

ICMA FY 2016 (July 1, 2015-June 30, 2016) Results

MEMBERSHIP

Recruitment and Retention

- As of June 30, ICMA added 505 Full members, 430 entry-level affiliate members, and 262 department heads for a total membership of 10,549. Revenue from dues exceeded budget by \$276,000, reflecting a 4.8% increase from FY 2015 revenues.
- Achieved a retention rate of 95% for Full members in service and 84% for affiliates in service.
- Launched marketing campaign for new department director rate in mid-July. Promoted new rate at conference.
- Launched member satisfaction survey in January; 85% of respondents rated value of membership as “excellent” or “good”; 88% are “satisfied” or “very satisfied” with membership.
- Conducted more than 40 member interviews at annual conference; videos are being rolled out now on the ICMA website and in *Leadership Matters*.

Benefits

- Launched a new program offering free webinars to members.
- Launched a new benefit offering complimentary registration fees to any manager in transition who wanted to attend an ICMA Regional Summit.

Student Chapters

- Grew student chapters from 47 to 60.
- Enhanced access to professional development and the network by providing 18 students with scholarships to attend an ICMA Regional Summit.

Coaching Program

- Obtained sponsorship commitment of \$100,000/year for three years from ICMA-RC to launch a national ICMA coaching program modeled after the CAL-ICMA program. Program launched in January.
- To date, 25 states (including California) have joined as donors (\$1,000). In the first six months we reached 2,649 live audience participants for the first three webinars.

Job Center

- Job Center revenue is seven percent ahead of budget.

International Summit

- Coordinated International Regional Summit, which took place June 16-18, in Prague, Czech Republic.

Code of Ethics

- Supported Committee on Professional Conduct (CPC) on new wording of Tenet 3 of the Code of Ethics. Implementation launched on schedule with an article in April *PM*; discussions at the five U.S. regional summits; and online feedback tool in April. CPC reviewed feedback in June and is drafting new tenet and guideline language to present to the membership for feedback.

Task Forces

- Implemented board-approved recommendations from the women’s and inclusivity task forces, which included adding a session on women in the profession for each of the 2016 regional summits. Each session drew capacity attendance.
- Worked with state associations to recruit women to serve as senior advisors; currently have a total of 11 female senior advisors.
- Implemented recommendation to identify inclusion as a core leadership and professional competency with new leadership practices adopted by the executive board. New educational sessions and workshops on workplace diversity, inclusion, and advancing women in the profession will roll out at the Kansas City conference.
- Provided necessary support to Strategic Planning Task Force.

PROFESSIONAL DEVELOPMENT

- Exceeded budgeted net contribution from all professional development programs.

Annual Conference in Seattle

- Total attendance: 3,768 (4th largest); member attendance: 2,693 (record setting).
- Net financial contribution: \$1,293,395 (\$18,820 short of budget).
- 88% of evaluation survey respondents said their overall impression of the conference was very good or excellent, up from 85% last year.

Local Government (LG) 101

- Offered “LG 101” onsite in Seattle with attendance ranging from approximately 125 to over 400 per session.
- Launched online certificate program with 56 live and 135 on-demand participants. Revenues at \$144,485 higher than goal.
- Received ratings of valuable or very valuable from 85.1% of respondents; 100% would recommend to a colleague; and 96.3% rated the content as excellent or good.
- Met with six affiliates in December to explore opportunities for distribution or adaptation. Finalizing proposal for affiliates in July 2016.

Leadership Task Force

- Incorporated leadership into 26 sessions and workshops at annual conference.
- Executive board appointed the inaugural Leadership Advisory Board (LAB) in January. LAB elected a chair and vice chair; agreed on a charter and rules of engagement; made recommendations to the Strategic Planning Task Force on vision, mission, and core values; and started a review of the ICMA Practices.

Leadership Development Programs

- Overall participation in Emerging Leaders Development Program has increased (record-setting 51 new in FY 2016), and nonmember participation has risen to 31%.
- Created and distributed new career stage guide/PD calendar at annual conference. Continuing to update and push out via e-mail and online.
- Twenty-seven individuals joined ICMA in FY16 as a result of leadership development programs:
 - EPLI – 3

- ELDP – 16
- Leadership ICMA – 2
- MCMI – 4
- ICMA SEI – 2
- At least two individuals have joined ICMA as a result of the new LG 101 online certificate program; set the nonmember price \$1,000 higher than the member price.

RESEARCH AND POLICY

Research-based Content Development

- Convened new editorial advisory board to help identify emerging local government challenges.
- Incorporating priority areas identified by GAPC, Strategic Planning Task Force, and our advisory board, as subcomponents of the 12 core content priorities. Incorporating results of the membership survey.
- Developed presentation and article content on brownfields investment for ICMA Brownfields Conference and post-conference follow-up.
- Wrote “Report of the August 25-26, 2015, Strategic Summit on Future Local Government, Police, and Community Relations,” the deliverable of a grant from the Laura & John Arnold Foundation.
- Made a presentation on smart cities for NIST US Ignite Global City Team Challenge Tech Jam in March.
- Finalized research paper on affordable housing and local government management.
- Prepared public health and local government white paper, and published under the title of *Improving Quality of Life: The Effect of Aligning Local Service Delivery and Public Health Goals*.
- Delivered sustainability talks and presentations in Kunming and Beijing, China to more than 300 MPA students.
- Began research for economic development and local government management white paper.
- Drafted “Strategic Summit on Future Local Government, Police, and Community Relations” report.
- Provided content for the development of ICMA proposals on smart cities, international centers of excellence, and economic development, among several other topics.
- Represented ICMA and promoted several ICMA initiatives on a Route Fifty view cast on state and local management challenges.
- Provided research, content, and presentations on smart cities domestically and globally.

Surveys

- Managed surveys on sustainability, food security, and solar programs and posted in the Knowledge Network with follow-up content pieces and activity based on survey findings.
- Secured sponsorship for new survey on libraries and local government in partnership with the Aspen Institute; on smart cities in partnership with the Smart Cities Council; and on cybersecurity in partnership with University of Maryland.
- Designed the first “annual survey of local governments” in partnership with Arizona State University and the Alliance for Innovation.
- Began designing institutional surveys: CAO Salary, State of the Profession, and Municipal Form of Government.
- Began working with international affiliate members to conduct surveys and research in their countries.

Legacy Publications and Content

- Sales of publications exceeded budget by 193%.
- *Making It Work: The Essentials of Council-Manager Relations*, a 126-page e-book by Kevin Duggan and Mike Conduff, has been completed and is being offered to members as a member benefit.
- Planned this year's *Municipal Year Book* as a 32-page insert (called *Local Government Review*) in the December 2016 issue of *PM* magazine. Draft articles have been submitted.

Public Policy

- Hosted GAPC meetings at annual conference and in March at ICMA headquarters in Washington.
- Published ICMA white paper on the value of municipal bonds.
- Coordinated and published 2016 State and Local 'Facts You Should Know' update on state and municipal bankruptcy, municipal bonds, state and local pensions, etc., with other state and local associations.
- Participated in 25 briefings with Congressional staff on public pension and municipal finance issues.
- Participated in formal hearing at OMB re DOL's proposed rules for FLSA overtime pay regulations.
- Selected research partners and began research on the next ICMA public policy white paper: "Infrastructure Financing: A Guide for Local Government Managers."
- Hosted Q&A session for members at ICMA conference.
- Represented ICMA in front of Administration and Congressional officials, Big 7 representatives, municipal leagues, state officials, and others on a range of issues, including housing, the federal rules process, local public finance, and homeland security.
- Signed onto 16 Big 7 public policy letters: urging that municipal bonds be treated as high-quality liquid assets; opposing new pension reporting requirements to the U.S. Treasury; urging unfunded mandate reform; supporting reauthorization of the Elementary and Secondary Education Act; and urging adoption of marketplace fairness and a temporary ban on the collection of Internet taxes.
- Signed onto 14 State and Local Legal Center Amicus Briefs and an Ohio Supreme Court case urging against expansion of Quill (restricting sales tax collection on Internet purchases).
- Released National Homeland Security Consortium white paper on national priorities that mirror ICMA policy priorities (e.g., cybersecurity).
- Helped develop and release a Big 7 briefing document: "10 Things You Should Know about Public Pension Disclosure Changes."
- Hosted ICMA webinar with GASB chair: "GASB in 2016: What Local Government Professionals Need to Know."
- Wrote 26 articles on policy issues for membership.

Partnerships

- Developed new partnership with Aspen Institute for Library Study.
- Coordinated meetings and engagement with ASU and AFI as part of enhanced research partnership.
- Established relationships with faculty from the University of Maryland, Binghamton University, and others.
- Strengthened relationships with the Aspen Institute, Cornell University, and Smart Cities Council for ongoing survey work.
- Developed partnership with NTIA in support of the Community Connectivity Initiative.
- Worked with UMC and the ICMA China center to explore research on smart cities in both India and China.

OUTREACH

Content

- Published 50 issues of *Leadership Matters* covering hot topics, including Zika, workforce trends, housing affordability, climate change, recycling, FLSA regulations/overtime rules, managing your community's water supply (Flint, Mich.), opioid epidemic, improving police-community relations, terrorism, market turmoil sparks retirement questions, Supreme Court decisions, marijuana management, and flood mitigation and management.
- Published 11 issue of *PM* magazine, including 115 member-authored articles, and had 58 requests for reprints.
- Paid particular attention to international coverage with 15 articles in *Leadership Matters* and three in *PM*. On social media, revised formula to include 20% of content featuring global perspective, which averages about 18 posts per week.
- Focused on priority content areas of performance management (blog posts, articles, December *PM*), leadership (launched *Leadership Re-Imagined* blog, articles, social media) and cybersecurity (blog posts, Knowledge Network documents).
- Established content partnerships with Route 50, Media Planet, GFOA, Governing, and APWA.

Branding

- Completed brand tracking survey of members and nonmembers with no major red flags and ICMA brand strong. Rolling out new brand guidelines.

Website Redesign

- Market research completed and business requirements gathered from all teams.
- Homepage design and architecture approved.

Social Media

- Ahead of target with return on engagement for all social channels of 5,900 per month; community growth of 32,000; and website referrals of 5,500 per month.

Media Placements and Partnerships

- Generated 4.8 million print and 616.9 million online media impressions for a total of 621.7 million.
- Of those, 509.2 million online impressions from high-profile publications and/or blogs, including: *Washington Post*, *Chicago Tribune*, *Houston Chronicle*, *Huffington Post*, *Boston Globe*, *Market Watch*, *Yahoo News*, *Tampa Bay Times*, and *Politico*.
- Generated 30 press releases and responded to 65 media inquiries.
- Generated two *Governing.com* columns for CEO.

Life, Well Run

- Received additional funding from ICMA-RC at \$225K per year; completed new campaign segment to support new RC objectives; optimized website launched in February. Photo contest and new blog developed to increase traffic; generated 36,000 page views and 7,700 users since launch. Social media community grew by 20%.

New Engagement Tactics

- Released a podcast in June, with six more to follow.
- Free-to-members webinars scheduled with registrations far ahead of paid webinars, funded by ICMA-RC.

Revenue Targets

- Membership – Ahead of target.
- PD – Ahead of target.
- Publishing – Ahead of target.
- ICMA Insights – Discontinued.

BUSINESS DEVELOPMENT

Relationships with Partners

- Hosted strategic partner events at annual conference including a breakfast, engagement with the Strategic Planning Task Force, and other client relations activities.
- Completed an audit of external organizations, focus groups, and a survey for partners.
- Secured new partners: including Smart Cities Council, Verizon, ICSC, IPS Group, Ernst and Young, Multicultural Associates, the Retail Coach, and QMATIC for a total of 53 strategic partners.

Fundraising and Development

- Hosted a donor appreciation breakfast at the annual conference.
- Completed end of fiscal year appeals.
- Sent survey to members to determine if the two funds should be combined.

Funding Generation

- Secured tentative funding for a new survey research project on libraries and local governments, which will be funded by the Aspen Institute through a grant from the Gates Foundation.
- Secured nearly \$246,000 in corporate sponsorship and exhibit hall fees for the Brownfields 2015 conference in Chicago.
- Secured 4-year \$50K/year sponsorship from Republic.
- Secured 3-year \$1.47M/year commitment from ICMA-RC.
- Received two sponsorships (\$18,500 each) from the Ferguson Group and eCivis for the ICMA Kennedy School Harvard Scholarship.
- Secured \$106,000 sponsorship from BoardDocs supporting regional summits, webinars, advertising, conference, and content.
- Secured \$75,000 Life, Well Run sponsorship from Siemens.
- Secured \$88,000 Cigna supplemental sponsorship and coming up with new proposal for September 2016 – August 2017.
- Secured \$30,000 grant from Smart Cities Council and \$20,000 grant from the University of Maryland to conduct surveys.
- Secured 25,000 grant from Microsoft to support cybersecurity topics.

Programs Awarded

- USAID funded “Strengthening Urban Resilience for Growth with Equity” (SURGE) in July, which is a prime contract in the amount of \$47.8 million over five years for work in the Philippines.

- DOE-funded SPARC proposal in July for three years at \$2.9 million.
- USTDA funded \$50,000 grant to oversee a reverse trade mission on smart cities with representatives from India.
- USAID funded 'Strengthening of Urban Policy' (SOUP) in October, a subcontract for approximately \$700,000 over five years.
- Climate-Smart Low Carbon Cities in China, an associate award under the CityLinks LWA awarded for \$2.5 million over two years.
- A grant for \$98,464 over three months under Deloitte to produce a paper on linking performance measurement in Latin America to budgeting in the justice sector.
- New award in Tanzania providing pro bono municipal experts in the area of local economic development
- Revenue is ahead of target.

GLOBAL PROGRAM MANAGEMENT

Current Projects and New Awards

- Exceeded revenue target.
- International Fellows Exchange and Central America Crime Prevention projects (AMUPREV) extended.
- Signed contract signed with CEPT University in India embedding an ICMA member to develop a city management curriculum.
- Received new funding from the Department of Energy to launch the SolSmart program and recognize communities who have made it easier to go solar.
- Submitted proposals for new funding in the following technical areas: age-friendly communities, local food systems, climate resiliency, 311/CRM consulting, customer service, sustainability planning, economic development, and solar energy.

CityLinks

- Awarded \$2.5M CityLinks Associate Award in China to support low carbon climate resilient cities.
- Developed the CityLinks Primer on Sub-National Approaches to Low Carbon, Climate Resilient Development, and a companion webinar. Designed training to accompany the primer that was implemented for USAID staff, and representatives from 15 municipalities in nine different countries.
- Wrote white paper on food security and linkages to climate and water/sanitation based on a two-part webinar series.
- CityLinks supported four city exchanges between Shimla, India and Boulder, Colorado; La Ceiba, Honduras and Somerville, Massachusetts; Portmore, Jamaica and Townsville, Australia; and Semarang, Indonesia and Gold Coast Australia, with view towards exploring best practices in climate adaptation and water resources management.
- Received new funding (\$2.5 million) for capacity building opportunities for four cities in China that are taking measures to reduce greenhouse gas emissions.
- Implemented ICMA's first international app challenge in partnership with Esri. The CityLinks App2Action Challenge winning app allows customers in Nablus, West Bank to upload water-related maintenance requests to municipal servers.

- Representatives from Austin, Texas, traveled to Santo Domingo National District in the Dominican Republic for the initial CityLinks exchange visit focused on planning for climate change adaptation.

Promoting Member Interest and Engagement

- Facilitated the Sustainable Communities Advisory Committee and International Committee preparations for ICMA Annual Conference.
- Sustainability Committee members engaged in solar energy focus group and successfully proposed sustainability additions to credentialing language.
- Sixteen ICMA-member cities hosted 44 Fellows from ASEAN countries; five member cities sent a staff member on a 2-week fellowship to South East Asia.
- Three ICMA member communities, Maui County, Hawaii; Norfolk, Virginia; and Kansas City, Missouri, sent representatives to participate and present at the 2016 International Conference on Urban Development organized by the SURGE project in the Philippines.
- The Georgia SWM project supported exchanges to Catawba County, North Carolina, and Golden, Colorado.
- The Haiti LOKAL project supported exchanges between three Haitian cities, Ft. Lauderdale, and Lauderdale Lakes.
- The Dominican Republic Climate Adaptation Project supported exchanges between three cities in the Dominican Republic and Dubuque, Iowa; Fort Lauderdale, Florida; and Austin, Texas.
- ICMA board member Bert Lumbreras traveled to the Dominican Republic to participate in a Green Cities conference and sign an Affiliation Agreement with the Federation of Municipalities of the Dominican Republic.
- The Central America Crime Prevention project (AMUPREV) supported an exchange between Stockton, California, and communities in Guatemala.
- Bryan Montgomery, city manager of Oakley, California, was honored with Volunteer of the Year Award by the Volunteers for Economic Growth Alliance for contributing to the recent legislative breakthrough in authorizing the creation of professional city managers in Mexico.
- ICMA member Emily Sadigh provided pro bono training at the YSEALI Malaysia Summit.
- With funding from Esri, sponsored an app challenge and released three case studies on Smart Communities that feature Charlotte, North Carolina; Carver County, Minnesota; and Fort Lauderdale, Florida.
- Released research report on factors contributing to the success of the HUD Choice Neighborhoods Program.
- Released a primer report, "Creating a Welcoming and Connected City," on the city of Philadelphia's experience with selecting and implementing a new CRM system.
- Held a peer-to-peer convening with 120 city representatives from 41 communities facing economic hardship.
- Organized the 16th National Brownfields Training Conference, which drew over 2,500 attendees.
- Conducted solar workshops with 10 local governments to reduce soft cost barriers to solar.
- Supported the USTDA India-Andhra Pradesh Smart Cities Reverse Trade Mission.
- Provided four educational sessions in conjunction with the YSEALI Malaysia Summit in Kuala Lumpur and identified a speaker for a follow-up webinar on the COP 21 in Paris.
- ICMA member Greg Bruce from Townsville, Australia provided technical assistance to Portmore, Jamaica under CityLinks.
- ICMA member Susanne Torriente provided training on climate compact operationalization to local government leaders from Southern Africa under CityLinks.

- Five Australian and U.S. local governments participated in exchange programs under CityLinks.

ICMA China Center

- Two ICMA-member cities hosted a delegation from Shanxi Province for a two-week study tour.
- ICMA local planning book being translated by National Academy for Mayors in China.
- Three ICMA members spent two weeks in Beijing as guest lecturers for China University of Political Science and Law.
- ICMA co-hosted and participated in a Sponge City Forum with approximately 300 attendees in April.
- ICMA and the Shaanxi Provincial Land Engineering Construction Group, a quasi-governmental organization in charge of land reform in the province, organized the First Sino-America Land Engineering Cooperation Conference in X'ian City, Shaanxi Province. The group sponsored the ICMA delegation's visit to X'ian in April.
- ICMA received Best Organization Award by SAFEA in April.

ICMA Insights

- Program is being discontinued in FY 2017.