

ICMA Executive Director's Report

September 2005

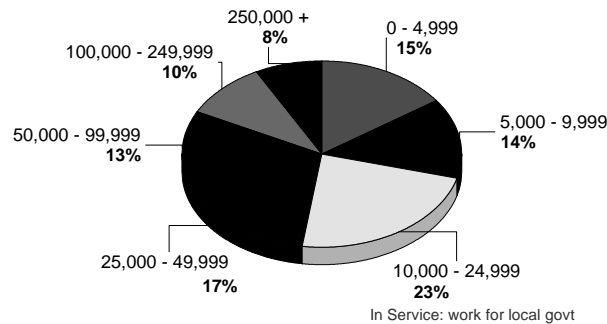
Plan to attend tomorrow's annual business meeting. A booklet with the agenda and background materials is in your registration packet. This insert supplements that booklet.

As of August 2005, ICMA had 8,089 members, including 7,766 U.S. and 323 international members. Of the total membership, 5,549 currently work for local government ("in service") and 114 are "in transition."

Membership

- Increased the retention rate for U.S. in-service members from a 94 percent average for the past two years to 95 percent.
- Negotiated incentive pilots with associations in California, North Carolina, and New Hampshire to encourage membership.
- Implemented the membership recommendations of the ICMA Task Force on Financing ICMA, including a \$175,000 cap on salary-based dues; a revised dues structure for Life Members; an all-electronic \$25 membership for students, interns, and affiliate in-service members enrolled in a full-time academic program; and the reduced .05 percent of salary dues rate for new affiliate members as of the July 2005 dues cycle.
- Achieved passage, by 88 percent of those voting, of constitutional amendments to eliminate the Associate Membership Corporate category and to discontinue the requirement of two endorsement signatures.
- Continued sending new members quarterly e-mails on benefits, Association activities, and the Web site.
- Supported Executive Board members in their commitment to recruit and retain members by providing "drops" lists by state once all other outreach had failed and by supplying lists of members in targeted states; lists of former Board and Range Riders; and lists of recognized communities without a member manager.
- Provided complimentary benefits to 125 members in transition (MITs), contacted them on a periodic basis to offer support, and assisted state associations with their support programs by maintaining a clearinghouse of state activities. Distributed monthly MIT roster to select staff and to the ICMA president to facilitate personal outreach to new MITs.
- Provided career advice and guidance through senior staff and by tapping the talents and experience of 70 Range Riders in 20 states. Added a senior adviser to help coordinate the program.
- Maintained a Partners Program section of the Web site with information on the conference, including an online application for the partners' assistance stipend.
- Provided members-only resources in password-protected areas of the Web site, including the *Who's Who* directories, handouts from annual conference sessions, access to the Local Government Management Discussion List and archive, and career related publications.
- Communicated timely information to more than 6,000 members through ICMA's weekly e-newsletter, Management InSite, with links to news,

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



member services, databases, documents on the Web site, and monthly lists of new members.

- Recruited volunteers for Conference Planning, Conference Evaluation, International, and Governmental Affairs and Policy Committees. Volunteers were also sought for the Awards Evaluation Panel and a task force on civics education programs.
- Encouraged networking by maintaining current contact information on members, including their education and employment histories.
- Converted the e-library to a benefit for members directly employed by local governments and for student members; added 1,425 new documents, including 682 ICMA-authored innovations, and eliminated old and irrelevant documents.
- Continued to offer a Web-based JobCenter featuring services for job seekers and employers, including full search capability of approximately 100 new job listings per month, online job ad data entry for employers, and job-related resources.

Next Generation

- Developed and tested a Next Generation Web site for launch during the Minneapolis conference.
- Doubled participation in the Local Government Management Fellowship (LGMF) Program in FY 2005 over its pilot year. Solicited 12 local governments to host 14 LGMF Fellows beginning in July 2005, plus three pilot-year renewals.
- Marketed the pilot Local Government Management Internship (LGMi) Program in partnership with Springfield, Ohio's Wittenberg University. Solicited Meredith, N.H., as host to 11 LGMi interns, who attended the annual New Hampshire Municipal Management Association meeting in June.
- Coordinated sponsorship by ICMA Corporate Partners St. Paul Travelers and the Public Entity Risk Institute to underwrite travel and housing expenses for the 2004 LGMF Program Fellows to attend ICMA's Best Practices

2005 in Austin. Also negotiated with St. Paul Travelers to provide a risk management "boot camp" for the fellows prior to Best Practices.

- Successfully negotiated with new ICMA Corporate Partner NeoGov to provide software that will serve as the foundation of an online LGMF application tool.
- Joined representatives from all levels of government plus key academic and nonprofit organizations to coordinate ICMA's participation in two student public service fairs: at New York University's Wagner School (November 4) and at the University of Chicago's Gleacher Center (November 19). Each fair attracted roughly 200 students. Workshops on careers in local government conducted at the fairs by ICMA and NFBPA members attracted 15 to 60 students each and were rated highly by participants.
- Coordinated participation by representatives of 28 executive recruitment firms in an inaugural Executive Recruiter Summit at ICMA's San Diego conference; participants exchanged information about shifts in the talent pool and the job market.

Ethics

- Issued five public censures with membership bars and six private censures; closed three cases.
- Assisted six fact-finding committees in California, Delaware, Florida (two), Georgia, and Michigan.
- Made ethics presentations at 10 state association professional development seminars, one conference for local government assistants, one COG meeting, one graduate school session, and two professional association meetings.
- Provided 10 fee-based ethics training programs for San Jose, Calif. (two programs), Richmond, Va. (five programs), Martin County, Fla., Catawba County, N.C., and Hudson, Ohio.
- Responded to 109 ethics inquiries; publicized ethics issues in 11 issues of *Public Management (PM)* magazine, and published four sanctions for unethical member conduct in the *ICMA Newsletter*.

Form of Government

- Conducted a mail solicitation to members for the Fund for Professional Management.
- Increased the number of contributions to the Fund from 465 in calendar 2003 to 507 in 2004. Dollar contributions increased from \$86,519 in FY 2004 to \$88,547 in FY 2005 (the corpus is \$1,014,121).
- Provided financial contributions to Fort Myers, Fla., Cedar Rapids, Iowa, and Topeka, Kans., all of which were successful in adopting the council-manager form of government, and to San Diego's unsuccessful effort to retain council-manager government.
- Provided financial support to the Michigan Civic League to help underwrite the development of local government curriculum for K-12 graders.
- Provided tailored assistance to communities seeking to adopt or retain council-manager government. Sent 165 *Responsive Local Government* packets, 20 *Responsive County Government* packets, and 10 *Citizens' Handbook on Retention of the Council-Manager Plan* to communities interested in council-manager form adoption or retention. Distributed 4,600 copies of "The Council-Manager Form of Government: Answers to Your Questions," and 1,500 copies of "Professional Local/County Government," which discusses the benefits of and process for hiring a manager or administrator. Provided 20 complimentary copies of the National Civic League's eighth edition of the *Model City Charter* to communities considering significant charter revisions.

Performance Management

- Continued to provide a rigorous program in performance measurement for more than 115 local governments and to expand the base of applied knowledge in performance measurement and service delivery. Facilitated the creation of regional performance consortia in the Puget Sound area and in the Chicago region.
- Developed a broad array of options for localities to participate in performance measurement: offerings for small communities (populations under 10,000), a la carte offerings (one or two service areas), free-standing workshops for staff and elected officials, technical assistance (e.g., customized performance reports and training) and peer-to-peer assistance.
- Provided a new ICMA University workshop, "The 'Performance Dividend' of Professional Management: How You Can Demonstrate It Using Performance Measurement," conducted twice at the San Diego conference and at five state association meetings. Provided all-day customized versions of this workshop to 115 employees of Wayne County, N.C., and 75 employees of Fernandina Beach, Fla.
- Through a partnership with the National Research Center, Inc., continued to provide local governments with access to a high-quality, low-cost National Citizen Survey as a means to survey their residents regarding the quality of local government services and compare their results with those from over 350 communities nationwide.

Professional Publications and Information

- Published new editions of four texts: *Management Policies in Local Government Finance*, *The Effective Local Government Manager*, *Human Resource Management in Local Government: An Essential Guide*, and *A Revenue Guide for Local Government*.

- Offered supplemental instructional material for professors — a free PowerPoint presentation that follows the organizational framework of the book — with the purchase of the *Revenue Guide* and *Strategic Planning* texts.

- Published *The Municipal Year Book 2005*, *Information Technology Outsourcing: A Handbook for Government*, nine IQ Reports, four issues of *Ideas in Action*, two InfoPaks (*Doing More With Less* and *Disaster Readiness and Response*), and two Special Data Issues (*E-Government Services: Demand and Supply* and *Intranets in Local Government*).

- Completed new editions of *Effective Supervisory Practices* and *Strategic Planning for Local Government*, published in the first month of FY 2006.

- Conducted surveys of local government practices: Police and Fire Salaries, Homeland Security, and Youth-at-Risk, funded by the National Recreation Association.

- Received funding from the National Association of Area Agencies on Aging to conduct a survey on "The Maturing of America" and from Fannie Mae Corporation to conduct a survey on community development and housing financing.

Training and Professional Development

- Maintained an evaluation average of 4.3 on 5.0 scale for ICMA University workshops and covered all direct costs.
- Offered four successful "state of the art" workshops on wireless technology and succession planning attended by members and potential members in four regions.
- Developed Emerging Leader Programs that will roll out at the Minneapolis conference: (1) an Emerging Leaders Development Program for managers new to the profession and those entering from other professions such as the military or the private sector and those without an MPA degree and (2) Leadership ICMA, which positions participants for early attainment of Credentialed Manager status.
- Continued offering the Management Practices Assessment and the Performance-Based Assessment.
- Granted the ICMA Credential or Candidate status to 122 members, for a total of 853.
- Achieved a renewal rate of 94 percent, with 97 percent of the renewals completed online.
- Continued to offer an online system that enables credentialed managers to track their professional development activities and submit annual updates.
- Staffed seven conference calls and two meetings of the Credentialing Advisory Board, one in San Diego and one in Washington, D.C.
- Modified the sample professional development plan to focus on learning goals instead of trying to anticipate specific activities.
- Approved recommendations from the Credentialing Advisory Board to expand eligibility for credentialing to Corporate members whose primary managerial experience was in the private sector, the military, or in local government departments. Experience accepted by the Credentialing Advisory Board is credited on a two-for-one basis as long as the last three years of work experience are in local government at the senior executive level.

- Planned and implemented annual conference in San Diego and exceeded the goal for total conference attendance by 4 percent; fell short of the goal for paid member attendance by 2 percent. (Total attendance, the fourth highest in ICMA history, was 3,742; paid member attendance was 1,870.)

- Received an overall rating of "very good" or "excellent" from 86 percent of evaluation survey respondents; received ratings of "very satisfying" or "extremely satisfying" from 71 percent of respondents to the exhibitor evaluation survey.

- Broadcast eight Webcasts: three from the San Diego conference, five at other times throughout the year; posted three conference Webcasts on the ICMA Web site for six months following the conference.

Public Policy

- Staffed two meetings of the Governmental Affairs and Policy Committee and continued modest resource allocation to public policy concerns, leveraging the efforts and advocacy resources of the National League of Cities (NLC), National Association of Counties (NACo), U.S. Conference of Mayors (USCM), and other organizations representing local government.
- Restructured the GAPC to include state municipal league and county association directors who are also ICMA members to strengthen GAPC's ties with NLC and NACo and help the committee provide early alerts to the ICMA membership on critical legislative and policy issues.

Technical Assistance

Domestic Programs

- Managed more than 25 grant- and contract-supported research and outreach projects and partnerships that promote, identify, and disseminate effective local government management practices in brownfields and vacant property redevelopment, smart growth, environmental management, public safety, transportation, GIS, and other topics.
- Launched peer assistance projects in four communities: Grandview, Mo. (fire/EMS), Eugene, Ore. (police), Newport, R.I. (military housing), and Miami Valley, Ohio (vacant properties).
- 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.
- Sponsored and managed the technical program for the Brownfields 2004 national conference, which attracted more than 4,200 people from local, state, and federal government, non-profit and community organizations, and the private sector, all interested in property redevelopment and community revitalization. This conference is the premier event in the nation addressing brownfields redevelopment.
- Produced and distributed more than 3,500 CD-ROM toolkits on the subjects of military base reuse, environmental management systems, and urban forestry. Distributed more than 3,000 hard copies of smart growth primers and more than 5,000 additional downloads from the Web sites at icma.org and smartgrowth.org.

- Hosted five Webcasts on energy codes, evidence-based programs, environmental management systems, land conservation funding, and military base reuse, reaching a combined audience of more than 2,100 participants.

- Produced *The GIS Guide for Local Government Officials*, a joint project with ESRI, an ICMA Corporate Partner. The edited volume features chapters written by six local government managers. It will be released at the Minneapolis conference and will be available for sale through both ICMA and ESRI.

- Worked with the U.S. Department of Defense and nongovernmental organizations to produce information for local governments and military installation leaders dealing with issues of land use, encroachment, and sustainability.

- Provided technical assistance support to Walla Walla, Wash., on realignment of a veteran's hospital facility.

- Conducted four technical assistance training workshops on "Measuring Community Policing at the Local Level" in Salisbury, Md, Lynchburg, Va., Carolina Beach, N.C., and Albuquerque, N.M. Provided technical assistance on active living to Kettering, Ohio, Maryland Heights, Mo., La Grande, Ore., Hazel Crest, Ill., Warwick Twp, Pa., Port Ritchie, Fla., Davis, Calif., Amherst, Mass., Lenox, Mass., Surrey, B.C., Canada, and Montville, N.J. Also contributed to a technical assistance report of the Vacant Properties Campaign for Cleveland, Ohio.

- Published two articles, four reports, six case studies, and six newsletters on active living; prepared five newsletters and three fact sheets (both distributed to 450–650 people) for the Smart Growth Network. Responded to approximately 400 inquiries on the Smart Growth Network's information hotline. Moderated Vacant Property Network and Smart Growth Network listservs. Also added 319 new members to the Smart Growth Network.

- Hosted a roundtable for members of the Smart Growth Advisory Group and ICMA's Corporate Partners to discuss public-private collaboration on smart growth and ICMA's members' professional development needs in creating livable communities.

- Conducted environmental management system workshops at the Florida City and County Management Association conference, the Missouri City Management Association conference, and the International Municipal Lawyers Association conference.

- Conducted workshops and training at the San Diego conference on topics including urban forestry, environmental management systems, community policing, and smart growth. Also conducted professional development for the U.S. Army Installation Management Agency in conjunction with the ICMA Best Practices Symposium.

- Maintained an ICMA Military Member program for 100 installation management leaders.

International Programs

- Established as a benchmark for future performance the management of consulting assistance and training programs with 177 local governments in 20 countries that increased the capacity of local government elected officials and management and service delivery staff to plan, budget, administer, and deliver services to, and communicate with, citizens.

- Conducted consulting assistance and training programs in 20 countries: Afghanistan, Bolivia, Bulgaria, Colombia, Croatia, Guatemala, Honduras, Indonesia, India, Iraq, Jamaica, Jordan, Mali, Mexico, Paraguay, Peru, Philippines, South Africa, Sri Lanka, and Thailand.

- Expanded the City Links Program (formerly Resource Cities) to local governments in 11 countries, including the following projects:

Afghanistan: Improvements in infrastructure, trash collection, and sewer maintenance and in selected districts of Kabul.

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

Colombia: Landfill management, solid waste disposal, and recycling consulting assistance.

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

Indonesia: Financial and operational assistance, including development of services to members of local government associations.

Indonesia: Financial management and budgeting assistance to approximately 100 local governments.

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

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

Jordan: Assistance in proper disposal of medical waste by health ministry hospitals in Northern Jordan.

Mali: Development of a plan to manage solid waste and improve operation of a landfill and implement the plan.

Philippines: Assistance in the establishment of an environmental unit within the League of Cities of the Philippines.

South Africa: Assistance to the South African Cities Network (SACN).

South Africa: Training in ethics and development of procedures to reduce opportunities for corruption in local government procurement, housing, human resources, and citizen complaint resolution.

Sri Lanka: Consultant assistance to local governments in the areas of finance and local service delivery.

Thailand: Emergency response and preparedness consulting assistance and training for several Thai cities.

Thailand: Development of a citizen participation manual for distribution at a best practices symposium.

- Conducted consulting assistance and training to local governments, officials, staff, and citizens in nine countries to improve local government performance in the following areas:

Bolivia: Financial management, municipal service delivery, association development, and local economic development.

Guatemala: Performance measurement and management.

Honduras: Identification of successful

practices in decentralization at the local level to assist USAID in development of a decentralization "toolbox" for countries in Latin America.

Iraq: Strategic planning, conflict management, citizen participation, and delivery of services.

Jamaica: Downtown economic development.

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

Paraguay: Development of training in performance measurement for USAID for its use in developing programs.

Peru: Identification of successful practices in decentralization at the local level to assist USAID in development of a decentralization "toolbox" for countries in Latin America.

Sri Lanka: Financial management, budgeting, and local economic development.

- Expanded ICMA International Academy course offerings and number of participants, including 40 attendees at the Introduction to ICMA International Programs, 38 attendees at The Three Rs of Working Internationally and Case Study, and 17 attendees at the ICMA International Academy Workshop.

- Continued development of ICMA Mexico by developing nine affiliate relationships, conducting two training workshops for Mexican local governments, and establishing three professional standards and assessment, training, and recognition programs.

- Registered the Urban Management Centre (UMC), a wholly owned subsidiary of ICMA, with the government of India in preparation for the development of proposals and programs to be funded by foundations, private sector businesses, and other donor organizations.

- Continued development of an annual client assessment process and tools to improve project monitoring and evaluation through establishment of benchmarks for customer satisfaction on the value of ICMA International Technical Assistance products and services (quality, timeliness, and cost). Initial client assessment to be completed not later than the end of calendar year 2005.

New Business Development

Strategic Alliances

- Signed an affiliation agreement with the NACo Financial Services Corporation. Began marketing a debt collection service as the first joint venture and formed a member advisory committee to evaluate future offerings/services.

- 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 through the ICMA University and annual conference.

- Supported the Innovation Groups/ICMA task force in developing a proposal for the creation of a new proposed alliance to identify and share major trends and accelerate the introduction of innovations into the standards of the profession.

Corporate Partner Program

- Generated \$259,728 in gross revenues and \$104,442 in net contributions through annual fees from the Corporate Partnership Program (CPP),

plus additional sponsorship dollars for the San Diego conference, Best Practices 2005, and publications.

- Entered into or renewed partnerships with 38 companies and organizations representing various industries and sectors. Eight new partners joined in FY 2005, while 10 did not renew. The CPP retention rate was 68.5 percent.

- Obtained partner support for publications, articles, focus groups, educational sessions, training, Webcasts, leading practice case studies, proposal development, collaborative work on grants and contracts, and sponsorships for Best Practices, the annual conference, and the national Brownfields conference.

- Entered into a partnership through which CIGNA HealthCare has committed \$300,000, primarily for events at the Minneapolis conference.

- Maintained ICMA's relationship with the GovOffice (GO) Alliance; GO had almost 760 local government customers by the end of FY 2005.

Friends of the Profession

- Received Executive Board approval to develop a Friends of the Profession Program to attract organizations that do not have the resources to become Corporate Partners but that want to support and be affiliated with ICMA.

Relationship Management

- Initiated a program to use retired managers in support of the state liaison, Range Rider, and other member-service programs. Seven senior advisers are in place with written agreements.

- Took steps to create a Contact Center to provide seamless interaction with members and customers. Received valuable assistance from a consultant and staff from ICMA-RC's call center to evaluate how best to organize and staff the center.

- Conducted intensive training of new and existing state liaisons and expanded the training to include Contact Center staff and other interested ICMA staff. Arranged to videotape the sessions as a way to make them available for other staff training and orientation activities.

- Created a toolkit and reporting template to help state liaisons focus on key objectives and to support their efforts to enhance ICMA's relationships with state associations and members.

- Rolled out the Regional Council concept with meetings in three regions (NE, MW, and SE). These sessions included current and past state leadership in a conversation with the executive director, supplemented by content sessions for the attendees.

- Attended more than 90 percent of state association meetings (state liaisons, executive director, vice presidents, and/or ICMA president).

- Provided ICMA programs at nearly 70 percent of state association meetings (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 second 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).

- Coordinated the 2004 International Management Exchange Program involving five

members in exchanges with counterparts in five countries; initiated matching process for 2005 program; and distributed \$5,000 in financial assistance for travel to U.S. participants from ICMA-RC's annual Burkhalter-Dever Award.

- Worked with the Japan Local Government Center to identify an ICMA member to participate in the 2005 CLAIR Fellowship Exchange Program study tour to Japan.

- Continued successful collaboration with NFBPA on several next generation initiatives, including support and promotion of the Local Government Management Fellowship Program and cosponsorship of the Public Policy and International Affairs Program public service expos; continued including NFBPA as a cosponsor and subgrantee for the national Brownfields conference; sent staff liaison to NFBPA board meetings and annual conference; and provided four complimentary registrations to ICMA's annual conference.

- Published and delivered six issues of the NACA newsletter (the *Journal of County Administration*); arranged logistics and staffed three NACA meetings and Idea Exchanges; provided secretariat services, including membership and financial management; and maintained a NACA Web site and listserv.

- Continued ICMA's affiliate relationship with the International Hispanic Network. The IHN, now independently incorporated as a nonprofit organization, hired an executive director in 2004 and conducted a successful conference in Taos, New Mexico, in April 2005. ICMA-RC provides key financial support with a three-year commitment as a founding corporate sponsor. The Annie E. Casey Foundation is funding a survey and reporting effort to identify best practices addressing the needs of Latino populations, specifically leading to improvements in the lives of children and families and improving service levels of local governments (survey results will be presented at the Minneapolis conference).

Foundational Business Operations

Technology

- Facilitated internal staff activities by implementing a new Web-based performance appraisal system, training staff to use Sharepoint for team collaboration, upgrading financial and time report-

ing systems to new software versions, and installing a new travel expense reporting system, currently in testing, to take advantage of new features.

- Continued making incremental improvements to ICMA's Web site, including development of the Next Generation site, online registration for several events, and development of the annual conference Web site.

- Implemented new software to streamline the process of developing and delivering e-mail communications to members and customers.

- Helped improve staff productivity through changes in the budget data entry and reporting processes and through continual replacement of aging computers and laptops with new desktops, laptops, and tablet PCs.

- Began evaluation of alternatives to ICMA's association management software (iMIS).

Marketing and Communications

- Convened four focus groups (academics, managers as faculty, manager-elected officials relationship, distance learning) at the San Diego conference and one at NASPAA's annual conference to inform publishing and marketing decision making.

- Produced and distributed six direct-mail promotions, 28 ICMA Newsletter inserts, and more than 50 "blast" e-mail communications to various audiences.

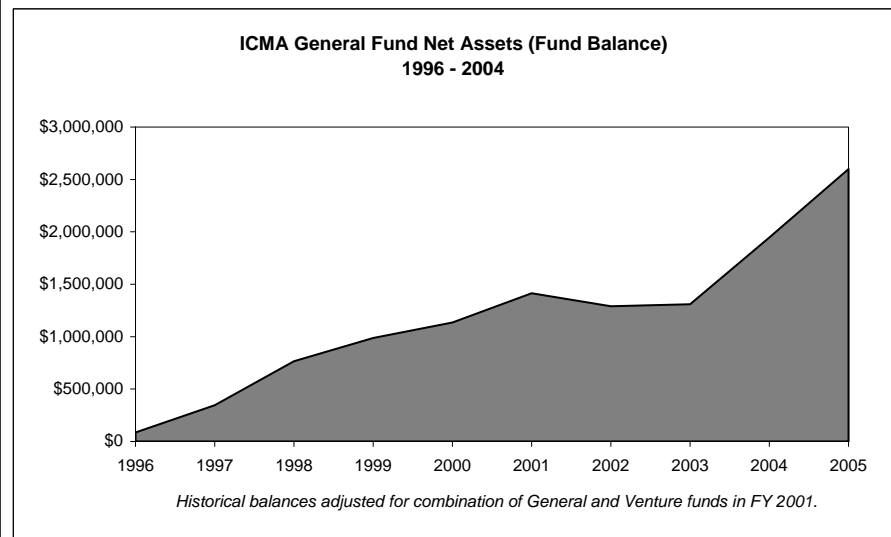
- Exhibited or displayed ICMA products and services at the conferences of 15 organizations.

- Worked with independent consulting firm to conduct an audit of ICMA's brand value and communications strategies; identified a need for and received Executive Board approval to hire a director of brand management to guide staff in developing and implementing an association brand strategy.

New Product/Service Development

- Established processes for reviewing and vetting new product and service ideas; established an "angel fund" and guidelines for how the team will allocate the fund dollars to help seed new ideas.

- Developed processes for soliciting new product ideas from all staff and providing assistance throughout the early stages, including competitive and business analysis, market research, and development of a business plan.



Generated a positive contribution to net assets in the general fund of \$654,185 compared to a budgeted increase of \$100,000.