

ICMA Executive Director's Report

October 2007

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

As of August 2007 ICMA had 8,818 members, including 8,464 in the U.S. and 354 internationally. Of the total membership, 6,242 worked for local government ("in service") and 106 were "in transition"; 1,203 new members joined in FY 2007; 771 members dropped voluntarily or were suspended for nonpayment of dues during this time period.

MEMBER RECRUITMENT AND RETENTION

- Achieved a 96.3% retention rate of U.S. in-service members, with an overall U.S. retention rate of 88.6%.
- Supported the Executive Board, Range Riders, senior advisors, and staff in efforts to recruit and retain members by providing membership data and information.
- Supported incentive pilots with state associations in California, New Hampshire, and North Carolina; tested several approaches to recruiting new affiliate members, the most successful of which was an offer of complimentary membership to a nonmember young professional in each Center for Performance Measurement jurisdiction.
- Based on market research, targeted three areas for development of new member benefits in FY 2008: (1) a knowledge platform that enhances the existing e-library, (2) a variety of online forums to provide networking and information exchanges for different segments, and (3) enhanced career resources, particularly focused on giving the next generation members career advice and assistance. The goal of reengineering was to provide offerings attractive to young professionals and students while still providing benefits that are valued by the rest of ICMA's membership.

ADVOCACY

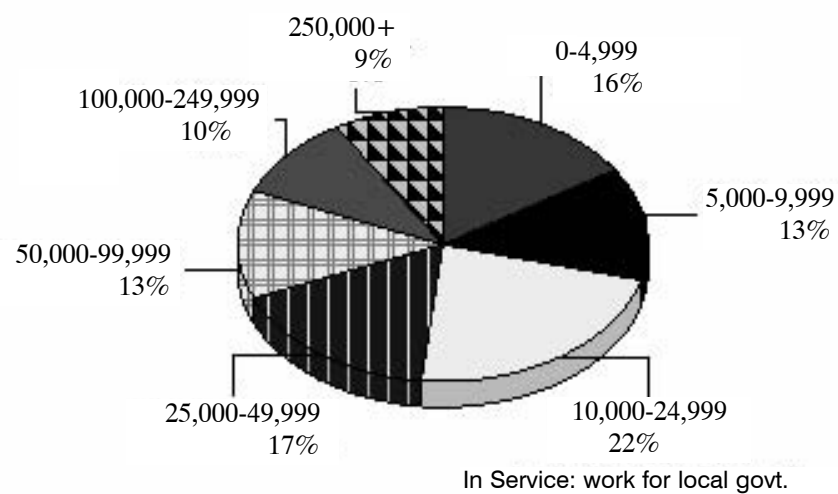
Communications/Public Information

- Documented nearly 11.8 million print and 63.8 million online media impressions containing references to ICMA for FY 2007 compared with 3.3 million and 55.3 million respectively for FY 2006.
- Used available information and statistics to respond in a timely manner to more than 71 media inquiries (compared with 60 in FY 2006) on form of government and the council-manager plan, professionalism and appointed local government managers, employee compensation, public safety, and general management issues.
- Used information collected under the direction of the ICMA Task Force on Civics Education to significantly expand the civics education Web site.

Policy Analysis

- Published three policy "white papers" — one on telecommunications and two on emergency management; coordinated with the "Big 7" organizations and identified sustainability as the long-term issue for the next white paper.

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



- Promoted a networked approach to emergency management at the Restoration 2007 Conference in New Orleans, in proposals, presentations, and articles.
- Advocated changes in emergency management systems and practices through the National Homeland Security Consortium and in collaboration with the National League of Cities, the National Association of Counties, and the National Emergency Management Association.
- Supported two members attending the National Academy of Public Administration (NAPA) Intergovernmental Forum on Transportation Finance, and one member attending the National Surface Transportation Policy and Revenue Study Commission.

Form of Government

- Increased the number of contributors to the Fund from 563 in calendar 2005 to 587 in 2006; dollar contributions increased from \$93,620 in FY 2006 to \$127,076 in FY 2007 (the corpus is \$1.23 million).
- Provided financial contributions to four communities that successfully adopted or retained the form of government and to three communities where efforts to adopt the form were unsuccessful.
- Provided tailored assistance to communities seeking to adopt or retain council-manager government by providing literature, advice, and other resources.

PROFESSIONAL DEVELOPMENT

Conferences

- Planned and implemented the annual conference in San Antonio/Bexar County, which received an overall rating of "very good" or "excellent" by 88% of evaluation survey respondents.
- Exceeded revenue goals by 3%, in part because of strong attendance (total attendance, the third highest in ICMA history, was 3,865; paid member attendance was 2,115).

- Received ratings of "very satisfying" or "extremely satisfying" for participation in the exhibit hall by 60% of respondents to the exhibitor evaluation survey (97% when those responding "somewhat satisfying" are included).
- Sponsored Restoration 2007, a national conference on restoring communities after a disaster, in New Orleans, LA; attracted 300 registrants from across the nation, including the Gulf Coast states.

Member Development

ICMA University: Credentialing

- Granted the ICMA Credential or Candidate status to 67 additional members, for a total of 1,020; achieved a renewal rate of 93%.
- Achieved a satisfaction rating of 77%, according to a survey completed by 487 credentialing program participants.
- Launched the Legacy Leaders program to recognize credentialed managers who coach and recruit young professionals.
- Engaged a group of members to help revise the Applied Knowledge Assessment (to be beta tested and finalized during the first half of FY 2008).

Next Generation Programs

- Welcomed 24 new participants into Leadership ICMA, for a total of 38 (Leadership ICMA is a highly competitive program to attract the best and brightest of the next generation and help them develop strong leadership skills).
- Enrolled 64 new participants in the Emerging Leaders Development Program, which is for managers new to the profession, those entering from other fields, and those without an MPA degree.
- Solicited 13 local governments to host 15 Local Government Management Fellowship Program (LGMFP) fellows beginning in late summer-early fall 2007.

Page 2, Executive Director's Report

- Solicited sponsorship by ICMA Corporate Partner Travelers to underwrite a next generation dinner in conjunction with the annual conference and to provide a preconference risk management "boot camp" and social activity for the LGMFP fellows and conference scholarship recipients.

- Successfully recruited a host government for the 2007 Local Government Management Internship Program, in partnership with Wittenberg University; nine undergraduates participated in the nine-week internship in Eau Claire County and Chippewa Falls, WI.

- Developed a student forum for the 2006 annual conference on "Breaking into Local Government," featuring early-career, mid-career, and retired panelists.

- Funded five Young Professional and five Workplace Diversity scholarship recipients to attend the annual conference.

- Coordinated with NASPAA to conduct a survey of more than 400 local government managers, revealing high satisfaction with recent MPA and MPP graduates.

- Redesigned and added material to ICMA's Next Generation Web site, including the revised *Job Hunting Handbook*, case studies provided by Cal-ICMA, and testimonials from next generation members.

Training and Professional Development

ICMA University: Courses and Workshops

- Continued to enjoy healthy sales of the training products (leader's guide and participant's handbook) that accompany ICMA's best-selling *Effective Supervisory Practices*.

- Offered 31 ICMA University workshops at the annual conference; partnered with state associations or affiliates to offer an additional 16 workshops.

- Offered workshops to a total of 181 paid participants at four Regional Summits, each of which included the ICMA University workshop "Sustainability as Legacy: Leaving a Legacy of Public Service" led by Bob O'Neill and Felicia Logan.

- Maintained an evaluation average of 4.3 on 5.0 scale for workshops and covered all direct costs.

ICMA University: Leading Practices

- Developed new partners in professional development and offered nonmembers the opportunity to experience ICMA professional development through four Leading Practices Conferences with a total of 150 paid registrants.

Local Government Training

- Conducted fee-based programs on ethics for nine local governments; one regional workshop for an ethics consortium; two ICMA University workshops ("Building an Ethical Culture") at the annual conference; one ICMA University workshop for the Indiana Municipal Management Institute; and training for the Kansas Association of Counties, the New England Institute, and one nonprofit association.

MEMBERSHIP

Member Participation and Recognition

- Offered online voting for ICMA elections for the first time; 92% of those voting chose to vote online.

- Received expressions of interest from 105 members to serve on member committees, including Conference Planning, Conference Evaluation, International, Governmental Affairs and Policy, and Awards Evaluation Panel.

- Conferred 4 professional and 13 program excellence awards; recognized recipients at the annual conference and in a special insert in *Public Management* magazine.

- Solicited 157 eligible nominations for the 2007 annual awards program.

Member Support

Range Riders

- Ended the year with 82 Range Riders in 22 states, an increase of six Range Riders and one new state program (Wisconsin).

- Range Riders reviewed the member-in-transition packet and contacted a selected sample of former MITs to determine the usefulness of the packet and to gather suggestions for modifications.

- Updated the Range Rider Program Guidelines and Manual to more clearly state qualifications and expectations of Range Riders; created a model state association Range Rider Program policy.

- Provided suggestions to the Canadian Association of Municipal Administrators for creation of a program similar to the ICMA Range Rider Program.

Member Operations

- Received 11,050 e-mail messages to membership@icma.org and responded to 98.2% within 24 hours.

- Provided complimentary benefits to 109 members in transition (MITs), contacted them periodically to offer support, and assisted state associations with their support programs by maintaining and updating a clearinghouse of state MIT activities.

- Presented service awards to 1,055 members and gave special recognition at the annual conference to four 40-year recipients.

- Encouraged networking by maintaining current contact information that includes members' education and employment histories; collected information on reasons for joining.

JobCenter

- Increased traffic to the JobCenter by more than 70% over FY 2006; increased the number of local government organizations and executive recruitment firms that advertised by 35%; and increased revenue 38%.

- Added the updated *Job Hunting Handbook*; *Surviving the Politics of Public Administration: A Toolkit for Assistants*; *Career Resources from ICMA & Tips for Looking for Resources on the Web*; and *Your First Five Years in Local Government: Getting Started*.

Ethics

- Issued six public censures, two public censures with membership bars, one membership bar, and eight private censures; closed seven cases.

- Assisted 11 fact-finding committees in Illinois, California, Pennsylvania (2), North Carolina, Kansas, Missouri, Oklahoma, and Texas (3).

- Made ethics presentations at seven state association professional development seminars, one graduate school class, one university class, one professional association meeting, one international conference, and the ICMA annual conference.

- Responded to 148 ethics inquiries; publicized ethics issues in 11 issues of *PM* magazine, and published the results of 103 cases involving allegations of unethical conduct by members in the *ICMA Newsletter*.

Relationship Management

State Liaison

- Maintained communications, support, and deployment of 11 Senior Advisors representing ICMA in nine states.

- Held four Regional Summits, repeating the FY 2006 successes in the Northeast, Midwest, and Southeast regions and adding a combined Mountain Plains/West Coast Summit in FY 2007. Current and past state leaders engaged in a conversation with the executive director, supplemented by content sessions.

- Provided ICMA representation (by state liaison, executive director, vice presidents, and/or ICMA president) at meetings of 88.3% of state associations; 43 associations met during the year and an ICMA representative was present at 38 of them.

- Provided ICMA programs at meetings of 46% of state associations (including ethics training, ICMA University workshops, senior executive workshops, or sessions presented by the executive director, vice presidents, or ICMA staff).

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

- Prepared and distributed four issues of *StateSide* for state association leadership.

Affiliate Relationships

- Maintained liaison with the leadership of the International Hispanic Network (IHN); provided information for the IHN Web site and e-news mailings to members; and participated in IHN board conference calls.

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

- Supported the work of the Task Force on Governance appointed by ICMA President Bill Buchanan and chaired by Past President Tom Lundy.

- Published and delivered six issues of the National Association of County Administrators (NACA) newsletter (the *Journal of County Administration*); provided secretariat services for the association.

- Worked with the Japan Local Government Center to identify an ICMA member to participate in the 2007 Council of Local Authorities for International Relations (CLAIR) Fellowship Exchange Program study tour to Japan.

Customer Contact Center

- Handled 8,800 phone calls and 12,200 e-mails; processed 109,078 "bounced" e-mails; implemented intelligent routing of e-mails and automated responses.

- Answered 98% of e-mails within 24 hours; answered 95% of incoming phone calls within 20 seconds; and added a new goal to transfer no more than 20% of incoming calls to staff outside the Contact Center for handling (transfer rate as of June 2007 was 33%).

- Deployed an automatic customer service survey to all members who call the Customer Contact Center and achieved a rating of 3.7 on a 4.0 scale.

- Implemented a comprehensive set of monitoring and reporting tools for scheduling, forecasting, and tracking all customer contacts; upgraded other reporting tools.

Member Communications

- Published a special issue in July 2006: "Classic *PM*—An Introspective Look Through the Years at Council-Manager Government."
- Increased member engagement in the magazine: 53 members were authors in FY 2007, compared with 40 in FY 2006 and 36 in FY 2005; two new members joined the 17-member *PM* Advisory Committee.
- Tracked the number of visits to *PM*'s Web site: 34,829; this number will be used as a baseline for future tracking.
- Increased by 24% the number of members who choose to receive the *ICMA Newsletter* in electronic format only: 2,267 in FY 2006 and 2,800 in FY 2007.
- Rolled out a redesign in October to conform with the new brand.
- Published 53 issues of *Management InSite* for all members; transitioned in June to a new biweekly publication, *Local Government Matters*, for all members, prospective members, customers, and other ICMA stakeholders.

RESEARCH AND INFORMATION

Publishing

- Published new editions of *A Budgeting Guide for Local Government (2nd edition)* and an accompanying study guide; *Managing Local Government Services* (formerly *Managing Small Cities and Counties*); and *The Ethics Edge (2nd edition)*.
- Published *The Municipal Year Book 2007*.
- Published six IQ Reports and increased single-copy sales through e-mail marketing promotions.
- Convened the Advisory Board on Graduate Education, which meets with a group of professors from NASPAA and advises on matters relating to curriculum and text content.
- Introduced use of an electronic survey for obtaining purchaser feedback; results continue to corroborate that purchasers value the relevance, quality, comprehensiveness, and usefulness of ICMA books.
- Pilot tested an audio conference, the content of which is intended to bridge the information needs of ICMA Press and ICMA University target audiences; participation met expectations, and reviews were favorable.
- Began updating the appearance of the ICMA "green books" to incorporate feedback received from professors and students that the books look dated and to position the "green books" in line with ICMA's brand.

Research and Services

- Conducted ICMA-funded surveys of police and fire personnel expenditures and municipal form of government.
- Conducted externally funded surveys on health care benefits for local government employees, active living, service delivery, and centralized customer service systems, as well as several small surveys for Results Networks.
- As a partner with Arizona State University and the Innovation Groups in the Alliance for Innovation, assembled a team to focus on a Knowledge Center that would combine the information resources of ICMA and the Alliance.
- Hired four Arizona State University graduate assistants to support Alliance research needs; appointed a new president.

- Completed peer assistance projects in Walla Walla, WA, and Eugene, OR.

Performance Measurement

Center for Performance Measurement (CPM)

- Continued to provide a rigorous program in performance measurement to 199 local governments (an increase from 160 in FY 2006); continued to expand the base of applied knowledge in performance measurement and service delivery.
- Increased the number of metro-area or statewide performance consortia from 7 in FY 2006 to 12 at the end of FY 2007; conducted training sessions and facilitated numerous meetings for these consortia.
- Published a comparative data report for FY 2005 and a mid-year report for FY 2006 for local governments with an earlier fiscal year end.
- With the assistance of the communications team, launched two new e-newsletters: *Performance Matters* (monthly, circulation 6,376, sent to all ICMA members who have expressed an interest; focus is on use of performance measurement in organizational management) and *Performance Measurement Insider* (monthly, circulation 200, sent to the primary coordinators in each locality participating in CPM; focus is on CPM program details and news).
- Successfully implemented a new ICMA Graduate Intern program in performance measurement, hiring three incoming MPA students and one freshly minted MPA to work one to two years with the CPM staff.
- Provided ICMA University workshops at the annual conference and at two state association meetings.
- Provided assistance to the International Team for projects in Bolivia and Afghanistan.

National Citizen Survey

- Through a partnership with the National Research Center (NRC), continued to provide local governments with access to a high-quality, low-cost National Citizen Survey (NCS) as a means to get feedback from their residents regarding the quality of local government services. Unique to the NCS, this turnkey service also permits comparisons to survey results from nearly 400 communities nationwide; provided the service to 64 cities and counties, up from 44 in FY 2006.

OPERATIONS

Strategic Partnerships

- Received or secured commitments for over \$1.6 million in support of ICMA programs and activities from Corporate Partners.
- Provided three new knowledge resources to the membership through strategic partners: Jim Collins DVD funded by ICMA-RC; *Management Perspective* and healthcare teleconference sponsored by CIGNA.
- Continued the partnership through which ICMA-RC has made an annual commitment of \$500,000 over a three-year period to help expand ICMA's high-quality professional development and continuing education programs.
- Renewed a partnership through which CIGNA provides \$300,000 in support for annual conference events, and secured an additional \$100,000 for phase II of a study of best practices in local government healthcare management.
- Engaged strategic partners in key programmatic areas: Brownfields (AIG Environmental; ICSC, CDM, CH2MHill OMI, ESRI, Red Oak Consulting, a Division of Malcolm Pirnie, Waste Management), healthcare

(CIGNA), pandemic flu (MPRI), emergency management and disaster recovery (GovPartner; EMA, PERI, Fannie Mae), Regional Summits (ICMA-RC), Emerging Leaders and Next Generation (ICMA-RC, Comcast, NEOGOV, Travelers), sustainability (CDM), Restoration (Adjusters International, CDM, International Code Council, Fannie Mae, PBS&J, PERI), 2006 annual conference (EMA, PFM, ICMA-RC, Microsoft, CH2MHill, CIGNA, Red Oak, Uni-Bell, Fannie Mae, TischlerBise), Jim Collins DVD (ICMA-RC).

- Ongoing projects with four foundation partners: Soros Foundation, Robert Wood Johnson Foundation, Bill and Melinda Gates Foundation, and Alfred P. Sloan Foundation.

Infrastructure and Support

Finance

- Obtained an unqualified opinion on the audit of the FY 2006 books and records, with no material findings or control weakness reported.
- Cooperated fully in the ongoing audit of seven cooperative agreements by the Environmental Protection Agency inspector general.

Administrative Services

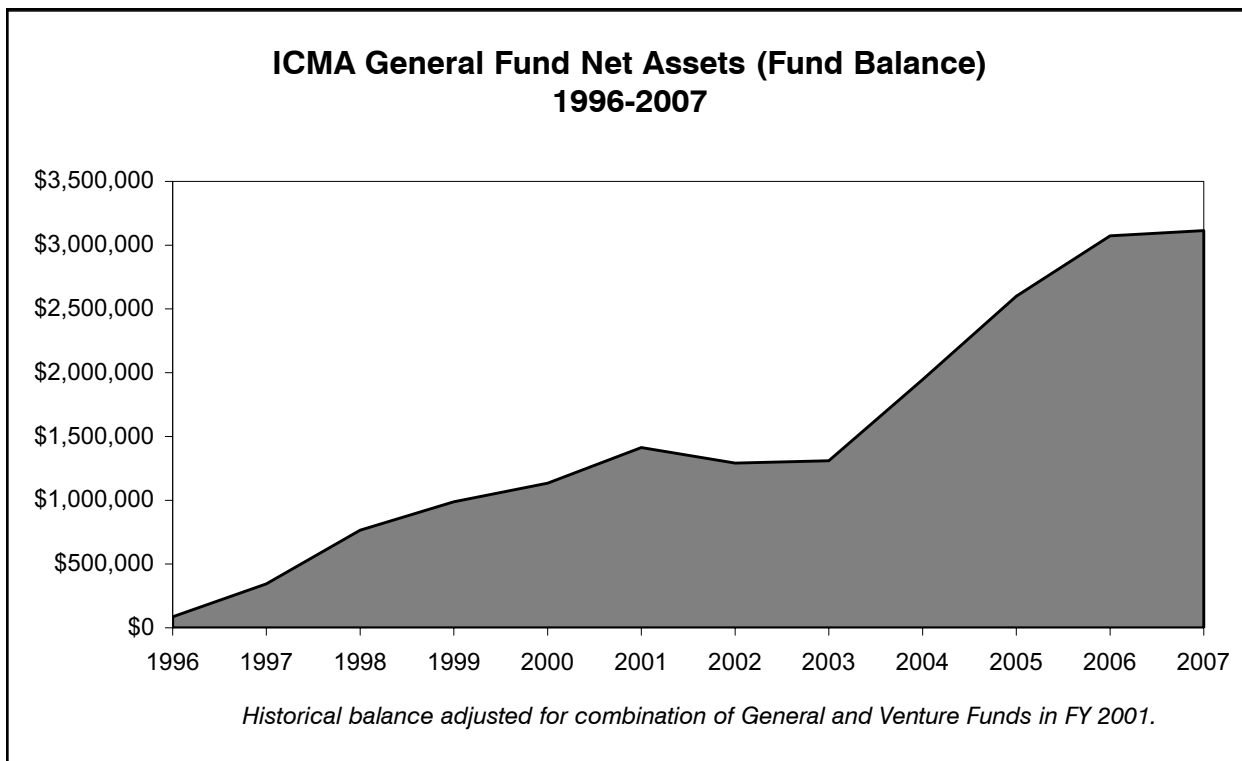
- Produced an overview of real estate options to inform Leadership Team discussions on ICMA's strategic real estate/facilities plan.

Technology

- Outsourced help desk and network support to improve network management and user support.
- Acquired new servers for e-mail, Blackberrys, filesharing, terminal services, performance appraisal system, and network management functions (domain controllers); improved server monitoring, temperature monitoring, and backup systems.
- Installed new uninterruptible power supplies (UPS) to provide a second level of protection beyond the building's UPS.
- Converted listservs to online forums.
- Redesigned the ICMA Web site in partnership with Membership and other teams.
- Upgraded iMIS, ICMA's association management system, and selected ISGweb, an add-on product, to significantly improve functionality when implementation is complete in FY 2008; implementation will include an online membership application process.

Marketing and Market Research

- Launched a brand strategy with new brand architecture (ICMA Press, ICMA University, ICMA Results Networks, and ICMA International) and a new tagline for ICMA: "Leaders at the Core of Better Communities"; rolled out an integrated design including collateral pieces, the Web site, and product design to drive consistency and cohesiveness of brand ICMA. Developed and reinforced key messages for ICMA outreach designed to build brand equity.
- Assessed ICMA's outreach strategies and redesigned approaches to better offer value to target audiences. Launched topic-specific newsletters for professors and instructors and for individuals with high interest in Performance Management. Created *Local Government Matters*, an e-newsletter that provides readers with tools and resources.
- Created comprehensive marketing campaigns for all major ICMA product and service lines, resulting in achievement of revenue goals.



- Surveyed more than 10,000 members and nonmembers to assess familiarity with, and impression of, the ICMA brand.
- Surveyed members and nonmembers to identify which benefits are of most value to members and prospective members. Conducted a follow-up survey of those who identified a knowledge platform that would be the local government equivalent of Google with a quality control component and summaries of content for preview.
- Convened focus groups at the annual conference; conducted market research on specific products and services.

TECHNICAL ASSISTANCE

Domestic Technical Assistance

- Established the National Emergency Management Network (NEMN) as a joint venture with the Public Entity Risk Institute (PERI) and technology partners Emergency Visions and Scanlynx, to provide tools and resources in support of local and regional emergency management networks. Secured a contract with the state of Florida to manage the first statewide use of NEMN, supported by the Florida City and County Management Association (FCCMA).
- In partnership with FCCMA and the Fannie Mae Corporation, demonstrated the networked approach to emergency management by coordinating local government support, staffing, and equipment to the Gulf community of Pascagoula, MS, as part of its Hurricane Katrina recovery activities.
- Provided resources and outreach on the planning and preparedness for pandemic flu.
- Managed the Brownfields 2006 national conference in Boston, which attracted 7,500 registrants from local, state, and federal government, nonprofit and community organizations, and the private sector, all interested in property redevelopment and community revitalization; increased trade show participation to more than 240 booths and increased sponsorship sales to over 40 sponsors.
- Secured and managed a contract from New York State's economic development agency to run a series of workshops on brownfields for local government practitioners.
- Launched ICMA's Sustainable Communities Leadership Initiative, including an online discussion forum for ICMA members to promote and discuss the manager's role in sustainable communities.

- Sponsored a series of activities in partnership with the National Association of Counties and the American Association of School Administrators as part of the Robert Wood Johnson Active Living initiative.
- Provided products and services through the Smart Growth Network (SGN), a nationwide membership network of more than 4,000 organizations and individuals whose mission is to encourage development that serves the economy, community, and environment.
- Conducted a webcast on the link between growth and development and water quality supported by the Environmental Protection Agency (EPA).
- Managed and marketed LGEAN (Local Government Environmental Assistance Network), a multimedia resource for information and tools on environmental management. LGEAN averages 30,000 online user sessions per month, has 4,600 subscribers to its electronic newsletter, and responds to 100 questions and inquiries per month through its toll-free number or online.
- Marketed Environmental Management Systems (EMS) and an EMS webcast in collaboration with the American Public Works Association.
- Managed a study of 3-1-1 and customer service technology in conjunction with the Alfred P. Sloan Foundation. The 18-month study will involve a series of in-depth case studies of local governments that have successfully implemented 3-1-1 systems and a national survey of local government perceptions and uses of 3-1-1.
- Conducted a webcast on Energy Star and financing options for local governments to improve energy management.
- Maintained an ICMA Military Member program for 100 installation management leaders.

International Technical Assistance

- Conducted consulting assistance and training assistance in 13 countries: Afghanistan, Albania, Bulgaria, Croatia, Ethiopia, Guatemala, Indonesia, India, Iraq, Mexico, Russia, Serbia, and Sri Lanka.
- Continued assistance to local governments in eight countries through the CityLinks program including the following projects:
 - Afghanistan:* Improvements in park infrastructure and development, trash collection, and sewer maintenance in selected districts in Kabul.

Afghanistan: Service delivery, infrastructure improvements, and financial management technical assistance to local governments in five provincial capitals.

Albania: Environmental management technical assistance, especially regarding solid waste collection and disposal, in the capital city of Tirana.

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

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

Ethiopia: Assistance to one municipality on local economic development.

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

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

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

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

Russia: Assistance to local governments in the Russian Far East, especially related to local economic development.

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

Guatemala: Performance measurement and management.

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

Sri Lanka: Finance and local service delivery.

India: Financial management, local economic development, service delivery.

Indonesia: Financial management, budgeting.

Iraq: Local service delivery.

CENTER FOR STATE AND LOCAL GOVERNMENT EXCELLENCE

- Launched the new Center for State and Local Government Excellence, created to help state and local governments become knowledgeable and competitive employers so they can attract and retain talented, committed, and well-prepared individuals to public service.
- Board of directors approved the Center's research plan at its first meeting, allowing the Center to recommend that the ICMA Retirement Corporation support funding for two important academic research projects: (1) a study of state and local government retirement plans with Boston College's Center for Retirement Research and (2) research on retiree health care benefits with a team at North Carolina State University.
- Established a Web site to showcase issues related to the wave of baby boom retirements facing state and local governments; published original analysis of public sector employment showing that employees in state and local governments are older and more educated than their private-sector counterparts.