foundation through the National Association of Area Agencies on Aging.
- The IBM Center for the Business of Government recently published a research paper using the sustainability survey results, written by ICMA staff and Jim Svara, director of the Center for Urban Innovation at Arizona State University. ICMA received a grant from IBM to write the report.
- Conducted a national survey on local government employee health care benefits funded by ICMA strategic partner CIGNA.

Knowledge Network

- Celebrated the Knowledge Network's one-year anniversary in May. The site has more than 18,000 registered users, with over 400 new users from all levels and functions of local government signing up every month.
- Facilitated the sharing of best practices between jurisdictions and enabled local government professionals to better serve their communities with the more than 1,000 questions that have been asked and answered on the Knowledge Network.
- Expanded the size and scope of resources on the Knowledge Network with user-submitted content.
- Launched "In the Know," an ICMA blog connecting current issues in local government to resources on the Knowledge Network.
- Used the Knowledge Network collaboration tools to support teams on ICMA-led projects, particularly with ICMA International's work.

US PROGRAMS

Center for Public Safety Management

- Created the center in August 2010, replacing the Consulting Services.
- Prepared and adopted a business plan that identified five key areas of: research, training, publications, command selection, and technical adviser.
- Completed 34 projects, which, when added to prior year work, totals 51 police studies, 40 fire, seven public safety, and one EMS.
- Assisted International team on efforts in Barcelona, Spain; China; and Panama, and hosted a Swedish delegation studying public safety.
- Created, in partnership with the National League of Cities through a grant funded by the Department of Homeland Security, a training program, "Crisis Leadership for Local Government Officials." It was presented in Albuquerque, New Mexico; Salt Lake City, Utah; Billings, Montana; Anchorage, Alaska; and Alexandria, Virginia, before funding ran out.
- Delivered "What Questions You Should be Asking Your Police and Fire Chief" via webinar three times and to various live groups at the annual conference, as well as in Maine, Michigan, Texas, and Minnesota.

- Created and delivered two emergency management programs via webinar by CARRI.
- Reestablished relationships with the International Association of Fire Chiefs, International Association of Chiefs of Police, International Emergency Management Association, International Code Council, and U.S. Department of Justice Community Officer Policing Services (COPS). ICMA staff presented at those organizations' annual conferences and were asked to sit on the International Accreditation Services (IAS), the Accreditation of Sprinkler Installation Providers, and the National Alliance for Public Safety GIS. Developed key strategic relationships with ESRI, Phillips AED, iXP Corporation, and several other firms.
- Finalized agreements with IPMA-HR to create a program for recruiting police chiefs that might be expanded to aid in selecting fire chiefs.

Performance Management

Center for Performance Measurement (CPM)

- Ended FY11 with 169 participating jurisdictions compared to 160 in FY10.
- Ended FY11 with 18 state/metro area consortia compared to 17 in FY10.
- Completed design and pilot tested CPM 101—which is a lower cost, introductory version of CPM's flagship comparative performance measurement service. Unveiled to larger market July 2011.
- Published *Comparative Performance Measurement: FY2009 Data Report* in August 2010 and *Comparative Performance Measurement: FY2010 Mid-Year Data Report* in January 2011. Implemented new print-on-demand strategy for CPM participants and others, eliminating need to print copies and store them for distribution/sale, thereby reducing costs.
- Continued to publish two monthly e-newsletters: *Performance Matters* and *Performance Measurement Insider*. Reduced issuance of *Performance Matters* to quarterly in last quarter.
- Delivered three ICMA University web workshops to 115 local government sites.
- Conducted complimentary webinars monthly for CPM participants to assist in the use and analysis of data, guidance with data collection, and a range of other topics.

National Citizen Survey (NCS)

- Renewed three-year contract with the National Research Center.
- Had 51 jurisdictions participate in the NCS in FY11, compared to 53 in FY10.

Center for Sustainable Communities

- Generated nearly \$1.8 million in grant, contract, and sponsorship revenues from federal agencies, foundations, and the private sector.
- Hosted Brownfields 2011 in Philadelphia with record-breaking registration numbers of over 7,400 and a

sponsorship program that generated over \$350,000 in net revenue.

- Featured a newly redesigned signature event at Brownfields 2011, the Economic Redevelopment Forum, which focused on the importance of financial incentives to spur brownfields redevelopment. Twenty-four states and numerous local jurisdictions exhibited at the forum.
- Conducted four Solar America Communities workshops for local government and community stakeholders on “getting started with solar,” with attendance ranging up to 135 registrants per workshop.
- Held three Solar America Communities panel sessions and exhibited at four conferences, distributing over 750 copies of “Solar Powering Your Community: A Guide for Local Governments.”
- Organized and implemented the first round of international fellowships focused on creating more sustainable communities with the U.S. Department of State.

ICMA National Study of 311 and Customer Service Technology

- Released a new multimedia toolkit and website, “Integrating 311 into Disaster Response and Recovery.” Over 30 individuals served as advisors and contributors on the project. Partners on the project included the Office of Community Oriented Policing Services (COPS) at the U.S. Department of Justice and 311 Synergy Group.
- Released new report, “Recommended Practices for 311/CRM Data Reporting.” Partners on the project were the 311 Synergy Group and the Association of Government Contact Center Employees (AGCCE). This report reflects the first national effort to provide guidance on how local governments can best make use of 311/CRM data for improved operations and service delivery.
- City of Philadelphia contracted with Stern Consulting LLC and ICMA for technical assistance in preparing a gap analysis on the city’s current CRM application to determine what features and functionalities were needed.

Libraries

- Completed Phase 1 of the Framework for Digitally Inclusive Communities. Funded by a grant from the Institute for Museum and Library Services, ICMA, in partnership with the University of Washington Information School, developed a framework that identifies the overarching principles as well as the elements or key characteristics of organizations and communities that foster digital inclusion.
- Began Phase 2 of the Framework for Digitally Inclusive Communities, which will include leadership forums with local government leaders and key

stakeholders to develop actionable steps for communities in organizing and implementing activities aimed at accomplishing the principles and goals contained in the Framework for Digitally Inclusive Communities.

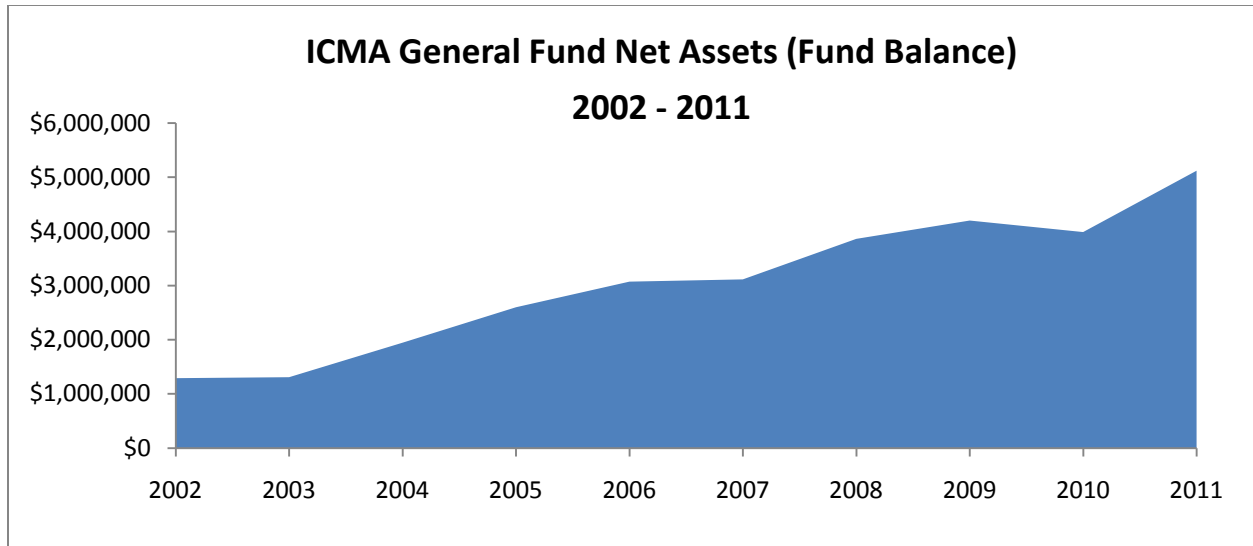
- Funded by the Bill and Melinda Gates Foundation, ICMA was selected to play key role in the development of benchmarks for public access technology in public libraries and lead the piloting of the benchmarks in local communities. Eight local governments were selected as pilot sites.

Strategic Partnerships

- Received or secured commitments for more than \$1,539,600 in support of ICMA programs and activities through strategic partner fees, contributions, grants, joint ventures, and sponsorships.
- ICMA-RC’s financial contributions supported professional development (annual conference ICMA University; regional summits, “Leadership Conversation” at the Executive Institute for Leadership), as well as emerging leaders and the Strategic Partner Program.
- Renewed a partnership through which CIGNA provides \$300,000 in support of annual conference events, *PM* advertising, Knowledge Network, and the Strategic Partner Program.
- Engaged strategic partners in key programmatic areas, including brownfields (ESRI, CDM, CH2M HILL); center for public safety management (Springsted, iXP, ESRI, International Code Council); next generation (NEOGOV); healthcare survey (CIGNA); 311 (EMA, Inc. and GovPartner); shared services (HR Green, Inc., GovPartner’s parent company).
- The Ferguson Group agreed to fund an ICMA scholarship for a manager to attend the Harvard Kennedy Senior Executives in Local Government Program (one scholarship each of the next three years).
- Nine strategic partners contributed content to *In Focus Reports*, *PM* magazine, *Local Government Matters*, (ICMA-RC, ESRI, Fitch & Associates, HR Green, Inc., ICMA-RC, International Code Council, iXP Corporation, Runzheimer International, and Waters Consulting Group).
- Eighty-nine percent of partners participated in the 2010 annual conference.

INTERNATIONAL PROGRAMS

- Made a positive impact on thousands of citizens’ lives through programs that facilitate community-based violence prevention approaches in Central America, build capacity in newly decentralized countries, and promote good governance worldwide.



- Maintained an active international project portfolio of 17 programs in more than 20 countries, with associated 2012 revenue projected to equal or exceed 2011 revenue.
- Met target financial net contribution to the organization while maintaining revenue levels within the target zone.
- Improved the successful 2010 proposal “win rate” by 3% while also decreasing the relative annual costs of business development and bids and proposals for the last four years to approximately 3% of total awarded contract value.
- Expanded our programs in new 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.
- Continued as a prominent player in the international arena and maintained ongoing dialogue with and support to international donors and other influential organizations.
- Provided some dozen ICMA members with opportunities to participate in ICMA international activities as advisors, consultants, conference presenters, and CityLinks partners.
- Initiated regular communications with more than 70 ICMA members who have expressed interest in pro-bono assignments or other involvement with ICMA International.

HIGH-PERFORMING ORGANIZATION

Facilities and Administrative Services

- Subleased vacant space at competitive market rates.
- Streamlined on-site document and collateral storage, resulting in additional usable storage footprint without increased cost. In conjunction with on-site storage

review, reduced off-site third party storage footprint by 200+ cubic feet.

- Audited and reduced recurring monthly telephone fees resulting in significant savings.

Information Technology

- Worked with CPM to manage a team of consultants and staff responsible for developing a new, comprehensive reporting tool for CPM participants.
- Worked with the Information team and our vendor to complete more than 500 improvements to the Knowledge Network, including performance improvements, new blog functionality, social network sharing, Twitter integration, and a membership badge.
- Worked with the Membership team to define the requirements for and begin development of ICMA’s new Career Center, expected to launch in early FY12.
- Worked with annual conference staff to develop a new conference website with improved functionality, including social media integration and handout access from within the schedule of events.
- Worked with the Information team to implement contractor Peach New Media’s webcast registration system by integrating it with ICMA’s user authentication and developing a way to retrieve customer registration data.
- Implemented the Google Analytics website analysis tool to help ICMA continuously improve website usability, increase marketing conversions, and measure the effectiveness of content strategies.

Finance

- Obtained an unqualified opinion on the FY10 audit, with no material findings or control weakness reported.
- Implemented efficiencies and automated processes such as vendor applications, payroll, electronic expense authorization, and month-end processes.

Publishing and Order Fulfillment Services

- Shipped 96% of orders within 48 hours.
- Shipped 99.7% of orders accurately.
- Responded to 99.2 % of e-mail inquiries within 24 hours or less.

REIT Investment

- Received dividends from the Real Estate Investment Trust investment in the building of \$535,000.

CENTER FOR STATE AND LOCAL GOVERNMENT EXCELLENCE (SLGE)

- Published issue brief “How Local Governments Are Addressing Retiree Health Care” with North Carolina State University.
- Published two issue briefs on public pensions with the Center for Retirement Research at Boston College—“The Impact of Pensions on State Borrowing Costs” and “A Role for Defined Contribution Plans in the Public Sector,” along with new and updated fact sheets on states with primary DC plans—AK, GA, IN, MI (SERS and PERS), OR, UT, and WV.
- Released the enhanced *Public Plans Database* containing annual data on 126 state and local pension plans from 2001 through 2009, with nearly 90 variables.
- Published primer titled “What Are Hybrid Retirement Plans?”
- Partnered with the National Association of State Personnel Executives and International Public Management Association for Human Resources in an online survey of human resources directors to publish “State and Local Government Workforce: 2011 Realities.”
- Researched and published “Adopting Automatic Enrollment in the Public Sector: A Case Study of South Dakota’s Supplemental Retirement Plan.”
- Researched and published “Staying on Top of Health Reform: An Early Look at Workforce Challenges in Five States” (CT, MA, MI, NC, WA) for the Kaiser Family Foundation.
- Launched an interactive Pension Reform Map highlighting state and local government pension plan changes that have been negotiated during the past decade.
- Conducted pension education briefings for legislators in six states (CO, CT, MD, NV, OH, WI). Produced a

primer, “State and Local Pensions: An Overview of Funding Issues and Challenges” and four case studies of sample defined benefit plans that are well-funded (DE, IL, IA, NC), as well as fact sheets on the defined benefit plans in the six targeted states.

- Launched an inaugural *Award for Local Government Workforce Excellence* to recognize innovation and leadership in attracting, developing, and retaining talent. Joined by the National League of Cities, ICMA, Government Finance Officers Association, and the International Public Management Association for Human Resources, the award will be presented at the November 2011 National League of Cities Congress of Cities in Phoenix.
- Published five articles in national association publications: *ASPA PA Times* (Dec 2010), *GFOA Government Finance Review* (Feb 2011), *ICMA Public Management* (Jan/Feb 2011), and *IPMA-HR’s HR News* (Sept and Dec 2010).
- Participated in “Big 7” initiative to produce and disseminate “Facts on State and Local Government Pensions” and “Facts You Should Know about State and Local Bankruptcy, Municipal Bonds, and State and Local Pensions” in response to inaccurate media stories about looming municipal bankruptcies.
- Presented the center’s research at 19 national and regional conferences, including the Government Finance Officers Association, ICMA, National Association of Government Defined Contribution Administrators, National Conference of State Legislatures, National Council on Teacher Retirement, National League of Cities, Association of Government Accountants, Brookings Institution, Labor and Employment Relations Association, and Pew Center on the States.
- Received widespread coverage of the center’s research in the national media, including multiple mentions in the *New York Times*, *Wall Street Journal*, *Time* magazine, and public radio. Hundreds of mentions in numerous city/state, business, and state and local government news outlets and blogs, among them Bloomberg News, *American City and County* magazine, *Governing.com*, *Employee Benefit News*, *BenefitsLink.com*, *PlanSponsor*, *ASPA PA Times*, Knowledge Network, and *Local Government Matters* newsletter.
- Published 10 editions of the center’s e-newsletter with a circulation of almost 1,300.