

## Annual Report

This report is organized by the five objectives in ICMA's Strategic Plan, and it provides highlights of FY2003.

## Advocacy

### Public Awareness Campaign/ Next Generation Strategy

- Distributed 723 public awareness campaign planning tool kits and roughly 7,000 campaign educational brochures.
- Recruited 12 academic institutions to participate in ICMA's Next Generation Research Project survey of undergraduate and graduate students.
- Developed "Preparing the Next Generation: A Guide for Current and Future Local Government Managers" in collaboration with the members of the City Manager's Department of the League of California Cities. This mentoring and development resource will be available free of charge through the Websites of ICMA and the California League.
- Formed a working group of representatives from ICMA, the National Association of Schools of Public Administration and Affairs, the National Forum for Black Public Administrators, and ICMA's Hispanic Network to explore ways in which ICMA can promote careers in professional local government management to students and minorities.

### Form of Government

- Provided tailored assistance to communities seeking to adopt or retain council-manager government. Sent 145 *Responsive Local Government* packets, 39 *Responsive County Government* packets, and 16 *Citizens' Handbook on Retention of the Council-Manager Plan* to communities interested in council-manager form adoption or retention. Distributed 4,100 copies of "The Council-Manager Form of Government: Answers to Your Questions," and 2,200 copies of "Professional Local/County Government," which discusses the benefits of and process for hiring a manager or administrator.

- Provided financial contributions from ICMA's Fund for Professional Management to the following communities to support efforts to adopt or retain the council-manager form of government: Brunswick, Ohio; Catoosa County, Ga.; Corpus Christi, Tex.; Fort Oglethorpe, Ga.; Hartford, Conn.; Marysville, Wash.; Palmer, Mass.; Reading, Pa.; Redmond, Wash.; and Sanford, Fla.
- Sponsored an educational session at the Philadelphia conference on the 8th edition of the National Civic League Model City Charter, which continues to endorse the council-manager form as the preferred form of local government.

### Public Policy

- Created five subcommittees of ICMA's Governmental Affairs and Policy Committee that focus on public safety/homeland security, policy/administration/finance, human and leisure services, planning and community development, and public works to respond more proactively to policy issues as they relate to management.
- Provided feedback to the Department of Homeland Security on emergency response plans and funding received by local governments.
- Monitored policy and standards issues with an impact on local government management and executive decision making and updated members on policy developments.

### Professional Development

#### ICMA University

- Presented four "virtual seminar" Webcasts, reaching an estimated total audience of 1,800 people.
- Developed a Memo of Understanding with the Innovation Groups and offered two satellite casts as partnership activities.
- Prepared an online manual for new trainers and published two online supplements to the revised edition of *Evaluating Financial Condition*, especially for the benefit of small local governments.
- Granted the ICMA Credential or candidate status to 509 members, bringing the total number to 584 and

designed a lapel pin and presented it to Credentialed Managers.

- Developed an online system to enable members to track their professional development activities and submit annual updates.
- Developed a program for the 2002 Annual Conference in Philadelphia; final attendance was 3,468 (the ninth highest).
- Conducted a Best Practices Symposium in Tacoma, Wash., which attracted 275 attendees; offered two ICMA University workshops at the symposium.
- Partnered with 21 state associations to offer 27 ICMA University workshops.
- Published three textbooks: *Managing Fire and Rescue Service* (plus self-study training guide), *The Future of Local Government Administration* (based on the Hansell Symposium), and *Economic Development: Strategies for State and Local Practice*.
- Provided and scored 800 copies of the *Applied Knowledge Assessment (AKA)* and 55 copies of the *Performance-Based Assessment*; provided opportunities for members to complete the AKA as a group at state meetings and other conferences; and continued a partnership with Georgia State University to offer Assessment.

### Ethics

- Issued five public censures (three with membership bars and one with a membership expulsion) and eight private censures and closed five cases; assisted 11 state fact-finding committees.
- Responded to 131 ethics inquiries, publicized ethics issues in 11 issues of *PM* magazine, and published five sanctions on the unethical conduct of members in the *ICMA Newsletter*.
- Made presentations on ethics at eight state association meetings, two associations of local government assistants, the National Forum for Black Public Administrators, and at two graduate school classes. Conducted an ICMA University forum and a brown bag session on ethics at the Philadelphia Conference.

- Provided career advice and guidance through 77 Range Riders in 22 states and updated the Range Rider program manual.

- Held the 2003 Hispanic Network Conference in Phoenix/Maricopa County, Ariz., April 2–5, 2003: *Communities Without Borders, Cooperation and Collaboration in Local Government* attracted 140 participants.

- Screened, edited, and updated more than 5,000 local government documents in the ICMA e-library, available 24/7 to any ICMA member currently employed directly by local government. Also updated the e-library to include all *PM* cover story and feature articles since 1990, totaling more than 660 articles.

- Created an online format for *Public Management (PM)* Magazine beginning with the January/February 2003 issue.

- Communicated with almost 6,000 members through the weekly *Management InSite* e-newsletter and through periodic emails from the executive director.

- Offered members the opportunity to update their contact information online. The first promotion of this new service generated updates from more than 1,400 members.

- Executive board or staff liaisons represented ICMA at meetings of 98 percent of state associations, including attendance by Bob O'Neill at 14 state meetings. Worked with the managers' and assistants' groups in California to create a new model for the ICMA affiliate in California, called Cal-ICMA.

- Conducted an online survey to international members about service preferences and solicited feedback from ICMA's affiliated international organizations on how to work together more effectively.

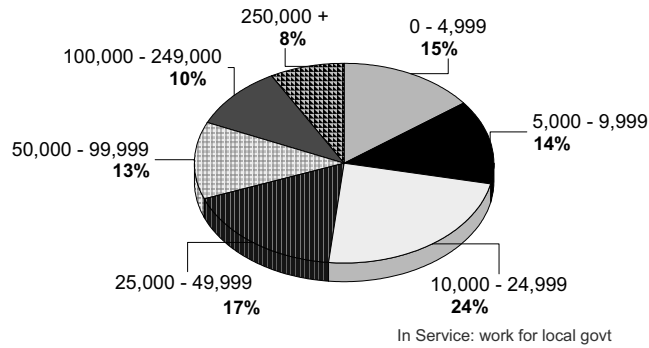
- Encouraged public administration professors to contact ICMA for classroom speakers. Continued to promote student membership and conference participation via professors and discussion groups of affiliate groups. Conducted Member-Get-A-Member campaign to attract early career professionals.

- Conducted telemarketing survey of nonmembers and former members. Responses are being tabulated from the 242 nonmembers and 30 former members who were contacted.

- Presented 675 service awards and 25 professional and program excellence awards at the Philadelphia conference.

- Enhanced board member engagement in member connection activities through contacts with members in transition, newly credentialed managers, and state presidents, as well as through tailored reports on board meeting highlights that were forwarded to state presidents.

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



- Provided support to task forces on employment agreements, international affiliations, and e-governance.

- Established 2003–2004 Task Force on Financing ICMA to assess the role of each revenue source, particularly member dues, and to recommend a long-term revenue policy.

- Mailed a customer service survey to a random sampling of members on the January and July 2003 renewal cycles. Members gave ICMA's customer service an 85.7 percent rating as excellent or good in January and an 89.4 percent rating in July.

- Managed the peer-to-peer learning and exchange activities of the Geographic Information Systems Consortia, the Smart Growth advisory group, and Vacant Properties Management and Redevelopment network.

## Research and Information

### Information Clearinghouse

- Continued the InQuery (IQ) subscription package for local governments; answered approximately 550 telephone and e-mail inquiries.

- Monitored and facilitated ICMA's management discussion group, which is available to ICMA members; the discussion group averaged approximately 450 participants per month.

- Conducted seven surveys of local government practices: City Personnel and Salaries; County Personnel and Salaries; Police and Fire Salaries; Alternative Service Delivery; Health Care for Local Government Employees; Reinventing Government; and County Form of Government; as a subcontractor to PTI, conducted a national survey on local government use of GIS, funded by the U.S. Department of the Interior; disseminated survey findings through publications and the ICMA Web site.

- Offered survey data through the online bookstore on a national and a regional basis in downloadable Excel

files; offered salary data in Excel files for select local government position to test the market.

- Published two Special Reports: *Evaluating Financial Condition* (4th edition) with a new online supplement, *The IndiKit: The Municipal Financial Indicators Evaluation Kit*; and *Homeland Security: Best Practices for Local Government*; published regular IQ Reports, Clearinghouse Reports, and subscriptions.

- Continued to provide a rigorous program in comparative performance measurement for approximately 130 cities and counties through the Center for Performance Measurement; provided onsite training, custom data-collection templates, data cleaning and verification, personalized staff assistance, a private Web site, and numerous mechanisms for identifying effective management practices.

- Published *Comparative Performance Measurement: FY 2001 Data Report* and the 2nd edition of *What Works: Management Applications of Performance Measurement in Local Government*.

- Conducted the 4th annual CPM Forum in Tacoma, Washington, provided conducted customized workshops for several CPM communities in British Columbia, and trained a small delegation of individuals representing the Association of Mexican Municipalities.

- Secured contracts through a partnership with the National Research Center, Inc. to provide citizen surveys to 19 local governments; four of the 19 were returning for a second survey.

### Domestic Programs

- Managed more than 60 grant-funded research and outreach projects designed to support local government management and best practices in brownfields and vacant property redevelopment, smart growth, water resource management, public health and safety, transportation, environmental justice, technology management, and other topics.

- Sponsored or organized 99 regional and national workshops, conferences, sessions, and peer matches, attracting more than 7,000 participants from local, state, and federal government, the private sector, and community organizations for professional development, information exchange and dissemination, training, and technical assistance.
- Published and distributed 73 publications, including brochures, newsletters, magazines, reports, surveys, articles, fact sheets, and white papers in support of local government management and best and leading practices.
- Developed and managed 23 Internet-based activities or products, including Web sites, Web templates, Webcasts, discussion groups, electronic newsletters, and brochures. Developed new Web sites on brownfields and the national brownfields conference and Webcasts on mold and indoor air quality.
- Managed LGEAN (Local Government Environmental Assistance Network), a multimedia resource for information and tools on environmental management. LGEAN averages 12,000 online user sessions per month and 3,700 subscribers to its electronic newsletter; responds to 60 questions and inquiries per month through its toll-free number or online.
- Sponsored a Webcast on GIS and GASB 34 and local government operations and a Pocket P-City Pilot Project in partnership with ESRI and Hewlett Packard; staffed the ICMA GIS Consortium; and published a series of articles and papers on technology management.
- Secured new funding from the Public Safety Foundation of America, National Oceanic and Atmospheric Administration, and National Aeronautics and Space Administration.

## International Municipal Programs

### Resource Cities

- Bulgaria: Developed solutions to priority urban management issues through cooperation of 11 U.S. and Bulgarian cities under Phase III of Resource Cities and initiated Phase IV focusing on training for economic development officials in 14 municipalities.
- Mongolia: Concluded the Resource Cities partnership between Ulaanbaatar, Mongolia, and Bakersfield, California, with Best Practices Symposium.
- Serbia: Concluded Serbian program involving partner cities from Hungary, Romania, and Bulgaria as well as Columbus, Cincinnati, Akron, and Springfield, Ohio.

- Thailand: Concluded the Rayong-Portland, Oregon, partnership with a symposium focused on the priority areas of finance and budget and environmental management.
- Zimbabwe: Provided technical assistance by the National Forum for Black Public Administrators to the Urban Councils Association of Zimbabwe to develop an institute similar to the ICMA University.
- India: Started three new Resource Cities partnerships.
- Indonesia: Continued 10 Resource Cities partnerships focused on improving management, increasing citizen participation, and enhancing economic development.

### CityLinks Partnership Project (Follow-on project to Resource Cities)

- Received USAID award for the CityLinks Partnership Project to address issues of urban development and local governance. Three projects are underway: medical waste management in Jordan, solid waste management in Mali, and a replication of best practices project in Thailand.

### Asia

- India: Continued support to 11 new state-city manager associations.
- Indonesia: Trained and assisted 18 local governments in budget and service delivery and provided training to 71 consultants and 162 local government staff to serve as trainers for other staff.
- Thailand: Delivered training of trainers seminar for new municipal certificate program following agreement between ICMA University and King Prajadhipok Institute.
  - Vietnam: Conducted assessment on privatization of solid waste management services in Ho Chi Minh City.
  - Sri Lanka: Conducted a feasibility study on the development of a national-level association of local government associations.

### Europe/Eurasia

- Kazakhstan: Trained more than 2,000 local government officials, created four community councils for economic development, and developed a local government internship program for students from the School of Public Administration in Almaty.
- Montenegro: Promulgated a new legal framework for fiscal and democratic decentralization and devolution of authority and resources.

## Africa

- Nigeria: Provided 15 state and municipal government officials from Benue state with economic development training.
- Zambia: Worked with two cities to build consensus for the development of a community vision and strategic plan.
- Uganda: Trained participants from seven districts in Uganda on tools for effective strategic planning implementation.

## Latin America

- Bolivia: Continued project Enlared Municipal, a portal designed to disseminate information resources and tools that promote transparent and effective local governments.
- Mexico: Designed a certification program for chief financial officers with the Mexican Institute for Technical Development (Treasury).

## Middle East

- Iraq: Assisted Research Triangle Institute in local government capacity-building program. To date, seven U.S. city managers, former city managers, and public works directors work under ICMA auspices as a part of this effort.

## Operations

- Generated a contribution to net assets in the general fund of \$18,085 compared to a budgeted loss of (\$195,000). The Annual Business Meeting materials in your registration packet provide more detailed information on FY2003 financial results.

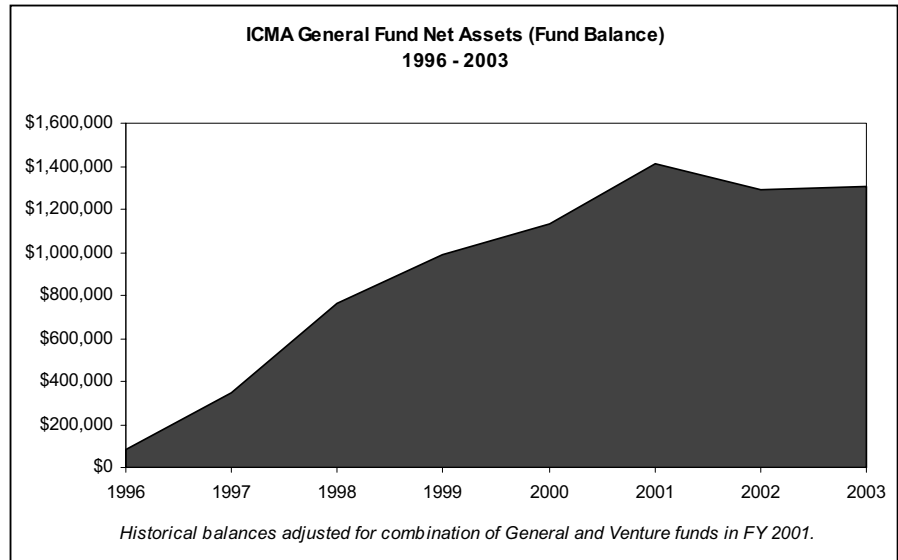
## Technology

- Restructured Web site data systems and launched a new, redesigned site. The new system gives ICMA many new ways to organize and publish information.
- Installed new Web servers to improve responsiveness and reduce the possibility of downtime. Added a second Internet connection to improve connection speeds to our Web sites and to prevent downtime caused by Internet service problems. Installed a new, redundant firewall to improve security.
- Implemented fundraising module to manage the Fund for Professional Management contributions.
- Built a tool for ICMA Credentialed Managers to track their professional development activities and renew their credential online.
- Created an online form to enable members to update parts of their *Who's Who* membership directory records.

- Launched a new staff help desk system to improve computer support and provide data to guide future hardware and software decisions and identify training needs.
- Built a new system to enable publication of e-newsletters that deliver content in topic areas that members and customers select.

### Marketing

- Retained a consultant to conduct a marketing audit and provide staff with suggestions and direction for marketing of ICMA publications and training materials to maximize revenue.
- Pursued volume sales of publications, including a prepublication sale of 2,000 copies of *Managing Fire and Rescue Services* to a fire training association that reaches a different audience than ICMA.
- Continued promotion of the enhanced online bookstore and its capability to provide documents for immediate download, including negotiating marketing exchanges with organizations such as *Governing* magazine and International Personnel Management Association.



### Corporate Partner Program

- Entered into or renewed corporate partnerships with 31 companies representing various industries. Five new partners joined in FY 2003. Partners have supported such activities as publications, articles, focus groups, educational sessions, trainings, Webcasts, pilot pro-

grams, best practice case studies, proposal development, and sponsorships for the Best Practices Symposium, the annual conference and national brownfields conference, and Technology Management Institute activities including regional forums.