



## 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.”

Full (voting) member applicants are announced in *Leadership Matters*, member edition, 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.

### Criteria for Full Membership for CAO (Mark N/A 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.)

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.\*

### Category of membership for which you are applying (select 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.

\* 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 follow 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.

**Fees/Formulas for Dues Calculations**

**United States**

Full Member ..... 0.008 x annual salary, capped at \$1,400

**Affiliate Member**

Local government department head ..... \$200

Local government entry- to mid-management ..... \$150 First year of membership (\$175 Year 2 / \$200 Years 3+)

Local government intern or full-time student ..... \$25

Professor ..... \$165

Other ..... \$200

**International**

United Kingdom/SOLACE ..... US\$105

Non SOLACE member ..... US\$135

Canada/CAMA ..... US\$135

Non CAMA member ..... U.S. fee calculations

High-income countries ..... US\$135

Low- and middle-income countries ..... US\$70

Local government intern or full-time student ..... US\$25

**Payment Calculation**

1. Annual salary (including deferred compensation) ..... \$ \_\_\_\_\_

2. Annual dues (see formula above) ..... \$ \_\_\_\_\_

3. Voluntary contribution to the Future of Professional Management Fund\* ..... \$ \_\_\_\_\_

4. Total payment (line 2 + line 3) ..... \$ \_\_\_\_\_

\*Please consider supporting ICMA's Future of Professional Management, a new umbrella fund that combines *Life, Well Run* and the Fund for Professional Management. The fund helps advocate for professional local government management and the council-manager form of government, raise awareness about the profession, and inspire a new generation of local government leaders. To learn more, visit [icma.org](http://icma.org).

**Payment Options**

Enclosed is my check/money order, payable to ICMA in U.S. currency.

**For the most efficient option, join online with a credit card at [ICMA.org/join](http://ICMA.org/join) and receive a receipt immediately.**

**E. Complete personal, education, and employment information (optional)**

**Personal Information**

Your online profile does not include information on race or ethnicity.

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

Gender: Male Female

Race (U.S. Only): American Indian or Native Alaskan Asian Black or African American  
 Native Hawaiian or Other Pacific Islander White Other I do not wish to disclose

Are you of Hispanic or Latino ethnic background (U.S. Only)? Yes No I do not wish to disclose

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

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

**Education**

Degree (e.g., MPA, BS)	Date Completed (MM/DD/YYYY)	Name of Institution	State/Province	Country
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____

**Employment Experience**

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

From (MM/DD/YYYY)	To (MM/DD/YYYY)	Name of Local Government/Other Employer	Title	State/Province	Country	Local Government?	
_____	_____	_____	_____	_____	_____	Yes	No
_____	_____	_____	_____	_____	_____	Yes	No
_____	_____	_____	_____	_____	_____	Yes	No
_____	_____	_____	_____	_____	_____	Yes	No
_____	_____	_____	_____	_____	_____	Yes	No

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

ICMA Membership Payments  
 PO Box 79403  
 Baltimore, MD 21279-0403  
 United States

**Contact us**

membership@icma.org  
 202-962-3680  
 800-745-8780  
 fax 202-962-3678  
 icma.org/membership

**Office Use Only**

Date: \_\_\_\_\_ NL: Y \_\_\_\_\_ N \_\_\_\_\_ COE: \_\_\_\_\_

Staff: \_\_\_\_\_ Category: \_\_\_\_\_ Criteria: \_\_\_\_\_

Customer ID: \_\_\_\_\_ Source Code: \_\_\_\_\_



# CODE OF ETHICS WITH GUIDELINES

The ICMA Code of Ethics was adopted by the ICMA membership in 1924, and most recently amended by the membership in April 2015. The Guidelines for the Code were adopted by the ICMA Executive Board in 1972, and most recently revised in June 2015.

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, shall govern the conduct of every member of ICMA, who shall:

**Tenet 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.

**Tenet 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.

**Tenet 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.

**Tenet 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.

**Tenet 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.

**Tenet 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.

**Tenet 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 participate in an election campaign on behalf of or in opposition to candidates for the governing body.

**Elections of Elected Executives.** Members shall not participate 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, or accept appointment to an 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. 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 fund-raising activities for individuals seeking or holding elected office.

**Elections relating to the Form of Government.** Members may assist in preparing and presenting materials that explain the form of government to the public prior to a form of government election. If assistance is required by another community, members may respond.

**Presentation of Issues.** Members may assist their governing body in the presentation of issues involved in referenda such as bond issues, annexations, and other matters that affect the government entity's operations and/or fiscal capacity.

**Personal Advocacy of Issues.** Members share with their fellow citizens the right and responsibility to voice their opinion on public issues. Members may advocate for issues of personal interest only when doing so does not conflict with the performance of their official duties.

**Tenet 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.

**Tenet 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.

**Tenet 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.

**Tenet 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.

**Tenet 12.** Public office is a public trust. A member shall not leverage his or her position for personal gain or benefit.

## GUIDELINES

**Gifts.** Members shall not directly or indirectly solicit, accept or receive any gift if it could reasonably be perceived or inferred that the gift was intended to influence them in the performance of their official duties; or if the gift was intended to serve as a reward for any official action on their part.

The term "Gift" includes but is not limited to services, travel, meals, gift cards, tickets, or other entertainment or hospitality. Gifts of money or loans from persons other than the local government jurisdiction pursuant to normal employment practices are not acceptable.

Members should not accept any gift that could undermine public confidence. De minimus gifts may be accepted in circumstances that

support the execution of the member's official duties or serve a legitimate public purpose. In those cases, the member should determine a modest maximum dollar value based on guidance from the governing body or any applicable state or local law.

The guideline is not intended to apply to normal social practices, not associated with the member's official duties, where gifts are exchanged among friends, associates and relatives.

**Investments in Conflict with Official Duties.** Members should refrain from any investment activity which would compromise the impartial and objective performance of their duties. Members should not invest or hold any investment, directly or indirectly, in any financial business, commercial, or other private transaction that creates a conflict of interest, in fact or appearance, with their official duties.

In the case of real estate, the use of confidential information and knowledge to further a member's personal interest is not permitted. Purchases and sales which might be interpreted as speculation for quick profit should be avoided (see the guideline on "Confidential Information"). Because personal investments may appear to influence official actions and decisions, or create the appearance of impropriety, members should disclose or dispose of such investments prior to accepting a position in a local government. Should the conflict of interest arise during employment, the member should make full disclosure and/or recuse themselves prior to any official action by the governing body that may affect such investments.

This guideline is not intended to prohibit a member from having or acquiring an interest in, or deriving a benefit from any investment when the interest or benefit is due to ownership by the member or the member's family of a de minimus percentage of a corporation traded on a recognized stock exchange even though the corporation or its subsidiaries may do business with the local government.

**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 shall not disclose to others, or use to advance their personal interest, intellectual property, confidential information, or information that is not yet public knowledge, that has been acquired by them in the course of their official duties.

Information that may be in the public domain or accessible by means of an open records request, is not confidential.

**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, marketing materials, social media, or other documents, whether the member is compensated or not for the member's support. Members may, however, provide verbal professional references as part of the due diligence phase of competitive process or in response to a direct inquiry.

Members may 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.