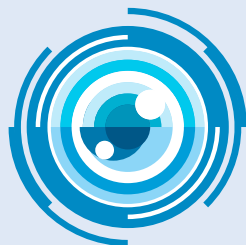


2019

# ANNUAL REPORT

TO MEMBERS



ENVISION

# ICMA

# ICMA

## OUR MISSION

To advance professional local government through leadership, management, innovation, and ethics.

## OUR VISION

To be the leading association of local government professionals dedicated to creating and sustaining thriving communities throughout the world.



## STRATEGIC INITIATIVES

### The Priorities of Envision ICMA

In 2017, the Executive Board adopted **Envision ICMA**, the strategic plan that sets priorities and provides a strategic roadmap to guide our activities in the years ahead. Here's a look at the progress we're making in advancing the strategies outlined in Envision ICMA guided by five priorities:



Membership Benefits and Growth



Learning Community



Thought Leadership and Resource Network



Advocacy and Outreach



Governance and Operations

## A Message from ICMA Executive Director Marc Ott

2019 was a remarkable year for ICMA; a year that left me feeling grateful for the commitment of our members to their communities, to the profession, and to ICMA. We called on you for your energy, your wisdom, and your ideas. In response, we had more members willing to volunteer their time and expertise than ever before in our 105-year history—serving on committees and advisory boards, working on international development projects, and serving as host communities for fellows, veterans, and emerging international leaders.



In my travels around the world, I met with our affiliates, student chapters, and member communities and listened to what they had to share. These conversations led to a profound realization that the challenges and the opportunities that communities and local governments face around the world are remarkably similar. The accelerating pace of change—technological, social, and environmental, among others—affects us all, and the need for public servant leaders to respond to those changes in the most effective manner is more important than ever. Therefore, there has never been a more challenging yet exciting time to be in local government.

As you read this year's annual report, I hope you will get a sense of that excitement, as ICMA continues to be the leading local government association worldwide. In 2019, as part of our equity and inclusion initiatives, we embarked on a year-long membership outreach effort to identify ways to be a more diverse and inclusive organization. We expanded programs targeted to early career professionals; our reimagined regional conferences are one example of that. Valuable work involving topics of importance to members and communities, being produced by the first cohort of ICMA's research fellows, will enhance our ongoing cutting-edge research and thought leadership. We conducted ethics training for local government professionals from Oregon to Palestine. Our newly created Chief Technology and Innovation office began developing innovative products and services that will enhance your ability to do your jobs more effectively. These are but few examples of what we accomplished in 2019.

Most impressive of all is the work you will see on nearly every page of this annual report that reflects our renewed commitment to the "I" in ICMA—the effort to share best practices from around the world and learn from each other.

As we look forward to 2020 and beyond, you can count on ICMA to support and inspire you as you lead your communities through these exciting times.

A handwritten signature in black ink, appearing to read "Marc A. Ott". The signature is fluid and cursive, written over a light blue grid background.

Marc A. Ott  
Executive Director, ICMA



## Priority 1

# Membership Benefits & Growth

## GOAL:

### *Diversify and Expand the Membership*

#### DIVERSITY



*ICMA President Karen Pinkos leads the Executive Board in a discussion of Board diversity, February 8, 2019, in Long Beach, California*

ICMA Executive Board led a year-long member engagement journey to determine how best to diversify the membership and the board, which included:

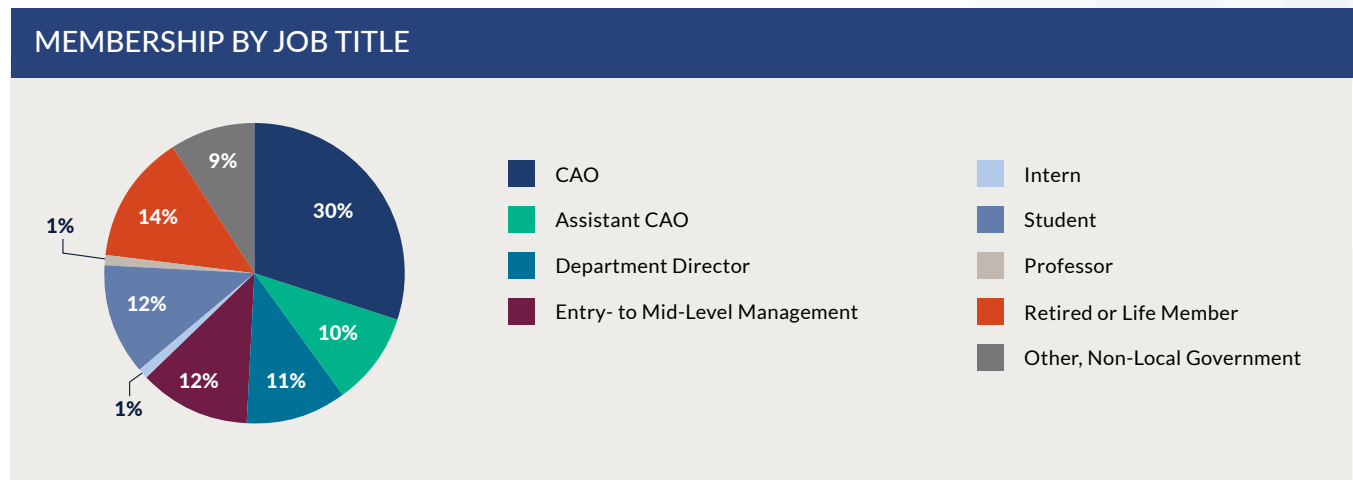
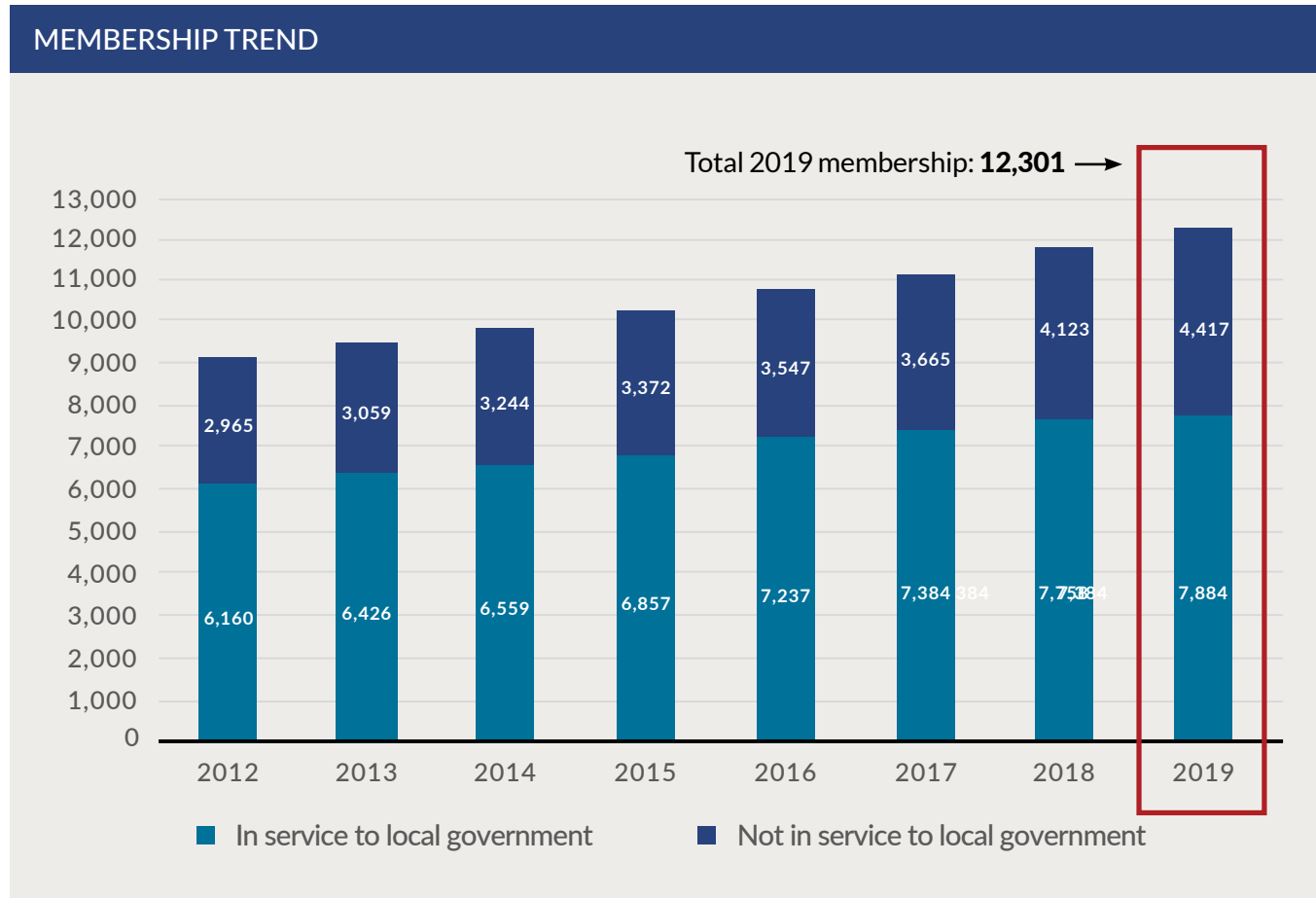
- » A national online focus group of 224+ members
- » Discussions at all regional conferences and most state association meetings – 700+ members completed written workbooks
- » 2000+ comments
- » Results: Member guidance on ballot initiative to expand the number of voting members and streamline nominating process expected to occur in FY2020.

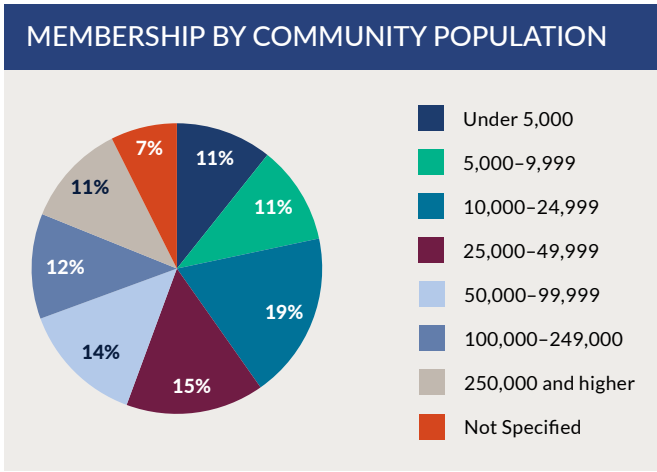
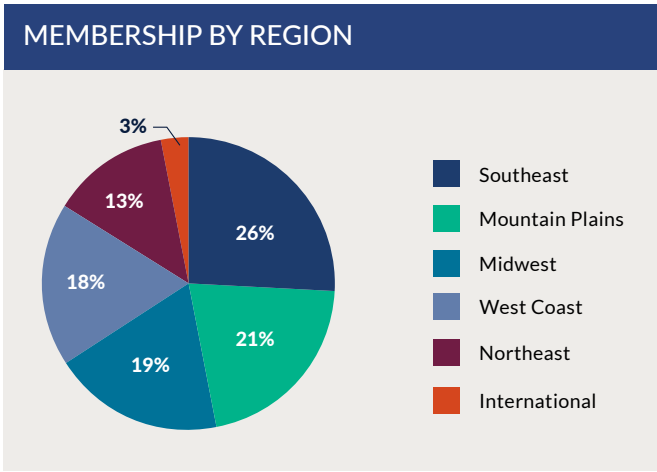


More on diversity:

- » **Recognition:** The first ICMA Community Diversity and Inclusion Awards presented to Flossmoor, IL; Oakley, CA; and San Antonio, TX
- » **Professional Development:** Added equity and inclusion track to Local Government 101 online certificate program
- » **Research:** Recruitment and Retention of Underrepresented Minorities as City and County Managers.

## MEMBERSHIP BY THE NUMBERS





## THE ICMA MANAGEMENT PIPELINE

**98**  
Student Chapters

**1,579**  
Student Members

**98 Senior Advisors**  
celebrating 45 years in service to ICMA

**21 new members**  
Resulting from ICMA Coaching Program

**31**  
Local Government Management Fellows

**VETERANS LOCAL GOVERNMENT MANAGEMENT FELLOWSHIP**

**70**  
Veterans

3 cohorts per year

**GOAL:**

*Improve and Sustain Collaborative Relationships with International and State Associations and Affiliates to Support, Align, and Advance Common Goals*

**STATE ASSOCIATIONS**



Agreements in place with all 46 state associations.

**NATIONAL AFFILIATES**



Added new affiliate GARE, focused on equity and inclusion.

**INTERNATIONAL AFFILIATES**

Formal agreements with **34 international affiliates**, including two new affiliates: Association of Palestinian Local Authorities (APLA) and Instituto Centroamericano de Administración Pública (ICAP).





Priority 2

# Learning Community

## GOAL:

*Create a worldwide learning community of local government professionals and provide training programs for all career stages.*

Annual Conference



The **2018 ICMA Annual Conference** held in Baltimore, Maryland, attracted 3,413 participants, including 2,668 ICMA members—making it the third largest gathering ever of ICMA members. Plus, the Virtual Conference brought another 373 sites to the event.

Regional Conferences



The reimagined **regional conferences** attracted nearly 500 paid registrants. For the first time, the events were handled like a traditional conference with more robust educational opportunities, networking, and integration with the host cities and counties.



## HIGHLIGHTS



- » **E-learning programs** included a new Ethics course, and this year's Local Government 101 and 201 certificate programs included 49 veterans.
- » 299 participants enrolled in **Leadership Development programs** like Gettysburg and Williamsburg Leadership Institutes.
- » **More than 1,370 Credentialed Managers and Candidates** (+4% over last year).
- » Partnered with the Professional Development Academy to pilot an **ICMA Cybersecurity Leadership Academy**, which kicked off in September.
- » Partnered with Cal-ICMA to offer **Encore Resources**.
- » The new **Athenian program** welcomed 19 senior-level members.

## GOAL:

*Think Globally, Act Globally*

Through 20 international and U.S. development projects, ICMA members **volunteered the equivalent of nearly \$40,000 in time and effort** to improve governance worldwide.

**11,149 participants** around the globe have been trained through community and peer-to-peer exchanges, workshops, and technical assistance.

# Making a GLOBAL IMPACT

In 2019, ICMA celebrated 30 years of international development work, providing expert technical and management assistance in such areas as climate adaptation, public safety, service delivery, and disaster preparedness.

## MADISON, WI, USA

311-CRM consulting support for the city of Madison, Wisconsin.

## NEW YORK, NY, USA

City Health Dashboard with NYU.

## KOSOVO

Leading Local Effective Governance project in Kosovo.



## LOS ANGELES, CA, USA

Brownfields Conferences with the EPA through 2024.

## BALTIMORE, MD, USA

U.S. Department of Energy recognized 265 ICMA Solsmart communities for advancing solar + the Solar in Your Community Program attracted 170 teams to create solar access for low- and moderate-income communities.

## MEXICO/LATIN AMERICA

Designed on-line ethical conduct system for public servants.

## GUATEMALA

Measuring municipal capacity to promote local economic development in Guatemala.

## HONDURAS

CityLinks™ exchanges from Louisville, Kentucky, to the Sula Valley Region of Honduras to share approaches to addressing challenges in local violence prevention.

## DOMINICAN REPUBLIC

Training for prosecutors, counselors, municipal staff, teachers, and students on strategies for the Prevention of Trafficking in Persons.





### UKRAINE

Study tour for 18 Ukrainian mayors and economic development leaders.

### MONGOLIA

The Tranter-Leong Scholarship winner is providing peer-to-peer training and mentoring to a group of local government officials in Ulaanbaatar and throughout Mongolia.



### CHINA

ICMA China Center study tours.

### BANGLADESH

Working with the U.S. State Department on preventing terrorism through community-based interventions in Bangladesh.

### PHILIPPINES

Strengthening Urban Resilience for Growth with Equity (SURGE) Program, working with secondary cities in the Philippines and, in partnership with the private sector, helping jumpstart economic activities in Marawi.

### AFGHANISTAN

Strong Hubs for Afghan Hope and Resilience.



### INDIA

Working with the Urban Management Center on a project with four Heritage Indian cities to address water and sanitation challenges.

### SOUTHEAST ASIA

Placed 15 Fellows from Southeast Asia in 11 local governments in 10 different states.



### TANZANIA

Addressing governance challenges to local economic development.



### Priority 3

# Thought Leadership & Resource Network

## GOALS:

*Ensure future-ready leaders by providing thought leadership for the emerging and enduring challenges facing local governments.*

*Be the principal resource for leadership and management in local government.*

## SURVEY AND RESEARCH HIGHLIGHTS

Research paper focusing on the **policies and ordinances** for the growing number of places where **marijuana** is now legally purchased.

Research report on **police recruitment, training, and community engagement**.

Survey on **ethics** to better understand the kinds of **policies, programs, training, and staffing** resources that are devoted to this topic area.

Released *Disaster Recovery Essentials*, a tool to assist managers in preparing to **face unexpected crises** and *Leadership and Professional Local Government Managers: Before, During, and After a Disaster*.

Survey of local government policies and programs focused on **immigrant populations**.

**Surveys** on Municipal Form of Government and Alternative Service Delivery.



## ICMA Research Fellows

To augment research conducted by ICMA with partner universities, a competition was held to select an inaugural group of ICMA Research Fellows. Grant recipients and research topics are:



**Beth Noveck** directs the Governance Lab (GovLab) and its MacArthur Research Network on Opening Governance - *Promoting Local Leaders' Innovation, Learning, and Effective Problem-Solving.*



**Kevin Desouza** is a professor of Business, Technology and Strategy in the School of Management at the QUT Business School - *Digitization & Automation Impacts on Governance, Management, and Community Design.*



**Tom Carroll** is the village manager of Silverton, Ohio - *Best Practices to Foster Revitalization in Modest First Suburbs.*



**Benoy Jacob** is an associate professor at UNLV's School of Public Policy and Leadership - *Governing for Social Equity: Implementing Equity Measures for Local Government Performance Management Programs.*

## Sharing Thought Leadership



**100 Years of Public Management (PM) magazine** with new digital edition, website, and newsletter.



Social media audience now at **73,500**.

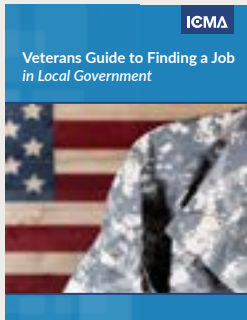


**454 million media views** with media value of \$4.2 million. Cyberattacks, disaster recovery, ethics, and programs like SolSmart led the coverage.

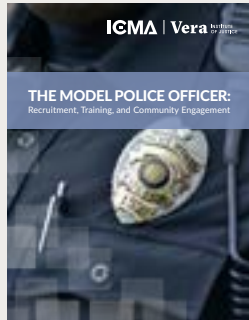


**ICMA.org** - 683,000 visitors and 5 million+ pageviews.

# NEW RESOURCES



**Handbook for Veterans** released on Veterans Day 2018.



**Research report** on police recruitment, training, and community engagement.



**Getting Started:** Performance Management for Local Government.



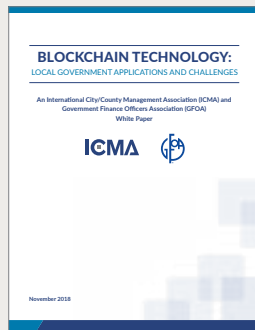
**Disaster Recovery Essentials**, a tool to assist managers in preparing to face unexpected crises.



**2019 Local Government & Immigrant Communities Survey**



**19 on 2019** Local government predictions and trends for 2019.



**Blockchain White Paper**



**Ethics Matter!** Advice for Public Managers.



**Beyond Compliance:** Recruitment and Retention of Underrepresented Minorities as City and County Managers.



**Transformation and Innovation in the Wake of Devastation**

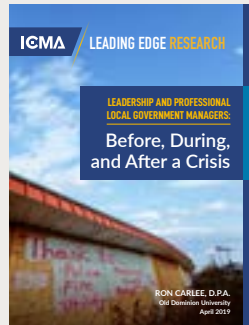
*Find all the latest resources at*  
[icma.org/research-reports-and-publications](https://icma.org/research-reports-and-publications)



**PM Magazine**  
11 issues per year,  
in print and online.



**Local Government Review**  
A special supplement  
to PM, published twice  
a year.



**Leadership and Professional Local Government Managers: Before, During, and After a Disaster.**



**Coaching Resources: Coaching Webinars and Coaching Compass.**



**Putting Smart Community Strategies to Work in Small and Midsize Jurisdictions.**



## RESEARCH SNAPSHOTS

Local government and immigrant communities; local impacts of commercial cannabis; ethics in local government; local government cybersecurity practices; alternative service delivery.



**New Video Resource: Local Government that Works: The Council-Manager Form of Government.**



**ICMA Connect** online member community



Priority 4

## Advocacy and Outreach

### GOALS:

*Promote the value of professional management and ICMA membership.*

*Reach members and other important stakeholders through expanded use of technology and emerging media.*

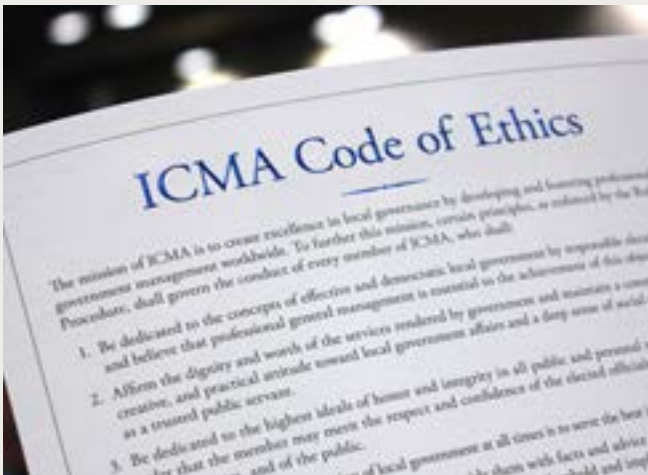
### ADVOCACY HIGHLIGHTS



- » **Successfully supported St. Louis area managers** battling a plan to consolidate 88 municipalities under council-manager form into one mayor-council Metropolitan City.
- » **Support for:** Auburn, AL; Brownsville, IN; Clearwater, FL; Cleveland Heights, OH; Cudahy, WI; Danville, IL; Fairhope, AL; Hilliard, OH; Little Rock, AR; New Palz, NY; Oklahoma City, OK; San Antonio, TX; Springfield, IL; Streator, IL; Washington County, WI; Watertown, SD; West Haven, CT; and Weston, MO.
- » Among other resources, **ICMA produced a video, “Local Government That Works,”** that explains the council-manager form of government.



ETHICS HIGHLIGHTS



Completed review of Tenet 4 of the **ICMA Code of Ethics** to reinforce the member’s responsibility to be inclusive and new proposed language for Tenets 1 and 2 for membership consideration in September 2019.



Released a **member only e-book, Ethics Matter! Advice for Public Managers.**

Professional Development



**Professional development** offered to state associations, via coaching webinars and online courses, and at the annual conference.

International Ethics Training



Conducted ethics training for the **Association of Palestinian Local Authorities.**

# ENGAGING AUDIENCES IN NEW WAYS

## ICMA Connect



Private member networking app. Connects members to each other and to leading practices. Piloted in May with 600 members.

## Facts & Stats/Leading Edge Research Videos



Instagram series explaining ICMA research in smaller bites.

## Story Maps



Visualization tool to help put data in perspective.

## Local Gov Life Podcast



Completed four seasons of ICMA podcast *Local Gov Life*, with themes such as Crisis and Resilience and “Notes to My Younger Self.”

## PM Magazine



PM magazine is offered in a new digital edition format to engage new audiences and prospective members.

## ICMA @ SXSW



To reach an alternative audience via new media, we introduced ICMA to the 300,000 attendees of the South by Southwest festival hosting 9 sessions focused on the work of International members and 1 panel hosted by CTIO Xavier Hughes. We held an event at city hall for prospective members and students.



Priority 5

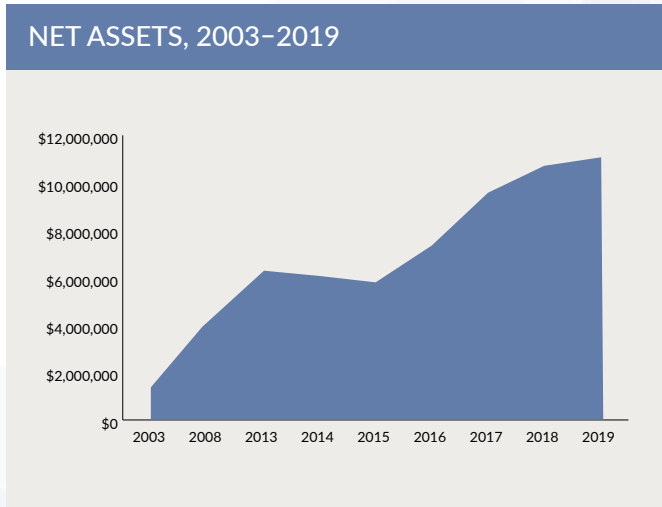
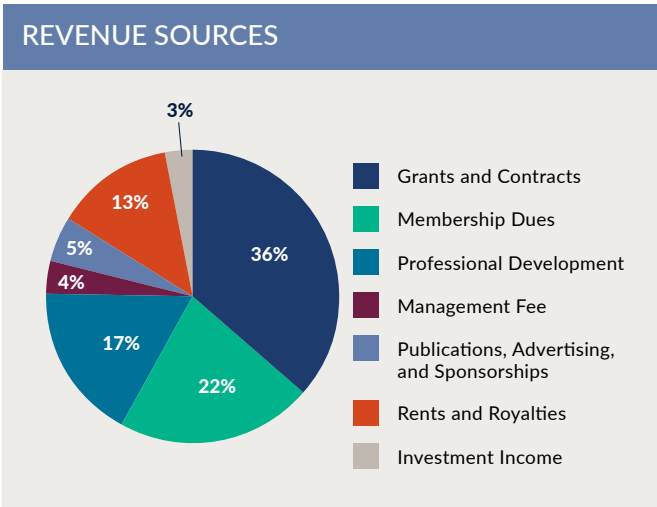
# Governance & Operations

## GOALS:

*Support the continued growth and development of ICMA’s business enterprises and operational resources.*

*Evaluate the governance of the Association to enhance alignment with ICMA’s strategic goals and core beliefs.*

## FINANCIALS



## STATEMENT OF ACTIVITIES – YEAR ENDED JUNE 30, 2019

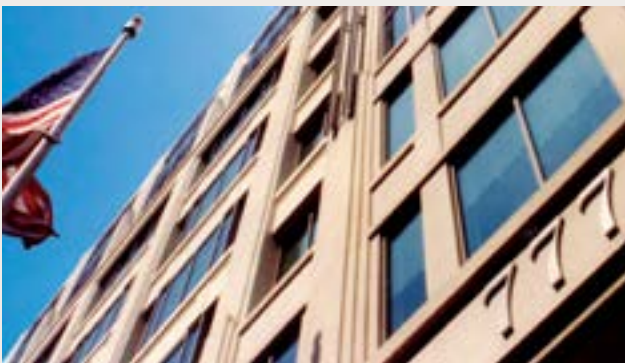
	Unrestricted	Restricted	Total
<b>SUPPORT AND REVENUE:</b>			
Grants and contracts	\$ 10,368,013	\$ -	\$ 10,368,013
Membership dues	5,927,820	-	5,927,820
Publication, subscription sales, and advertising	1,298,338	-	1,298,338
Conferences and meetings	3,708,253	-	3,708,253
Fees	1,707,274	-	1,707,274
Rental income	1,186,955	-	1,186,955
Royalty income	2,443,254	-	2,443,254
Investment income	772,408	205,708	978,117
Other	375,180	236,742	611,922
Net assets released from restrictions	295,670	(295,670)	-
<b>Total support and revenue</b>	<b>28,083,165</b>	<b>146,780</b>	<b>28,229,946</b>
<b>EXPENSES:</b>			
Program services	20,008,746	-	20,008,746
Management and general	7,779,752	-	7,779,752
<b>Total expenses</b>	<b>27,788,498</b>	<b>-</b>	<b>27,788,498</b>
<b>Addition to net assets</b>	<b>294,667</b>	<b>146,780</b>	<b>441,448</b>
<b>Net assets, beginning of year</b>	<b>10,711,709</b>	<b>3,048,027</b>	<b>13,759,736</b>
<b>Net assets, end of year</b>	<b>\$ 11,006,377</b>	<b>\$ 3,194,807</b>	<b>\$ 14,201,184</b>

HIGHLIGHTS



- » Established a role of **Chief People Officer**, to lead our discussions on organizational transformation and becoming a more agile organization.
- » The office of the recently appointed CTIO is taking the lead on **developing local government technology solutions** focused on data democratization and procurement management.

Office Space Update



Developing an office space that is reflective of the culture of collaboration and innovation we are creating is a priority for ICMA. In 2019, we have undertaken a strategic review of real estate options and ways to achieve our vision for ICMA's office space. As part of our real estate strategy, ICMA, together with two other owners of the building, has made a decision to place the building on the market, with the goal of maximizing the return on this investment and allowing for the flexibility that we need to achieve our vision.

Strategic Partners

*We couldn't fulfill our mission without our 60+ strategic partners. ICMA-RC is our exclusive retirement services sponsor, and Cigna offers health care services. Through our partnerships with the Center for Public Safety Management, The National Research Center/Pollco, and now ZenCity, we offer services to members including public safety, survey research, and data-driven performance management.*



THE ICMA EXECUTIVE BOARD – 2018-2019

The Executive Board works tirelessly on behalf of ICMA and its members around the country and around the world. This year, ICMA Board members participated in a four-day conference in Romania, sharing leading public administration practices, while also embarking on site visits. The visit coincided with the 25th anniversary of the fall of communism in that country.



THANKS TO THE ENTIRE 2018-2019 BOARD

**President**

**Karen Pinkos**  
*City Manager, El Cerrito, California*

**President-Elect**

**Jane Brautigam**  
*City Manager, Boulder, Colorado*

**Past President**

**David Johnstone**  
*Retired City Manager, Montreal, Quebec*

**Vice Presidents**

**International Region**

**Sue Bidrose**  
*Chief Executive Officer,  
Dunedin City Council, New Zealand*

**Frans G. Mencke**  
*City Manager, Hoorn, Netherlands*

**Tim Anderson**  
*Chief Administrative Officer,  
Waterloo, Ontario, Canada*

**U.S. Midwest Region**

**Patrick Klein**  
*Director of Aviation,  
Kansas City, Missouri*

**Wally Bobkiewicz**  
*City Administrator,  
Issaquah, Washington*

**Clint Gridley**  
*City Administrator,  
Woodbury, Minnesota*

**U.S. Mountain Plains Region**

**Michael Land**  
*City Manager, Coppell, Texas*

**Heather Geyer**  
*City Manager, Northglenn, Colorado*

**James Jayne**  
*County Manager,  
Coconino County, Arizona*

**U.S. Northeast Region**

**Matthew Hart**  
*Town Manager,  
West Hartford, Connecticut*

**Stephanie J. Mason**  
*Township Manager,  
Doylestown, Pennsylvania*

**Christopher Coleman**  
*Assistant City Manager,  
Needham, Massachusetts*

**U.S. Southeast Region**

**Edward R. Driggers**  
*City Administrator,  
Greer, South Carolina*

**W. Lane Bailey**  
*City Manager, Salisbury, North Carolina*

**Laura Fitzpatrick**  
*Assistant City Manager,  
Chesapeake, Virginia*

**U.S. West Coast Region**

**Edward Shikada**  
*City Manager, Palo Alto, California*

**Martha Bennett**  
*City Manager, Lake Oswego, Oregon*

**Maria Hurtado**  
*Assistant City Manager,  
Hayward, California*





ENVISION

ICMA