



# Membership Application

## U.S. Local Government Chief Administrative Officers and Assistant Chief Administrative Officers

### About ICMA

ICMA is the premier local government leadership and management organization. Its mission is to create excellence in local governance by developing and advocating professional management of local government worldwide. ICMA provides member support; publications, data, and information; peer and results-oriented assistance; and training and professional development to 9,000 city, town, and county experts and other individuals throughout the world.

ICMA membership is for individuals and is not transferable.

[membership@icma.org](mailto:membership@icma.org)  
202-962-3680, fax 202-962-3565  
[icma.org/membership](http://icma.org/membership)

### Office Use Only

Date: \_\_\_\_\_  
Staff: \_\_\_\_\_ iMIS#: \_\_\_\_\_  
NL: Y \_\_\_\_\_ N \_\_\_\_\_ COE: \_\_\_\_\_  
Category: \_\_\_\_\_ Criteria: \_\_\_\_\_  
Source Code: \_\_\_\_\_

### A. Complete name, contact, personal, education, employment, and interest information

Mr.  Ms.

First Name \_\_\_\_\_ Middle Initial \_\_\_\_\_ Last Name \_\_\_\_\_ Suffix \_\_\_\_\_ Nickname \_\_\_\_\_

### Business

Title \_\_\_\_\_ Employer \_\_\_\_\_

Street Address or PO Box for mailings \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ ZIP \_\_\_\_\_

Bus. Phone \_\_\_\_\_ Bus. Fax \_\_\_\_\_ Bus. E-mail \_\_\_\_\_

### Home

Street Address/PO Box \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ ZIP \_\_\_\_\_

Home Phone \_\_\_\_\_ Home E-mail \_\_\_\_\_

Send ICMA mailings to (select only one):  Business street address  Business PO Box  Home address

Send ICMA e-mail communications to (select only one):  Business e-mail  Home e-mail

### Personal Information

ICMA uses personal information to better acquaint itself with the membership. Your online member profile does not include information on race or ethnicity. If you prefer that your date of birth not appear online, please check the box below.

Date of birth (mm/dd/yyyy) \_\_\_\_\_  Hide birthdate from online profile

Gender:  Male  Female

Race:  African-American  Asian-American  Caucasian  Native American  Other \_\_\_\_\_

Are you of Hispanic ethnic background?  Yes  No

Spouse/Partner's name (if applicable): \_\_\_\_\_  
First Name \_\_\_\_\_ Last Name \_\_\_\_\_ E-mail \_\_\_\_\_

**In lieu of filling out the education and employment experience below, you may attach a resume.**

**Education**

List only completed undergraduate and graduate degrees.

Degree (e.g., MPA, BS)	Year Completed (YYYY)	Name of Institution	State
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

**Employment Experience**

Start with your current position. Include internships if they were full-time, paid positions.

From (MM/DD/YYYY)	To (MM/DD/YYYY)	Title	Name of Local Government/Other Employer	State	Local Government?
_____	_____	_____	_____	_____	<input type="checkbox"/> Yes <input type="checkbox"/> No
_____	_____	_____	_____	_____	<input type="checkbox"/> Yes <input type="checkbox"/> No
_____	_____	_____	_____	_____	<input type="checkbox"/> Yes <input type="checkbox"/> No
_____	_____	_____	_____	_____	<input type="checkbox"/> Yes <input type="checkbox"/> No
_____	_____	_____	_____	_____	<input type="checkbox"/> Yes <input type="checkbox"/> No

**Interest Areas (please check off any areas of interest/expertise):**

- Career Resources
- Emergency Management
- Environmental Management
- Ethics
- Form of Government
- Performance Measurement
- Sustainability

**B. Select your membership category**

Full (voting) membership is for managers/administrators who serve in professional positions in all forms of local government as well as those senior staff who report to those managers and who have "significant general administrative responsibility."

**Manager/Administrator:** ICMA has established six criteria (see below) that determine whether a professional management position has been established that gives the manager or chief administrative officer (CAO) the level of independence, authority, and responsibility necessary to function in a professional manner. If your position meets all six criteria, you are eligible for Full membership.

**Senior staff:** Staff with broad management responsibility (e.g. assistant and deputy managers/CAOs) who report to a CAO whose position meets the criteria below are eligible for Full membership. You must affirm that you occupy a position with "significant general administrative responsibility."

You are eligible for Affiliate (non-voting) membership if you serve in an appointed position in local government that does not meet these criteria.

Most CAOs and assistant/deputy CAOs are eligible for Full membership and may not apply for Affiliate membership.

### Criteria for Full Membership for CAO

The CAO should mark NA if a criterion is not applicable.

- \_\_\_\_\_ **1. APPOINTMENT:** I occupy a position that is appointed by an elected representative or representatives and is directly responsible to an elected representative and/or representatives.
- \_\_\_\_\_ **2. POLICY FORMULATION:** I have significant responsibility in the development and analysis of public policy alternatives and in the implementation of policy once adopted. (This means I develop public policy alternatives and recommendations for consideration by elected officials and have access to the council and work with its members.)
- \_\_\_\_\_ **3. BUDGET:** I have major responsibility for the preparation and administration of the operating and capital improvements budget.
- \_\_\_\_\_ **4. APPOINTING AUTHORITY:** I exercise significant influence in the appointment of the key management personnel of the local government and particularly the appointment of the administrative and financial staff. (In other words, I have the authority to recommend the appointment of department heads and appoint a sufficient share of the management staff to control budget preparation and administration.)
- \_\_\_\_\_ **5. ORGANIZATIONAL RELATIONSHIPS:** I am recognized within the local government organization as the principal general management professional and have a continuing direct relationship with the operating department heads on the implementation and administration of the programs. (I also have direct supervision over department heads, and, at a minimum, my overall management responsibility includes the status of first peer among administrative peers.)
- \_\_\_\_\_ **6. QUALIFICATIONS:** I was appointed to the position based on my education and experience and on my qualifications to perform the duties and responsibilities of the position as defined by ICMA's Practices for Effective Local Government Management. (This criterion means that you have been chosen on merit, have significant administrative experience and educational background, and will fulfill the requirement of Tenet 7 of the Code of Ethics to remain politically neutral. It excludes the strictly "political" appointment. However, it doesn't mean that you must have local government experience.)

### Category of membership for which you are applying (check one):

**Full Member**

- \_\_\_\_\_ I am a chief administrator in a local government, council of governments, or state association of local governments, and my position meets all of the above criteria.
- \_\_\_\_\_ I am an assistant manager or other senior level staff who has been appointed by the chief administrator, reports to the chief administrator, and has significant general administrative responsibilities.

**Affiliate Member**

Any person who does not otherwise meet the qualifications for the above categories of membership.

**Note:** Most CAOs and assistant/deputy CAOs are eligible for Full membership and may not apply for Affiliate membership.

### C. Review and sign adherence to ICMA Code of Ethics

I have read the enclosed ICMA Code of Ethics and agree to abide by it. I also understand that I am subject to the ICMA Rules of Procedure for Enforcement of the Code of Ethics. I meet the appropriate membership criteria.

Signature

Date

**D. Complete dues payment information**

This application must be accompanied by dues payment in U.S. currency. ICMA dues are not deductible as a charitable contribution for federal income tax purposes, but may be deductible as a business expense. Your annual membership dues include annual subscriptions to the *ICMA Newsletter*, valued at \$215, and *Public Management* magazine, valued at \$46.

**Formula for Dues Calculation**

- 1. Annual salary (including deferred compensation) ..... \$ \_\_\_\_\_
- 2. Annual dues\* (line 1 × 0.008) ..... \$ \_\_\_\_\_
- 3. Voluntary contribution to ICMA Fund\*\* ..... \$ \_\_\_\_\_
- 4. **Total payment** (line 2 + line 3) ..... \$ \_\_\_\_\_

\* Effective January 1, 2005, the salary cap for dues is set at \$175,000. If your total salary (including deferred compensation) has reached the cap, please supply your actual salary for ICMA's records, but use \$175,000 for the purpose of dues' calculation.

\*\* The ICMA Fund for Professional Management was established in 1986 to promote and defend professional local government management. The Fund provides financial support for civic education initiatives and citizens' groups interested in adopting or retaining the council-manager form or professional local government management. Your contribution is essential to this mission.

**Payment Information (check one)**

- Enclosed is my check/money order, payable to ICMA in U.S. currency.
- Please charge my     VISA     MasterCard     American Express

Account #	Exp. Date	Total Payment
Signature	Date	Print name exactly as it appears on card

**E. Return completed application with dues payment to ICMA**

ICMA Membership Payments  
PO Box 79403  
Baltimore, MD 21279-0403  
or fax to 202-962-3565.

Applications for Full (voting) membership status are announced in the *ICMA Newsletter* as required by ICMA's Constitution. Current voting members have 60 days to file a written objection to an application for Full membership. Should an objection be raised, the candidate for membership will be notified and informed of the appeals process. If no objections are filed, the individual will be considered a Full member at the end of the 60-day period.

**Only return pages 1-4 to ICMA.**



# Code of Ethics with Guidelines

Keep for your files.

The ICMA Code of Ethics was adopted by the ICMA membership in 1924, and most recently amended by the membership in May 1998. The Guidelines for the Code were adopted by the ICMA Executive Board in 1972, and most recently revised in July 2004.

The mission of ICMA is to create excellence in local governance by developing and fostering professional local government management worldwide. To further this mission, certain principles, as enforced by the Rules of Procedure (at [icma.org/ethics](http://icma.org/ethics) or upon request by calling 202-962-3680), shall govern the conduct of every member of ICMA, who shall:

1. Be dedicated to the concepts of effective and democratic local government by responsible elected officials and believe that professional general management is essential to the achievement of this objective.
2. Affirm the dignity and worth of the services rendered by government and maintain a constructive, creative, and practical attitude toward local government affairs and a deep sense of social responsibility as a trusted public servant.

## GUIDELINE

### ADVICE TO OFFICIALS OF OTHER LOCAL GOVERNMENTS.

When members advise and respond to inquiries from elected or appointed officials of other local governments, they should inform the administrators of those communities.

3. Be dedicated to the highest ideals of honor and integrity in all public and personal relationships in order that the member may merit the respect and confidence of the elected officials, of other officials and employees, and of the public.

## GUIDELINES

**PUBLIC CONFIDENCE.** Members should conduct themselves so as to maintain public confidence in their profession, their local government, and in their performance of the public trust.

**IMPRESSION OF INFLUENCE.** Members should conduct their official and personal affairs in such a manner as to give the clear impression that they cannot be improperly influenced in the performance of their official duties.

**APPOINTMENT COMMITMENT.** Members who accept an appointment to a position should not fail to report for that position. This does not preclude the possibility of a member considering several offers or seeking several positions at the same time, but once a bona fide offer of a position has been accepted, that commitment should be honored. Oral acceptance of an employment offer is considered binding unless the employer makes fundamental changes in terms of employment.

**CREDENTIALS.** An application for employment or for ICMA's Voluntary Credentialing Program should be complete and accurate as to all pertinent details of education, experience, and personal history. Members should recognize that both omissions and inaccuracies must be avoided.

**PROFESSIONAL RESPECT.** Members seeking a management position should show professional respect for persons formerly holding the position or for others who might be applying for the same position. Professional respect does not preclude honest differences of opinion; it does preclude attacking a person's motives or integrity in order to be appointed to a position.

**REPORTING ETHICS VIOLATIONS.** When becoming aware of a possible violation of the ICMA Code of Ethics, members are encouraged to report the matter to ICMA. In reporting the matter, members may choose to go on record as the complainant or report the matter on a confidential basis.

**CONFIDENTIALITY.** Members should not discuss or divulge information with anyone about pending or completed ethics cases, except as specifically authorized by the Rules of Procedure for Enforcement of the Code of Ethics.

**SEEKING EMPLOYMENT.** Members should not seek employment for a position having an incumbent administrator who has not resigned or been officially informed that his or her services are to be terminated.

4. Recognize that the chief function of local government at all times is to serve the best interests of all of the people.

## GUIDELINE

**LENGTH OF SERVICE.** A minimum of two years generally is considered necessary in order to render a professional service to the local government. A short tenure should be the exception rather than a recurring experience. However, under special circumstances, it may be in the best interests of the local government and the member to separate in a shorter time. Examples of such circumstances would include refusal of the appointing authority to honor commitments concerning conditions of employment, a vote of no confidence in the member, or severe personal problems. It is the responsibility of an applicant for a position to ascertain conditions of employment. Inadequately determining terms of employment prior to arrival does not justify premature termination.

5. Submit policy proposals to elected officials; provide them with facts and advice on matters of policy as a basis for making decisions and setting community goals; and uphold and implement local government policies adopted by elected officials.

## GUIDELINE

**CONFLICTING ROLES.** Members who serve multiple roles—working as both city attorney and city manager for the same community, for example—should avoid participating in matters that create the appearance of a conflict of interest. They should disclose the potential conflict to the governing body so that other opinions may be solicited.

6. Recognize that elected representatives of the people are entitled to the credit for the establishment of local government policies; responsibility for policy execution rests with the members.
7. Refrain from all political activities which undermine public confidence in professional administrators. Refrain from participation in the election of the members of the employing legislative body.

## GUIDELINES

**ELECTIONS OF THE GOVERNING BODY.** Members should maintain a reputation for serving equally and impartially all members of the governing body of the local government they serve, regardless of party. To this end, they should not engage in active participation in the election campaign on behalf of or in opposition to candidates for the governing body.

**ELECTIONS OF ELECTED EXECUTIVES.** Members should not engage in the election campaign of any candidate for mayor or elected county executive.

**RUNNING FOR OFFICE.** Members shall not run for elected office or become involved in political activities related to running for elected office. They shall not seek political endorsements, financial contributions or engage in other campaign activities.

**ELECTIONS.** Members share with their fellow citizens the right and responsibility to vote and to voice their opinion on public issues. However, in order not to impair their effectiveness on behalf of the local governments they serve, they shall not participate in political activities to support the candidacy of individuals running for any city, county, special district, school, state or federal offices. Specifically, they shall not endorse candidates, make financial contributions, sign or circulate petitions, or participate in fundraising activities for individuals seeking or holding elected office.

**ELECTIONS IN THE COUNCIL-MANAGER PLAN.** Members may assist in preparing and presenting materials that explain the council-manager form of government to the public prior to an election on the use of the plan. If assistance is required by another community, members may respond. All activities regarding ballot issues should be conducted within local regulations and in a professional manner.

**PRESENTATION OF ISSUES.** Members may assist the governing body in presenting issues involved in referenda such as bond issues, annexations, and similar matters.

8. Make it a duty continually to improve the member's professional ability and to develop the competence of associates in the use of management techniques.

#### **GUIDELINES**

**SELF-ASSESSMENT.** Each member should assess his or her professional skills and abilities on a periodic basis.

**PROFESSIONAL DEVELOPMENT.** Each member should commit at least 40 hours per year to professional development activities that are based on the practices identified by the members of ICMA.

9. Keep the community informed on local government affairs; encourage communication between the citizens and all local government officers; emphasize friendly and courteous service to the public; and seek to improve the quality and image of public service.
10. Resist any encroachment on professional responsibilities, believing the member should be free to carry out official policies without interference, and handle each problem without discrimination on the basis of principle and justice.

#### **GUIDELINE**

**INFORMATION SHARING.** The member should openly share information with the governing body while diligently carrying out the member's responsibilities as set forth in the charter or enabling legislation.

11. Handle all matters of personnel on the basis of merit so that fairness and impartiality govern a member's decisions, pertaining to appointments, pay adjustments, promotions, and discipline.

#### **GUIDELINE**

**EQUAL OPPORTUNITY.** All decisions pertaining to appointments, pay adjustments, promotions, and discipline should prohibit discrimination because of race, color, religion, sex, national origin, sexual orientation, political affiliation, disability, age, or marital status. It should be the members' personal and professional responsibility to actively recruit and hire a diverse staff throughout their organizations.

12. Seek no favor; believe that personal aggrandizement or profit secured by confidential information or by misuse of public time is dishonest.

#### **GUIDELINES**

**GIFTS.** Members should not directly or indirectly solicit any gift or accept or receive any gift—whether it be money, services, loan, travel, entertainment, hospitality, promise, or any other

form—under the following circumstances: (1) it could be reasonably inferred or expected that the gift was intended to influence them in the performance of their official duties; or (2) the gift was intended to serve as a reward for any official action on their part.

It is important that the prohibition of unsolicited gifts be limited to circumstances related to improper influence. In de minimus situations, such as meal checks, some modest maximum dollar value should be determined by the member as a guideline. The guideline is not intended to isolate members from normal social practices where gifts among friends, associates, and relatives are appropriate for certain occasions.

**INVESTMENTS IN CONFLICT WITH OFFICIAL DUTIES.** Member should not invest or hold any investment, directly or indirectly, in any financial business, commercial, or other private transaction that creates a conflict with their official duties.

In the case of real estate, the potential use of confidential information and knowledge to further a member's personal interest requires special consideration. This guideline recognizes that members' official actions and decisions can be influenced if there is a conflict with personal investments. Purchases and sales which might be interpreted as speculation for quick profit ought to be avoided (see the guideline on "Confidential Information").

Because personal investments may prejudice or may appear to influence official actions and decisions, members may, in concert with their governing body, provide for disclosure of such investments prior to accepting their position as local government administrator or prior to any official action by the governing body that may affect such investments.

**PERSONAL RELATIONSHIPS.** Member should disclose any personal relationship to the governing body in any instance where there could be the appearance of a conflict of interest. For example, if the manager's spouse works for a developer doing business with the local government, that fact should be disclosed.

**CONFIDENTIAL INFORMATION.** Members should not disclose to others, or use to further their personal interest, confidential information acquired by them in the course of their official duties.

**PRIVATE EMPLOYMENT.** Members should not engage in, solicit, negotiate for, or promise to accept private employment, nor should they render services for private interests or conduct a private business when such employment, service, or business creates a conflict with or impairs the proper discharge of their official duties.

Teaching, lecturing, writing, or consulting are typical activities that may not involve conflict of interest, or impair the proper discharge of their official duties. Prior notification of the appointing authority is appropriate in all cases of outside employment.

**REPRESENTATION.** Members should not represent any outside interest before any agency, whether public or private, except with the authorization of or at the direction of the appointing authority they serve.

**ENDORSEMENTS.** Members should not endorse commercial products or services by agreeing to use their photograph, endorsement, or quotation in paid or other commercial advertisements, whether or not for compensation. Members may, however, agree to endorse the following, provided they do not receive any compensation: (1) books or other publications; (2) professional development or educational services provided by nonprofit membership organizations or recognized educational institutions; (3) products and/or services in which the local government has a direct economic interest.

Members' observations, opinions, and analyses of commercial products used or tested by their local governments are appropriate and useful to the profession when included as part of professional articles and reports.