

Part III

Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III

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1 Briefly describe the organization’s mission:

THE INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION (ICMA) IS THE WORLD'S PREMIER LOCAL GOVERNMENT LEADERSHIP AND MANAGEMENT ORGANIZATION. FOUNDED IN 1914 BY VISIONARY REFORMERS WHO SOUGHT TO END MUNICIPAL CORRUPTION AND BRING PROFESSIONALISM AND TRANSPARENCY TO LOCAL GOVERNANCE; ICMA STRIVES TO BUILD BETTER, MORE LIVABLE COMMUNITIES BY ADVANCING THE PROFESSIONAL MANAGEMENT OF LOCAL GOVERNMENTS WORLDWIDE. ICMA'S CORE VALUES CONTINUE TO BE ROOTED IN OUR STRINGENTLY ENFORCED CODE OF ETHICS AND COMMITMENT TO REPRESENTATIVE DEMOCRACY.

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ?

☐ Yes ☒ No

If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services?

☐ Yes ☒ No

If "Yes," describe these changes on Schedule O.

4 Describe the organization’s program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code:) (Expenses \$ 6,605,910 including grants of \$ 1,752,565) (Revenue \$ 453,903)

SERVICES TO LOCAL GOVERNMENTS:- THE FEMA FUNDED PLANNING FOR ECONOMIC RECOVERY TRAINING PROGRAM WAS COMPLETED AFTER TRAINING SEVERAL HUNDRED LOCAL PRACTITIONERS.- THROUGH THE USAID FUNDED ERAT PROGRAM, ICMA'S JAKARTA-BASED TECHNICAL EXPERTS HAVE FACILITATED WORKSHOPS ON BEST PRACTICES IN SMART CITY METHODOLOGY AND IMPROVING PERFORMANCE MANAGEMENT, AND OUR DISTRICT-LEVEL STAFF HAVE ORGANIZED FORUMS AND PROVIDED TECHNICAL ASSISTANCE ON PUBLIC FINANCIAL MANAGEMENT AND LOCAL GOVERNMENT SERVICE DELIVERY.- AS A SUBCONTRACTOR TO NDI, ICMA CONTINUES TO SUPPORT THE CENTRAL TIBETAN ADMINISTRATION'S EFFORTS IN INDIA. IN OCTOBER 2022, ICMA'S D.C. AND FIELD OFFICE STAFF MET WITH THE DALAI LAMA, WHO EXPRESSED GRATITUDE FOR ICMA'S ACTIVITIES THUS FAR, ECHOING PRAISE SHARED BY THE REST OF THE CTA. THE ICMA TEAM IS IN THE PROCESS OF DEVELOPING INSTITUTIONAL DEVELOPMENT INDICES FOR SEVERAL CTA DEPARTMENTS, DEVELOPING GIS MAPS FOR TIBETAN SETTLEMENTS, AND ASSESSING CTA'S DATA AND HUMAN RESOURCE MANAGEMENT SYSTEMS.- ICMA CONTINUES TO IMPLEMENT THE CITIES FOR ENHANCED ENGAGEMENT PROJECT (CHANGE) IN THE PHILIPPINES. ICMA STAFF HAVE PROVIDED INPUT TO AMEND NATIONAL GUIDELINES FOR CIVIL SOCIETY REPRESENTATION ON LOCAL SPECIAL BODIES. AS A RESULT, HUNDREDS OF CIVIL SOCIETY ORGANIZATIONS (CSOS) HAVE BECOME ACCREDITED BY LOCAL GOVERNMENTS TO PARTICIPATE IN LOCAL DECISION-MAKING AND PLANNING. CHANGE ALSO SUPPORTED THE ESTABLISHMENT OF A CSO DESK IN LOCAL GOVERNMENTS AND THE FORMATION OF PEOPLE'S COUNCILS TO REPRESENT CIVIL SOCIETY CONCERNS AND DEMANDS.- ICMA CONTINUES TO IMPLEMENT THE DEPARTMENT OF ENERGY FUNDED SOLAR@SCALE. WORKING WITH THE AMERICAN PLANNING ASSOCIATION, SOLAR@SCALE WILL LAUNCH IN DEC. 2022 AN UPDATED SOLAR SCALE: A LOCAL GOVERNMENT GUIDEBOOK FOR IMPROVING LARGE-SCALE SOLAR DEVELOPMENT OUTCOMES. IN ADDITION TO THE GUIDEBOOK UPDATE, SOLAR@SCALE IS DEPLOYING WORKSHOPS AND CONFERENCE SESSIONS FOR LOCAL GOVERNMENT LEADERS ACROSS THE U.S. ON LARGE-SCALE SOLAR-RELATED TOPICS. - ICMA CONTINUES TO WORK WITH TETRA TECH ON THE USAID PROGRAM CLEAN CITIES, BLUE OCEANS (CCBO), PROVIDING SOLID WASTE AND RECYCLING GUIDANCE AND TECHNICAL ASSISTANCE TO CITIES IN SEVEN COUNTRIES ON PREVENTING PLASTICS FROM REACHING THE OCEAN. ICMA'S ROLE IS TO INCREASE CAPACITY AND GOVERNANCE IN THIS IMPORTANT AREA. - AFTER A TWO-PLUS YEAR BREAK, ICMA RESUMED THE YSEALI PROFESSIONAL FELLOWS PROGRAM, WELCOMING 48 FELLOWS TO THE U.S. IN 2022. FELLOWS WERE PLACED IN 23 ICMA MEMBER COMMUNITIES. - THROUGH THE DEPARTMENT OF STATE (DOS) FUNDED PROGRAM, ICMA PARTNERED WITH A SOFTWARE COMPANY (ARKKOSOFT) AND THE MINISTRY OF FINANCE (MOF) IN COSTA RICA IN THE DEVELOPMENT OF AN OPEN PROCUREMENT OBSERVATORY PLATFORM (OPPO). THE PLATFORM HAS BEEN HIGHLIGHTED AS AN EXEMPLARY PROJECT IN THE REGION. CONVERSATIONS WERE HELD WITH THE GOVERNMENT OF HONDURAS, EL SALVADOR AND OTHER GOVERNMENT AGENCIES IN COSTA RICA.- SINCE 2017, ICMA HAS SUPPORTED THE NYU SCHOOL OF MEDICINE THROUGH FUNDING FROM THE ROBERT WOOD JOHNSON FOUNDATION AS A BRIDGING PARTNER FOR THE CITY HEALTH DASHBOARD. THE DASHBOARD, LAUNCHED IN 2018, NOW OFFERS DATA ON OVER 40 MEASURES OF HEALTH AND DRIVERS OF HEALTH FOR OVER 900 CITIES ACROSS THE U.S. ICMA'S ROLE IS TO INCREASE LOCAL GOVERNMENT ENGAGEMENT AND ASSIST IN IDENTIFYING POTENTIAL NEW MEASURES AND FEATURES. - WITH FUNDING FROM USEPA, ICMA PROVIDES TECHNICAL ASSISTANCE TO COMMUNITIES IN THE SOUTHEASTERN UNITED STATES ON BROWNFIELDS CLEANUP, REDEVELOPMENT, FINANCING, COMMUNITY ENGAGEMENT AND MORE. FOR MORE INFORMATION, PLEASE REFER TO ICMA'S FY 2022 ANNUAL REPORTS, WHICH CAN BE FOUND HERE: [HTTPS://ICMA.ORG/ANNUAL-REPORTS](https://icma.org/annual-reports)

4b (Code:) (Expenses \$ 4,773,742 including grants of \$) (Revenue \$ 2,602,399)

PROFESSIONAL DEVELOPMENT: - LEADERSHIP AND PROFESSIONAL DEVELOPMENT ARE KEY TO BUILDING CAPACITY IN OUR MEMBERS AND THOSE HOPING TO LEAD LOCAL GOVERNMENTS THROUGHOUT THE WORLD. AMONG SIGNIFICANT PROGRAM ACCOMPLISHMENTS ARE:- OFFERED PROFESSIONAL DEVELOPMENT OFFERINGS CATERED TO VARIOUS CAREER STAGES, FROM COACHING PROGRAMS TO LEADERSHIP AND MENTORSHIP PROGRAMS. - ICMA UNIVERSITY'S EMERGING LEADERS DEVELOPMENT PROGRAM WELCOMED 50 NEW PARTICIPANTS INTO THE FALL CLASS, INCLUDING 15 WHO WERE NOT ICMA MEMBERS UNTIL THEY REGISTERED FOR THE PROGRAM. - ICMA UNIVERSITY INAUGURATED ITS ONLINE WORKSHOP PROGRAM DELIVERING 6, THREE-HOUR WORKSHOPS. - ICMA UNIVERSITY DELIVERED A SUCCESSFUL ICMA GETTYSBURG LEADERSHIP INSTITUTE WITH 37 PARTICIPANTS.- ICMA UNIVERSITY ONLINE LEARNING: - DELIVERED 22 WEBINARS; - HAD 38 JURISDICTIONS REGISTER FOR A WEBINAR SUBSCRIPTION; - LAUNCHED THE BRAND-NEW 6-PART COUNCIL ORIENTATION SERIES TO HELP ONBOARD NEW ELECTED OFFICIALS TO LOCAL GOVERNING BODIES - DELIVERED THE BUDGETING GUIDE 3- PART WEBINAR SERIES - DELIVERED THE EFFECTIVE SUPERVISORY PRACTICES WEBINAR SERIES TO MORE THAN 800 LOCAL GOVERNMENT PROFESSIONALS - HOSTED THE SOLAR@SCALE WEBINAR SERIES. - DEVELOPED A 12-PART "FUNDAMENTALS IN LOCAL GOVERNMENT" BLENDED LEARNING EXPERIENCE (ASYNCHRONOUS ONLINE + LIVE/ONLINE WORKSHOPS) FOR A PILOT COHORT OF LOCAL GOVERNMENT MANAGERS FROM ROMANIA AND MOLDOVA. TOPICS RANGED FROM ETHICS TO BUDGETING TO COMMUNITY ENGAGEMENT.LEARNING AND NETWORKING OPPORTUNITIES THROUGH CONFERENCES:TO SERVE THE LEADERSHIP AND PROFESSIONAL DEVELOPMENT NEEDS OF THE LOCAL GOVERNMENT COMMUNITY, ICMA HELD ITS 107TH ANNUAL CONFERENCE "RESTART", OCTOBER 2-6, 2021, IN PORTLAND, OR. THERE WAS AN IN-PERSON OPTION, AS WELL AS A DIGITAL COMPONENT, OF MORE THAN 232 LEARNING OPPORTUNITIES, INCLUDING ACCESS TO MORE THAN 25 LIVE-STREAMING SESSIONS (INCLUDING ALL FOUR GENERAL SESSIONS AS WELL AS EDUCATION SESSIONS). ICMA HAD MORE THAN 3,900 ATTENDEES OF THE IN-PERSON AND DIGITAL COMPONENTS FOR THIS EVENT. THE 2022 ICMA REGIONAL CONFERENCES BROUGHT MEMBERS AND NONMEMBERS TOGETHER FROM AROUND THE FIVE ICMA REGIONS FOR THESE FIVE EVENTS HELD IN MARCH AND APRIL 2022. ATTENDEES DISCOVERED NEW LEADERSHIP SKILLS, STRATEGIES, AND INNOVATIVE SOLUTIONS TO HELP POWER THEIR ORGANIZATIONS AND STAFF MEMBERS TO DELIVER SUCCESS TO THEIR RESIDENTS AND COMMUNITIES. THE 2ND ICMA EQUITY SUMMIT, "READY OR NOT! MOVING FROM DISCOURSE TO ACTION," WAS HELD VIRTUALLY ON JULY 28-29, 2022. ATTENDEES PARTICIPATED AND ENGAGED IN CONVERSATIONS DURING THE TWO-DAY EVENT THAT PROVIDED DEEP DIVES ON EVERYTHING EQUITY FROM ACCOUNTABILITY TO ZIP CODES. PARTICIPANTS WERE EXPOSED TO TOOLS, IDEAS, AND INSTITUTIONS TO DEEPEN STRATEGIES, SHAPE ACTIONS, AND CREATE SOLUTIONS. THE EVENT ATTRACTED 402 PARTICIPANTS FROM 40 U.S. STATES AND CANADA.

4c (Code:) (Expenses \$ 2,791,260 including grants of \$) (Revenue \$ 6,299,036)

MEMBERSHIP:- ATTRACTING AND RETAINING MEMBERS REMAINS A CORE PRIORITY FOR ICMA. THE ICMA EXECUTIVE BOARD APPROVED A NEW DUES STRUCTURE IN FEBRUARY 2022, WHICH LOWERED DUES FOR FULL MEMBERS AND ADDED A DISCOUNT FOR MANAGERS AND ASSISTANTS WORKING IN SMALL COMMUNITIES. - EFFORTS TO RECRUIT NEW MEMBERS CONTINUED WORKING IN PARTNERSHIP WITH STATE ASSOCIATIONS AND LEVERAGING ICMA EVENTS AND CONTENT. WE ADDED 1289 NEW MEMBERS IN FY22, INCLUDING 491 NEW FULL MEMBERS, 328 DEPARTMENT DIRECTORS AFFILIATE MEMBERS, AND 470 ENTRY- TO MID-LEVEL AFFILIATE MEMBERS. WE BEGAN THE YEAR WITH 12,024 AND ENDED WITH 12,697, A CHANGE OF 5.60%. - SUPPORTING MEMBERS DURING THE UNPRECEDENTED CHALLENGES OF MANAGING LOCAL GOVERNMENTS IN A PANDEMIC WAS A CRITICAL FOCUS OF OUR EFFORTS IN FY22. RECOGNIZING THE CHALLENGES OF THE PROFESSION, ICMA LAUNCHED A NEW MEMBER BENEFIT, EQUILIBRIUM. THE PROGRAM PROVIDES TAILORED SERVICES DESIGNED TO SUPPORT THE PERSONAL WELL-BEING OF MANAGERS, ASSISTANT MANAGERS AND MEMBERS IN TRANSITION AND THEIR FAMILIES. ICMA'S WELCOME AMBASSADOR COMMITTEE LAUNCHED A PILOT PROGRAM TO INVITE NEW MEMBERS TO ZOOM MEETUPS TO ENHANCE THE ONBOARDING EXPERIENCE AND ENCOURAGE NETWORKING AND INFORMATION SHARING. - THE SENIOR ADVISOR PROGRAM CONTINUED TO PROVIDE INVALUABLE SUPPORT TO FIRST-TIME ADMINISTRATORS, MEMBERS IN TRANSITION, AND PROFESSIONALS SEEKING ADVICE. BASED IN 29 STATES, THE 114 ADVISORS ARE AVAILABLE TO 88% OF THE MEMBERS IN SERVICE- ICMA'S COACHING PROGRAM IS COMMITTED TO PROVIDING TOOLS THAT HELP OUR MEMBERS ACHIEVE THEIR PROFESSIONAL CAREER GOALS. WE ARE RENEWING PROMOTION EFFORTS OF OUR COACHCONNECT COACHING WEBINAR PROGRAMS TO ENSURE THAT MEMBERS ARE AWARE OF THESE TWO FANTASTIC TOOLS THAT ARE AVAILABLE TO THEM FREE OF CHARGE. IN FY 2022, 149 LEARNERS AND 24 COACHES JOINED THE COACHCONNECT PROGRAM, AND WE HAVE 280 ACTIVE LEARNERS AND 270 ACTIVE COACHES. OUR MEMBERS REMAINED ACTIVE IN THE PLATFORM, SCHEDULING 352 COACHING SESSIONS IN 2022. INDIVIDUAL COACHING WAS SUPPLEMENTED WITH THE 6 COMPLIMENTARY COACHING WEBINARS OFFERED BY PRACTITIONERS ON A VARIETY OF TOPICS SELECTED IN COLLABORATION WITH OUR COACHING PARTNERS. EACH WEBINAR HAD AN AVERAGE OF 1248 REGISTRANTS AND 341 ATTENDEES.- ICMA'S MILITARY PROGRAMS CONTINUE TO THRIVE AND GROW WITH OVER 100 VLGMF HOST LOCATIONS AND 34 FELLOWS PLACED IN 2022, NINE OF WHOM ACCEPTED LOCAL GOVERNMENT POSITIONS. OUR PARTNERSHIP WITH THE ARMY NOW INCLUDES A ROUTINE INVITE TO SPEAK AT THEIR INSTITUTIONAL SCHOOL FOR INSTALLATION MANAGEMENT AND THE CONTINUING CITY MANAGEMENT SENIOR FELLOWSHIP, WHICH HAS 16 COHORT 2022 FELLOWS. WE ARE ALSO FOCUSING ON BUILDING OUR RELATIONSHIP WITH COLLEGES AND UNIVERSITIES TO

PROMOTE LOCAL GOVERNMENT CAREER OPPORTUNITIES TO STUDENTS WHO ARE USING THEIR GI BILL. THIS GROUP IS MAINLY VETERANS BUT ALSO INCLUDES MANY FAMILY MEMBERS ALL WHO FIND VALUE IN THEIR CAREERS IN PUBLIC SERVICE.- ICMA'S ETHICS PROGRAM FOCUSED ON PROVIDING ADVICE, TRAINING, AND CONTENT TO ADDRESS ISSUES FACED BY MEMBERS AT ALL LEVELS AND ASPECTS OF LOCAL GOVERNMENT. TO THAT END, THERE WERE 11 EDITIONS OF ETHICS MATTER, THE MONTHLY COLUMN IN ICMA'S PM MAGAZINE; UNIQUE CONTENT DEVELOPED FOR THE MARCH EDITION OF PM TO CELEBRATE ETHICS AWARENESS MONTH; PRESENTATIONS DEVELOPED AND DELIVERED AT STATE ASSOCIATION MEETINGS; A SESSION AT THE ICMA ANNUAL CONFERENCE ON NAVIGATING ETHICAL ISSUES IN THE ORGANIZATION WHEN THE SOURCE IS AN ELECTED OFFICIALS; CONTENT FOR TWO ICMA PUBLICATIONS, EFFECTIVE SUPERVISOR PRACTICES AND THE EFFECTIVE LOCAL GOVERNMENT MANAGER; AND TRAINING SESSIONS FOR LOCAL GOVERNMENT LEADERSHIP AND STAFF. - ICMA CONTINUED TO RECOGNIZE MEMBERS FOR THEIR INDIVIDUAL ACCOMPLISHMENTS, CAREER MILESTONES AND PROGRAMS STRENGTHENING LOCAL GOVERNMENT PROGRAMS AND SERVICES. AWARDS ARE PROMOTED AND CELEBRATED IN THE SEPTEMBER EDITION OF ICMA'S PM MAGAZINE, AT THE ANNUAL CONFERENCE, ON THE WEBSITE AND VIA SOCIAL MEDIA. - ON INTERNATIONAL WOMEN'S DAY (MARCH 8), ICMA AND THE LEAGUE OF WOMEN IN GOVERNMENT HOSTED THE SECOND ANNUAL SHELEADSGOV VIRTUAL FORUM, RESILIENCE 2.0: REDEFINING RESILIENT WOMEN IN LOCAL GOVERNMENT. CREATED BY ICMA AND THE LEAGUE OF WOMEN IN GOVERNMENT, ALONG WITH EVENT SPONSOR AND ICMA STRATEGIC PARTNER CIGNA, MORE THAN 450 WOMEN AND MEN ATTENDED THE DAY OF INSPIRATION FILLED WITH THOUGHT-PROVOKING AND MOTIVATIONAL SPEAKERS AND PANELISTS. - THE ASSISTANT CHIEF ADMINISTRATIVE OFFICERS (ACAO) COMMITTEE PRODUCED AND PUBLISHED THE ACAO GUIDEBOOK AND AUTHORED A MONTHLY ARTICLE IN PM MAGAZINE FOCUSED ON THE PERSONAL AND PROFESSIONAL APPROACH TO THE ROLE. THIS EFFORT IS PART OF ICMA'S OVERALL STRATEGY TO BUILD COHORTS AT THE FUNCTIONAL LEVEL TO SUPPORT PERSONAL AND PROFESSIONAL CAREER ADVANCEMENT. - AT THE DIRECTION OF THE ICMA EXECUTIVE BOARD, A REVIEW OF THE CODE OF ETHICS TO BETTER INTEGRATE THE PROFESSION'S ETHICAL COMMITMENT TO RACIAL JUSTICE AND EQUITY INTO THE VERY FIBER OF THE 12 TENETS OF OUR CODE WAS LAUNCHED. THIS WAS ONE OF THE SIX ACTION STEPS TAKEN BY THE BOARD IN JUNE 2020. THROUGH A COMPETITIVE PROCUREMENT PROCESS, ICMA HIRED THE SCHOOL OF GOVERNMENT AT THE UNIVERSITY OF NORTH CAROLINA-CHAPEL HILL TO ASSIST WITH THIS EFFORT. THE UNC TEAM WILL PROVIDE RESEARCH AND TECHNICAL ASSISTANCE SUPPORT TO CONDUCT AN ENVIRONMENTAL SCAN TO LEARN HOW OTHER PROFESSIONAL ASSOCIATIONS ARE ADDRESSING EQUITY AND RACIAL JUSTICE IN THEIR CODES, LEAD MEMBER FOCUS GROUPS, AND DEVELOP A MEMBER SURVEY. ICMA ENGAGED IN A VIGOROUS MEMBER FEEDBACK EFFORT DURING THE FISCAL YEAR THAT INVOLVED 17 EVENTS: TWO FOCUS GROUPS IN THE SUMMER OF 2021; FEEDBACK SESSIONS AT THE ANNUAL CONFERENCE IN PORTLAND AND ALL FIVE 2022 REGIONAL CONFERENCES; THREE VIRTUAL EVENTS HELD BETWEEN JANUARY AND APRIL OF THIS YEAR; AND SEVERAL IN-PERSON AND ZOOM SESSIONS AT STATE ASSOCIATION MEETINGS. THIS FEEDBACK INFORMED THE SURVEY WE SENT TO ALL MEMBERS IN JUNE. USING THE SURVEY RESULTS, INPUT FROM STAFF, UNC AND THE COMMITTEE ON PROFESSIONAL CONDUCT, THE FINAL PROPOSAL WILL BE PRESENTED TO THE ICMA BOARD IN SEPTEMBER 2022.

(Code:	) (Expenses \$	3,103,487	including grants of \$	13,000) (Revenue \$	1,790,991)
RESEARCH AND PUBLICATIONS: ICMA CONTINUES TO BE SECOND ONLY TO THE FEDERAL GOVERNMENT IN COLLECTING AND ANALYZING LOCAL GOVERNMENT RESEARCH. THE FOLLOWING PROJECTS HAVE BEEN COMPLETED OR STARTED DURING THE FY22 FISCAL YEAR:- PUBLISHED THE FOURTH EDITION OF THE BOOK MANAGING LOCAL GOVERNMENT SERVICES: THE CHALLENGE OF CHANGE- FINALIZED THE NARRATIVE FOR THE FOURTH EDITION OF THE FORTHCOMING BOOK THE EFFECTIVE LOCAL GOVERNMENT MANAGER- ICMA WAS AWARDED A GRANT FROM THE BILL AND MELINDA GATES FOUNDATION TO BUILD LOCAL GOVERNMENTS' CAPACITY FOR ADVANCING ECONOMIC MOBILITY AND OPPORTUNITY FOR ALL RESIDENTS OF THEIR COMMUNITIES. THROUGHOUT 2023, ICMA WILL CREATE AND SHARE KNOWLEDGE RESOURCES, HOST VIRTUAL AND IN-PERSON OPEN-ACCESS TRAININGS AND FACILITATE A PEER LEARNING COHORT FOR A SELECT GROUP OF HIGHLY MOTIVATED LOCAL GOVERNMENT STAKEHOLDERS.- WITH FUNDING FROM THE CHESAPEAKE BAY TRUST, ICMA RELEASED FINANCING GREEN INFRASTRUCTURE: LESSONS FROM THE CHESAPEAKE BAY WATERSHED. THIS REPORT INTRODUCES DEFINITIONS, BENEFITS, AND CHALLENGES OF DEVELOPING STORMWATER MANAGEMENT STRATEGIES THAT COMPLEMENT GRAY INFRASTRUCTURE AND USES CASE STUDIES FROM THE CHESAPEAKE BAY REGION TO ILLUSTRATE HOW TO FINANCE AND EVALUATE THESE APPROACHES IN COMMUNITIES NATIONWIDE.- ICMA RESEARCH FELLOW AND MEMBER DR. STEPHANIE DAVIS (VIRGINIA TECH UNIVERSITY) PUBLISHED STRATEGIC PLANNING IN SMALL COMMUNITIES: A MANAGER'S MANUAL, OFFERING GUIDANCE FROM AND FOR LOCAL GOVERNMENT MANAGERS ON MAKING STRATEGIC PLANNING WORK IN PLACES WITH LESS CAPACITY AND RESOURCES. IT INCLUDES CASE STUDIES FROM COMMUNITIES WITH POPULATIONS RANGING FROM LESS THAN 2,000 TO 20,000.- WORKING WITH APOLITICAL AND THE ROBERT WOOD JOHNSON FOUNDATION, ICMA SUPPORTS A VIRTUAL LEARNING COHORT ON CREATING MORE SUSTAINABLE COMMUNITIES. OUTREACH: TO ACHIEVE OUR GOALS OF ENSURING FUTURE-READY LEADERS AND POSITIONING ICMA AS A THOUGHT LEADER, WE CONTINUED TO FOCUS ON CREATING MORE ENGAGING CONTENT TO ATTRACT MEMBERS AND THEIR STAFF AND EXPAND OUR OUTREACH ON PRIORITY TOPIC AREAS. EXAMPLES INCLUDE:- PUBLISHED 45 ISSUES OF LEADERSHIP MATTERS, WITH OPEN RATES OF 32% FOR THE MEMBER EDITION AND 15% FOR THE NONMEMBER EDITION AND AVERAGE CLICK-THROUGH RATES OF 29% FOR THE MEMBER EDITION AND 10% FOR THE NONMEMBER EDITION. THE TOTAL NUMBER OF SUBSCRIBERS IS 24,660.- PUBLISHED 13 ISSUES OF THE PM MAGAZINE MONTHLY E-NEWSLETTER WITH OVER 8,500 SUBSCRIBERS, WITH AN OPEN RATE OF 30% AND A CLICK-THROUGH RATE OF 11%.- HAD 770 MEDIA PLACEMENTS, IN WHICH ICMA WAS EITHER THE PRIMARY FOCUS OF THE ARTICLE OR HAD A QUOTE OR MENTION RESULTING IN 2.42 BILLION IMPRESSIONS. - THE ICMA WEBSITE HAD OVER 5.1 MILLION PAGEVIEWS AND 1M VISITORS.- SOCIAL MEDIA AUDIENCE GREW TO 99,900 WITH 75,876 ENGAGEMENTS AND 91,199 REFERRALS TO ICMA.ORG.- ICMA'S MEDIA OUTREACH EFFORTS HAVE RESULTED IN SUCCESSFUL COVERAGE, INCLUDING COMMENTARY FROM ICMA ON PANDEMIC RELIEF AND THE RECOVERY OF OUR COMMUNITIES, COMMENTARY IN THE PORTLAND PRESS HERALD FROM MARC OTT ON THE TOPIC OF SOCIAL JUSTICE, AND THE TOPIC OF THE COUNCIL-MANAGER FORM OF GOVERNMENT. - THE ICMA BLOG RECEIVED 198,000 PAGE VIEWS. BLOG POSTS FOCUSED ON THE FOLLOWING CORE CONTENT PRIORITY AREAS: RACIAL EQUITY AND SOCIAL JUSTICE, CRISIS MANAGEMENT, ETHICS, INNOVATION, MANAGEMENT, AND LEADERSHIP.- THE ICMA CONNECT COMMUNITY HAD 11,465 TOTAL LOGINS, 950 TOTAL DISCUSSION POSTS, AND 341 NEW THREADS.					

4d	Other program services (Describe in Schedule O.)	(Expenses \$	3,103,487	including grants of \$	13,000) (Revenue \$	1,790,991)
4e	Total program service expenses ▶		17,274,399			

Part IV

Checklist of Required Schedules

	Yes	No
1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A	1 Yes	
2 Is the organization required to complete Schedule B, Schedule of Contributors? See instructions.	2 Yes	
3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I	3	No
4 Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? If "Yes," complete Schedule C, Part II	4 Yes	
5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Rev. Proc. 98-19? If "Yes," complete Schedule C, Part III	5	No
6 Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I	6	No
7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? If "Yes," complete Schedule D, Part II	7	No
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III	8	No
9 Did the organization report an amount in Part X, line 21 for escrow or custodial account liability; serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? If "Yes," complete Schedule D, Part IV	9	No
10 Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi endowments? If "Yes," complete Schedule D, Part V	10	No
11 If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X, as applicable.		
a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D, Part VI	11a Yes	
b Did the organization report an amount for investments—other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII	11b	No
c Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII	11c	No
d Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part IX	11d	No
e Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X	11e Yes	
f Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)?	11f Yes	
12a If "Yes," complete Schedule D, Part XI. Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI and XII	12a	No
b Was the organization included in consolidated, independent audited financial statements for the tax year? If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional	12b Yes	
13 Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E	13	No
14a Did the organization maintain an office, employees, or agents outside of the United States?	14a Yes	
b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? If "Yes," complete Schedule F, Parts I and IV	14b Yes	
15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? If "Yes," complete Schedule F, Parts II and IV	15 Yes	
16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? If "Yes," complete Schedule F, Parts III and IV	16 Yes	
17 Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? If "Yes," complete Schedule G, Part I. See instructions.	17 Yes	
18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II	18	No
19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes," complete Schedule G, Part III	19	No
20a Did the organization operate one or more hospital facilities? If "Yes," complete Schedule H	20a	No
b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	20b	
21 Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? If "Yes," complete Schedule I, Parts I and II	21 Yes	

Part IV

Checklist of Required Schedules (continued)

		Yes	No	
22	Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? If "Yes," complete Schedule I, Parts I and III	22	Yes	
23	Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5, about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? If "Yes," complete Schedule J	23	Yes	
24a	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a	24a		No
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b		
c	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	24c		
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d		
25a	Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? If "Yes," complete Schedule L, Part I	25a		No
b	Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? If "Yes," complete Schedule L, Part I	25b		No
26	Did the organization report any amount on Part X, line 5 or 22 for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons?	26		No
27	Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? If "Yes," complete Schedule L, Part III	27		No
28	Was the organization a party to a business transaction with one of the following parties (see the Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions):			
a	A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? If "Yes," complete Schedule L, Part IV	28a		No
b	A family member of any individual described in line 28a? If "Yes," complete Schedule L, Part IV	28b		No
c	A 35% controlled entity of one or more individuals and/or organizations described in line 28a or 28b? If "Yes," complete Schedule L, Part IV	28c		No
29	Did the organization receive more than \$25,000 in non-cash contributions? If "Yes," complete Schedule M	29		No
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions?	30		No
31	Did the organization liquidate, terminate, or dissolve and cease operations? If "Yes," complete Schedule N, Part I	31		No
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? If "Yes," complete Schedule N, Part II	32		No
33	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3?	33		No
34	Was the organization related to any tax-exempt or taxable entity? If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1	34	Yes	
35a	Did the organization have a controlled entity within the meaning of section 512(b)(13)?	35a	Yes	
b	If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? If "Yes," complete Schedule R, Part V, line 2	35b	Yes	
36	Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? If "Yes," complete Schedule R, Part V, line 2	36		No
37	Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? If "Yes," complete Schedule R, Part VI	37		No
38	Did the organization complete Schedule O and provide explanations on Schedule O for Part VI, lines 11b and 19? Note. All Form 990 filers are required to complete Schedule O.	38	Yes	

Part V

Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response or note to any line in this Part V

		Yes	No			
1a	Enter the number reported in box 3 of Form 1096. Enter -0- if not applicable	1a		93		
b	Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable	1b		0		
c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	1c	Yes			

Part V		Statements Regarding Other IRS Filings and Tax Compliance (continued)						
2a		Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return		2a	100			
b		If at least one is reported on line 2a, did the organization file all required federal employment tax returns? Note. If the sum of lines 1a and 2a is greater than 250, you may be required to e-file. See instructions.		2b		Yes		
3a		Did the organization have unrelated business gross income of \$1,000 or more during the year?		3a		Yes		
b		If "Yes," has it filed a Form 990-T for this year? <i>If "No" to line 3b, provide an explanation in Schedule O</i>		3b		Yes		
4a		At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?		4a		Yes		
b		If "Yes," enter the name of the foreign country: ▶ R P						
5a		Was the organization a party to a prohibited tax shelter transaction at any time during the tax year? . . .		5a			No	
b		Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?		5b			No	
c		If "Yes," to line 5a or 5b, did the organization file Form 8886-T?		5c				
6a		Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?		6a			No	
b		If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?		6b				
7		Organizations that may receive deductible contributions under section 170(c).						
a		Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?		7a			No	
b		If "Yes," did the organization notify the donor of the value of the goods or services provided?		7b				
c		Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?		7c			No	
d		If "Yes," indicate the number of Forms 8282 filed during the year		7d				
e		Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?		7e			No	
f		Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?		7f			No	
g		If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?		7g				
h		If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?		7h				
8		Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?		8				
9		Sponsoring organizations maintaining donor advised funds.						
a		Did the sponsoring organization make any taxable distributions under section 4966?		9a				
b		Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?		9b				
10		Section 501(c)(7) organizations. Enter:						
a		Initiation fees and capital contributions included on Part VIII, line 12		10a				
b		Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities		10b				
11		Section 501(c)(12) organizations. Enter:						
a		Gross income from members or shareholders		11a				
b		Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.)		11b				
12a		Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?		12a				
b		If "Yes," enter the amount of tax-exempt interest received or accrued during the year.		12b				
13		Section 501(c)(29) qualified nonprofit health insurance issuers.						
a		Is the organization licensed to issue qualified health plans in more than one state? Note. See the instructions for additional information the organization must report on Schedule O.		13a				
b		Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans		13b				
c		Enter the amount of reserves on hand		13c				
14a		Did the organization receive any payments for indoor tanning services during the tax year?		14a			No	
b		If "Yes," has it filed a Form 720 to report these payments? <i>If "No," provide an explanation in Schedule O</i>		14b				
15		Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year?		15			No	
16		If the organization is a trust, did it file Form 706 or Form 709, and is the Section 4968 excise tax on net investment income?		16			No	
17		Section 501(c)(21) organizations. Did the trust, any disqualified person, or mine operator engage in any activities that would result in the imposition of an excise tax under section 4951, 4952, or 4953? . . . If "Yes," complete Form 6069.		17				

Part VI

Governance, Management, and Disclosure. For each "Yes" response to lines 2 through 7b below, and for a "No" response to lines 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions.
Check if Schedule O contains a response or note to any line in this Part VI

☒

Section A. Governing Body and Management

			Yes	No
1a	Enter the number of voting members of the governing body at the end of the tax year. If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O.	1a	21	
b	Enter the number of voting members included in line 1a, above, who are independent	1b	21	
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?	2		No
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person?	3		No
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?	4		No
5	Did the organization become aware during the year of a significant diversion of the organization's assets?	5		No
6	Did the organization have members or stockholders?	6	Yes	
7a	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?	7a	Yes	
b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?	7b	Yes	
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:			
a	The governing body?	8a	Yes	
b	Each committee with authority to act on behalf of the governing body?	8b		No
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O	9		No

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

			Yes	No
10a	Did the organization have local chapters, branches, or affiliates?	10a		No
b	If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?	10b		
11a	Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	11a	Yes	
b	Describe on Schedule O the process, if any, used by the organization to review this Form 990.			
12a	Did the organization have a written conflict of interest policy? If "No," go to line 13	12a	Yes	
b	Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	12b	Yes	
c	Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe on Schedule O how this was done	12c	Yes	
13	Did the organization have a written whistleblower policy?	13	Yes	
14	Did the organization have a written document retention and destruction policy?	14	Yes	
15	Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?			
a	The organization's CEO, Executive Director, or top management official	15a	Yes	
b	Other officers or key employees of the organization	15b		No
	If "Yes" to line 15a or 15b, describe the process on Schedule O. See instructions.			
16a	Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?	16a		No
b	If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?	16b		

Section C. Disclosure

17	List the states with which a copy of this Form 990 is required to be filed	AR, CA, HI, IL, MA, MI, NH, NJ, NM, NC, ND, PA, SC, TN, UT, OR, WI
18	Section 6104 requires an organization to make its Form 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply. ☐ Own website ☐ Another's website ☒ Upon request ☐ Other (explain in Schedule O)	
19	Describe in Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.	
20	State the name, address, and telephone number of the person who possesses the organization's books and records: SABINA AGARUNOVA 777 NORTH CAPITOL STREET NE 500 WASHINGTON, DC 200024201 (202) 962-3680	

Part VII

Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

Check if Schedule O contains a response or note to any line in this Part VII

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization’s tax year.

- List all of the organization’s **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization’s **current** key employees, if any. See the instructions for definition of "key employee."
- List the organization’s five **current** highest compensated employees (other than an officer, director, trustee or key employee) who received reportable compensation (box 5 of Form W-2, Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization’s **former** officers, key employees, or highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization’s **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

See the instructions for the order in which to list the persons above.

☐ Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
(1) TROY S BROWN PRESIDENT	5.00	X		X				0	0	0
(2) JEFFREY R TOWERY PRESIDENT-ELECT	5.00	X		X				0	0	0
(3) JAMES J MALLOY PAST PRESIDENT	5.00	X		X				0	0	0
(4) ROBERT KRISTOF REGIONAL VICE PRESIDENT	5.00	X		X				0	0	0
(5) CHRIS MACPHERSON REGIONAL VICE PRESIDENT	5.00	X		X				0	0	0
(6) REBECCA JANE RYAN REGIONAL VICE PRESIDENT	5.00	X		X				0	0	0
(7) MOLLY MEHNER REGIONAL VICE PRESIDENT	5.00	X		X				0	0	0
(8) VICTOR CARDENAS REGIONAL VICE PRESIDENT	5.00	X		X				0	0	0
(9) CORRIN B SPIEGEL REGIONAL VICE PRESIDENT	5.00	X		X				0	0	0
(10) RAYMOND GONZALES JR REGIONAL VICE PRESIDENT	5.00	X		X				0	0	0
(11) DIANE STODDARD REGIONAL VICE PRESIDENT	5.00	X		X				0	0	0
(12) KENNETH R WILLIAMS REGIONAL VICE PRESIDENT	5.00	X		X				0	0	0
(13) TERESA A TIEMAN REGIONAL VICE PRESIDENT	5.00	X		X				0	0	0
(14) WILLIAM J FRASER REGIONAL VICE PRESIDENT	5.00	X		X				0	0	0
(15) SCOTT W COLBY JR REGIONAL VICE PRESIDENT	5.00	X		X				0	0	0
(16) MICHAEL A KAIGLER REGIONAL VICE PRESIDENT	5.00	X		X				0	0	0
(17) NATHANIEL W PAGAN REGIONAL VICE PRESIDENT	5.00	X		X				0	0	0

Part VII

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
(18) VALMARIE H TURNER REGIONAL VICE PRESIDENT	5.00	X		X				0	0	0
(19) PETER TROEDSSON REGIONAL VICE PRESIDENT	5.00	X		X				0	0	0
(20) ROXANNE MURPHY REGIONAL VICE PRESIDENT	5.00	X		X				0	0	0
(21) PAMELA WEAVER ANTIL REGIONAL VICE PRESIDENT	5.00	X		X				0	0	0
(22) MARC OTT CEO/EXECUTIVE DIRECTOR	37.50 2.00			X				592,071	0	54,186
(23) SABINA AGARUNOVA CHIEF FINANCIAL OFFICER	37.50			X				210,239	0	42,001
(24) MARTHA PEREGO DIRECTOR, MEMBER SERVICES & ETHICS	37.50				X			195,780	0	29,560
(25) TAD MCGALLIARD DIRECTOR, RESEARCH AND TECH. ASST	37.50				X			175,782	0	39,028
(26) RAYMOND BARAY CHIEF OF STAFF	37.50					X		232,850	0	8,011
(27) PRISCILLA WILSON CHIEF PEOPLE OFFICER	37.50					X		205,090	0	18,244
(28) BRIAN MATIBAG DEP. CHIEF OF PARTY (END 12/31/21)	40.00					X		198,018	0	15,509
(29) JEREMY FIGOTEN DIRECTOR, CONFERENCES & EVENTS	37.50					X		180,410	0	18,277
(30) ISABELLE BULLY-OMICTIN MAN. DIR. OF GLOBAL DEV'L & ENG.	37.50					X		161,122	0	36,342
1b Sub-Total										
c Total from continuation sheets to Part VII, Section A										
d Total (add lines 1b and 1c)								2,151,362	0	261,158

2Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization▶34

		Yes	No
3	Did the organization list any former officer, director or trustee, key employee, or highest compensated employee on line 1a? If "Yes," complete Schedule J for such individual		No
4	For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? If "Yes," complete Schedule J for such individual	Yes	
5	Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization?If "Yes," complete Schedule J for such person		No

Section B. Independent Contractors

1Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization’s tax year.

(A) Name and business address	(B) Description of services	(C) Compensation
ENCORE GROUP 23918 NETWORK PLACE CHICAGO, IL 606731239	AUDIOVISUAL EQUIP. & EVENTS TECHNOLOGY	867,911
FERN EXPOSITION SERVICES LLC 645 LINN STREET CINCINNATI, OH 45203	EXPOSITION & EVENT SERVICES	249,000
VIVA EVENTS LLC PO BOX 80795 PORTLAND, OR 97280	EVENTS MANAGEMENT AND LOGISTIC SVCS	159,214
TRANSPORT MGMT SVCS 17810 MEETINGHOUSE RD 200 SANDY SPRING, MD 20860	TRANSPORT SVCS FOR MEETINGS, CONV. & EVE	154,261
PEREGRINE SPORTS LLC 1844 SW MORRISON ST PORTLAND, OR 97205	EVENT MANAGEMENT SERVICES	120,674
2Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization▶6		

Part VIII

Statement of Revenue

Check if Schedule O contains a response or note to any line in this Part VIII

	(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512 - 514
Contributions, Gifts, Grants, and Other	1a Federated campaigns . . . b Membership dues . . . c Fundraising events . . . d Related organizations e Government grants (contributions) f All other contributions, gifts, grants, and similar amounts not included above g Noncash contributions included in lines 1a - 1f:\$ h Total. Add lines 1a-1f . . .	1a		
Amt Similar Amounts		1b		
		1c		
		1d	691,505	
		1e	9,932,802	
		1f	1,471,249	
		1g		
			12,095,556	

Program Service Revenue	2a	MEMBERSHIP DUES	Business Code				
			900099	6,299,036	6,299,036		
	b	PROFESSIONAL DEVELOPME	900099	2,602,399	2,602,399		
	c	MEMBER SERVICES	900099	986,727	986,727		
	d	PROGRAM SERVICE REVENU	900099	506,171	506,171		
	e	RESEARCH/INFORMATION	900099	453,903	453,903		
	f	All other program service revenue.		298,093		298,093	
	9	Total. Add lines 2a-2f.	11,146,329				

Other Revenue	3	Investment income (including dividends, interest, and other similar amounts)		737,824			737,824
	4	Income from investment of tax-exempt bond proceeds					
	5	Royalties		2,774,384			2,774,384
			(i) Real	(ii) Personal			
	6a	Gross rents	6a	113,304			
	b	Less: rental expenses	6b	614,779			
	c	Rental income or (loss)	6c	-501,475			
	d	Net rental income or (loss)		-501,475			-501,475
			(i) Securities	(ii) Other			
	7a	Gross amount from sales of assets other than inventory	7a	4,338,301			
	b	Less: cost or other basis and sales expenses	7b	4,188,261	1,498		
	c	Gain or (loss)	7c	150,040	-1,498		
	d	Net gain or (loss)		148,542			148,542
	8a	Gross income from fundraising events (not including \$ of contributions reported on line 1c). See Part IV, line 18	8a				
	b	Less: direct expenses	8b				
	c	Net income or (loss) from fundraising events					
	9a	Gross income from gaming activities. See Part IV, line 19	9a				
	b	Less: direct expenses	9b				
	c	Net income or (loss) from gaming activities					
	10a	Gross sales of inventory, less returns and allowances	10a				
	b	Less: cost of goods sold	10b				
	c	Net income or (loss) from sales of inventory					
		Miscellaneous Revenue	Business Code				
	11a	OTHER REVENUE	900099	132,066			132,066
	b						
	c						
	d	All other revenue					
	e	Total. Add lines 11a-11d		132,066			
	12	Total revenue. See instructions		26,533,226	10,848,236	298,093	3,291,341

Part IX

Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX ☐

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21	885,868	885,868		
2 Grants and other assistance to domestic individuals. See Part IV, line 22	54,600	54,600		
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16.	825,097	825,097		
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	1,307,973	358,821	884,023	65,129
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	6,898,870	4,902,612	1,751,678	244,580
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	602,983	368,989	214,170	19,824
9 Other employee benefits	2,375,764	1,443,258	844,315	88,191
10 Payroll taxes	747,186	431,678	287,834	27,674
11 Fees for services (non-employees):				
a Management				
b Legal	133,575		133,575	
c Accounting	72,230		72,230	
d Lobbying	10,500	10,500		
e Professional fundraising services. See Part IV, line 17	42,800			42,800
f Investment management fees	27,198		27,198	
g Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O)	2,321,770	1,525,344	796,426	
12 Advertising and promotion	11,150	11,150		
13 Office expenses	589,585	487,194	101,994	397
14 Information technology	363,743	58,167	305,576	
15 Royalties	19,077	19,077		
16 Occupancy	1,368,745	895,349	422,044	51,352
17 Travel	656,306	458,469	175,898	21,939
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	2,709,984	2,566,607	143,377	
20 Interest	58		58	
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	568,292	11,790	556,502	
23 Insurance	118,090	7,457	110,633	
24 Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a UBIT RELATED TAXES	15,284		15,284	
b FIELD OFFICE EXPENSES	1,877,950	1,877,950		
c CREDIT CARD FEES	213,654		213,654	
d DUES, SUBS. & LICENSES	89,491	68,197	21,101	193
e All other expenses	80,885	6,225	74,481	179
25 Total functional expenses. Add lines 1 through 24e	24,988,708	17,274,399	7,152,051	562,258
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here ☐ if following SOP 98-2 (ASC 958-720).				

Part X

Balance Sheet

Check if Schedule O contains a response or note to any line in this Part IX

☐

				(A)		(B)	
				Beginning of year		End of year	
Assets	1	Cash—non-interest-bearing		327	1	327	
	2	Savings and temporary cash investments		15,447,150	2	8,877,383	
	3	Pledges and grants receivable, net		1,952,430	3	1,618,747	
	4	Accounts receivable, net		1,059,577	4	998,298	
	5	Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons			5		
	6	Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)			6		
	7	Notes and loans receivable, net			7		
	8	Inventories for sale or use			8		
	9	Prepaid expenses and deferred charges		541,863	9	832,533	
	10a	Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a	4,286,546			
	b	Less: accumulated depreciation	10b	3,071,908	1,701,681	10c	1,214,638
	11	Investments—publicly traded securities		6,073,360	11	13,828,025	
	12	Investments—other securities. See Part IV, line 11			12		
	13	Investments—program-related. See Part IV, line 11			13		
	14	Intangible assets			14		
	15	Other assets. See Part IV, line 11			15		
16	Total assets. Add lines 1 through 15 (must equal line 33)		26,776,388	16	27,369,951		
Liabilities	17	Accounts payable and accrued expenses		3,077,684	17	2,782,288	
	18	Grants payable			18		
	19	Deferred revenue		4,016,838	19	5,987,593	
	20	Tax-exempt bond liabilities			20		
	21	Escrow or custodial account liability. Complete Part IV of Schedule D			21		
	22	Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons			22		
	23	Secured mortgages and notes payable to unrelated third parties			23		
	24	Unsecured notes and loans payable to unrelated third parties		1,902,300	24		
	25	Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17 - 24). Complete Part X of Schedule D		91,427	25	263,219	
	26	Total liabilities. Add lines 17 through 25		9,088,249	26	9,033,100	
Net Assets or Fund Balances	Organizations that follow FASB ASC 958, check here ☒ and complete lines 27, 28, 32, and 33.						
	27	Net assets without donor restrictions		14,186,149	27	14,530,504	
	28	Net assets with donor restrictions		3,501,990	28	3,806,347	
	Organizations that do not follow FASB ASC 958, check here ☐ and complete lines 29 through 33.						
	29	Capital stock or trust principal, or current funds			29		
	30	Paid-in or capital surplus, or land, building or equipment fund			30		
	31	Retained earnings, endowment, accumulated income, or other funds			31		
	32	Total net assets or fund balances		17,688,139	32	18,336,851	
	33	Total liabilities and net assets/fund balances		26,776,388	33	27,369,951	

Part XI

Reconciliation of Net Assets

Check if Schedule O contains a response or note to any line in this Part XI

1	Total revenue (must equal Part VIII, column (A), line 12)	1	26,533,226
2	Total expenses (must equal Part IX, column (A), line 25)	2	24,988,708
3	Revenue less expenses. Subtract line 2 from line 1	3	1,544,518
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	17,688,139
5	Net unrealized gains (losses) on investments	5	-895,806
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain in Schedule O)	9	0
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (A))	10	18,336,851

Part XII

Financial Statements and Reporting

Check if Schedule O contains a response or note to any line in this Part XII

	Yes	No
1 Accounting method used to prepare the Form 990: ☐ Cash ☒ Accrual ☐ Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain on Schedule O.		
2a Were the organization's financial statements compiled or reviewed by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both: ☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis		No
b Were the organization's financial statements audited by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both: ☐ Separate basis ☒ Consolidated basis ☐ Both consolidated and separate basis	Yes	
c If "Yes," to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O.	Yes	
3a As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?	Yes	
b If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits.	Yes	

Additional Data

Return to Form

Software ID:

Software Version:

Form 990, Special Condition Description:

Special Condition Description

Name of the organization INTERNATIONAL CITYCOUNTY MANAGEMENT ASSOCIATION	Employer identification number 36-2167755
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Part I Reason for Public Charity Status (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

- 1

☐

A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i).**
- 2

☐

A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E (Form 990).)
- 3

☐

A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**
- 4

☐

A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state:
- 5

☐

An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II.)
- 6

☐

A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**
- 7

☐

An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 8

☐

A community trust described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 9

☐

An agricultural research organization described in **170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land grant college of agriculture. See instructions. Enter the name, city, and state of the college or university:
- 10

☒

An organization that normally receives: (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2).** (Complete Part III.)
- 11

☐

An organization organized and operated exclusively to test for public safety. See **section 509(a)(4).**
- 12

☐

An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2).** See **section 509(a)(3).** Check the box on lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.
- a

☐

Type I. A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
- b

☐

Type II. A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
- c

☐

Type III functionally integrated. A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
- d

☐

Type III non-functionally integrated. A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
- e

☐

Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.
- f

Enter the number of supported organizations
- g

Provide the following information about the supported organization(s).

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1- 10 above (see instructions))	(iv) Is the organization listed in your governing document?		(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
			Yes	No		
Total						

Part II **Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)**
(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization failed to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ►	(a) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grant.") . . .						
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge..						
4 Total. Add lines 1 through 3						
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f) . . .						
6 Public support. Subtract line 5 from line 4.						

Section B. Total Support

Calendar year (or fiscal year beginning in) ►	(a) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(f) Total
7 Amounts from line 4. . .						
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
9 Net income from unrelated business activities, whether or not the business is regularly carried on . . .						
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.). . .						
11 Total support. Add lines 7 through 10						
12 Gross receipts from related activities, etc. (see instructions)					12	
13 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here ☐						

Section C. Computation of Public Support Percentage

14 Public support percentage for 2021 (line 6, column (f) divided by line 11, column (f))	14	
15 Public support percentage for 2020 Schedule A, Part II, line 14	15	
16a 33 1/3% support test—2021. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization ☐		
b 33 1/3% support test—2020. If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization ☐		
17a 10%-facts-and-circumstances test—2021. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization ☐		
b 10%-facts-and-circumstances test—2020. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization ☐		
18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions ☐		

Part IIISupport Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ▶	(a) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") .	13,594,125	10,884,722	13,900,469	12,451,236	12,095,556	62,926,108
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose	12,088,914	11,954,441	12,974,919	9,221,028	10,848,236	57,087,538
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 Total. Add lines 1 through 5	25,683,039	22,839,163	26,875,388	21,672,264	22,943,792	120,013,646
7a Amounts included on lines 1, 2, and 3 received from disqualified persons	5,524	5,655	5,220	5,580	5,227	27,206
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year.						0
c Add lines 7a and 7b. .	5,524	5,655	5,220	5,580	5,227	27,206
8 Public support. (Subtract line 7c from line 6.)						119,986,440

Section B. Total Support

Calendar year (or fiscal year beginning in) ▶	(a) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(f) Total
9 Amounts from line 6. . .	25,683,039	22,839,163	26,875,388	21,672,264	22,943,792	120,013,646
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources . .	4,428,645	4,450,209	3,846,838	3,508,335	3,625,512	19,859,539
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975.						
c Add lines 10a and 10b.	4,428,645	4,450,209	3,846,838	3,508,335	3,625,512	19,859,539
11 Net income from unrelated business activities not included on line 10b, whether or not the business is regularly carried on.	82,845	80,734	72,338	60,513	96,730	393,160
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) . .	132,166	132,212	132,657	132,034	132,066	661,135
13 Total support. (Add lines 9, 10c, 11, and 12.) . .	30,326,695	27,502,318	30,927,221	25,373,146	26,798,100	140,927,480
14 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here ☐						

Section C. Computation of Public Support Percentage

15 Public support percentage for 2021 (line 8, column (f) divided by line 13, column (f))	15	85.140 %
16 Public support percentage from 2020 Schedule A, Part III, line 15	16	86.070 %

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2021 (line 10c, column (f) divided by line 13, column (f))	17	14.090 %
18 Investment income percentage from 2020 Schedule A, Part III, line 17	18	13.210 %
19a 33 1/3% support tests—2021. If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and stop here . The organization qualifies as a publicly supported organization ☒		
b 33 1/3% support tests—2020. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3% and line 18 is not more than 33 1/3%, check this box and stop here . The organization qualifies as a publicly supported organization ☐		
20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions ☐		

Part IV Supporting Organizations

(Complete only if you checked a box on line 12 of Part I. If you checked box 12a, of Part I, complete Sections A and B. If you checked box 12b, of Part I, complete Sections A and C. If you checked box 12c, of Part I, complete Sections A, D, and E. If you checked box 12d, of Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

		Yes	No
1	Are all of the organization's supported organizations listed by name in the organization's governing documents? <i>If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.</i>		
2	Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? <i>If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).</i>		
3a	Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If "Yes," answer lines 3b and 3c below.</i>		
b	Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? <i>If "Yes," describe in Part VI when and how the organization made the determination.</i>		
c	Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? <i>If "Yes," explain in Part VI what controls the organization put in place to ensure such use.</i>		
4a	Was any supported organization not organized in the United States ("foreign supported organization")? <i>If "Yes" and if you checked box 12a or 12b in Part I, answer lines 4b and 4c below.</i>		
b	Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? <i>If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.</i>		
c	Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? <i>If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.</i>		
5a	Did the organization add, substitute, or remove any supported organizations during the tax year? <i>If "Yes," answer lines 5b and 5c below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).</i>		
b	Type I or Type II only. Was any added or substituted supported organization part of a class already designated in the organization's organizing document?		
c	Substitutions only. Was the substitution the result of an event beyond the organization's control?		
6	Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? <i>If "Yes," provide detail in Part VI.</i>		
7	Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? <i>If "Yes," complete Part I of Schedule L (Form 990) .</i>		
8	Did the organization make a loan to a disqualified person (as defined in section 4958) not described on line 7? <i>If "Yes," complete Part I of Schedule L (Form 990).</i>		
9a	Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons, as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? <i>If "Yes," provide detail in Part VI.</i>		
b	Did one or more disqualified persons (as defined on line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? <i>If "Yes," provide detail in Part VI.</i>		
c	Did a disqualified person (as defined on line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? <i>If "Yes," provide detail in Part VI.</i>		
10a	Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? <i>If "Yes," answer line 10b below.</i>		
b	Did the organization have any excess business holdings in the tax year? <i>(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings).</i>		

Part IV Supporting Organizations (continued)

	Yes	No
11 Has the organization accepted a gift or contribution from any of the following persons?		
a A person who directly or indirectly controls, either alone or together with persons described on lines 11b and 11c below, the governing body of a supported organization?		
11a		
b A family member of a person described on 11a above?		
11b		
c A 35% controlled entity of a person described on line 11a or 11b above? If "Yes" to 11a, 11b, or 11c, provide detail in Part VI		
11c		

Section B. Type I Supporting Organizations

	Yes	No
1 Did the officers, directors, trustees, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's directors or trustees at all times during the tax year? If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove directors or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.		
1		
2 Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? If "Yes," explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised or controlled the supporting organization.		
2		

Section C. Type II Supporting Organizations

	Yes	No
1 Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? If "No," describe in Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).		
1		

Section D. All Type III Supporting Organizations

	Yes	No
1 Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?		
1		
2 Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).		
2		
3 By reason of the relationship described in line 2 above, did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.		
3		

Section E. Type III Functionally-Integrated Supporting Organizations

1 Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions):			
a ☐ The organization satisfied the Activities Test. Complete line 2 below.			
b ☐ The organization is the parent of each of its supported organizations. Complete line 3 below.			
c ☐ The organization supported a governmental entity. Describe in Part VI how you supported a government entity (see instructions)			
2 Activities Test. Answer lines 2a and 2b below.			
a Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.			
2a			
b Did the activities described on line 2a, above constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.			
2b			
3 Parent of Supported Organizations. Answer lines 3a and 3b below.			
a Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? If "Yes" or "No", provide details in Part VI.			
3a			
b Did the organization exercise a substantial degree of direction over the policies, programs and activities of each of its supported organizations? If "Yes," describe in Part VI. the role played by the organization in this regard.			
3b			

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations

- 1** ☐ Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (*explain in **Part VI***). **See instructions.** All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A - Adjusted Net Income

(A) Prior Year

(B) Current Year
(optional)

- | | |
|---|----------|
| 1 Net short-term capital gain | 1 |
| 2 Recoveries of prior-year distributions | 2 |
| 3 Other gross income (see instructions) | 3 |
| 4 Add lines 1 through 3 | 4 |
| 5 Depreciation and depletion | 5 |
| 6 Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions) | 6 |
| 7 Other expenses (see instructions) | 7 |
| 8 Adjusted Net Income (subtract lines 5, 6 and 7 from line 4) | 8 |

Section B - Minimum Asset Amount

(A) Prior Year

(B) Current Year
(optional)

- | | |
|--|-----------|
| 1 Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year): | 1 |
| a Average monthly value of securities | 1a |
| b Average monthly cash balances | 1b |
| c Fair market value of other non-exempt-use assets | 1c |
| d Total (add lines 1a, 1b, and 1c) | 1d |
| e Discount claimed for blockage or other factors (<i>explain in detail in Part VI</i>): | |
| 2 Acquisition indebtedness applicable to non-exempt use assets | 2 |
| 3 Subtract line 2 from line 1d | 3 |
| 4 Cash deemed held for exempt use. Enter 0.015 of line 3 (for greater amount, see instructions). | 4 |
| 5 Net value of non-exempt-use assets (subtract line 4 from line 3) | 5 |
| 6 Multiply line 5 by 0.035 | 6 |
| 7 Recoveries of prior-year distributions | 7 |
| 8 Minimum Asset Amount (add line 7 to line 6) | 8 |

Section C - Distributable Amount

Current Year

- | | |
|--|----------|
| 1 Adjusted net income for prior year (from Section A, line 8, Column A) | 1 |
| 2 Enter 85% of line 1 | 2 |
| 3 Minimum asset amount for prior year (from Section B, line 8, Column A) | 3 |
| 4 Enter greater of line 2 or line 3 | 4 |
| 5 Income tax imposed in prior year | 5 |
| 6 Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions) | 6 |

- 7** ☐ Check here if the current year is the organization's first as a non-functionally-integrated Type III supporting organization (see instructions)

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations		(continued)
Section D - Distributions		Current Year
1 Amounts paid to supported organizations to accomplish exempt purposes	1	
2 Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	2	
3 Administrative expenses paid to accomplish exempt purposes of supported organizations	3	
4 Amounts paid to acquire exempt-use assets	4	
5 Qualified set-aside amounts (<i>prior IRS approval required - provide details in Part VI</i>)	5	
6 Other distributions (<i>describe in Part VI</i>). See instructions	6	
7 Total annual distributions. Add lines 1 through 6.	7	
8 Distributions to attentive supported organizations to which the organization is responsive (<i>provide details in Part VI</i>). See instructions	8	
9 Distributable amount for 2021 from Section C, line 6	9	
10 Line 8 amount divided by Line 9 amount	10	

Section E - Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2021	(iii) Distributable Amount for 2021
1 Distributable amount for 2021 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2021 (reasonable cause required-- <i>explain in Part VI</i>). See instructions.			
3 Excess distributions carryover, if any, to 2021:			
a From 2016.			
b From 2017.			
c From 2018.			
d From 2019.			
e From 2020.			
f Total of lines 3a through e			
g Applied to underdistributions of prior years			
h Applied to 2021 distributable amount			
i Carryover from 2016 not applied (see instructions)			
j Remainder. Subtract lines 3g, 3h, and 3i from line 3f.			
4 Distributions for 2021 from Section D, line 7: \$			
a Applied to underdistributions of prior years			
b Applied to 2021 distributable amount			
c Remainder. Subtract lines 4a and 4b from line 4.			
5 Remaining underdistributions for years prior to 2021, if any. Subtract lines 3g and 4a from line 2. If the amount is greater than zero, <i>explain in Part VI</i> . See instructions.			
6 Remaining underdistributions for 2021. Subtract lines 3h and 4b from line 1. If the amount is greater than zero, <i>explain in Part VI</i> . See instructions.			
7 Excess distributions carryover to 2022. Add lines 3j and 4c.			
8 Breakdown of line 7:			
a Excess from 2017.			
b Excess from 2018.			
c Excess from 2019.			
d Excess from 2020.			
e Excess from 2021.			

Part VI **Supplemental Information.** Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a and 3b; Part V, line 1; Part V, Section B, line 1e; Part V Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions).

Facts And Circumstances Test

Return Reference

Explanation

Additional Data

[Return to Form](#)

Software ID: Software Version:	
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If the organization answered "Yes" on Form 990, Part IV, Line 3, or Form 990-EZ, Part V, line 46 (Political Campaign Activities), then

- Section 501(c)(3) organizations: Complete Parts I-A and B. Do not complete Part I-C.
- Section 501(c) (other than section 501(c)(3)) organizations: Complete Parts I-A and C below. Do not complete Part I-B.
- Section 527 organizations: Complete Part I-A only.

If the organization answered "Yes" on Form 990, Part IV, Line 4, or Form 990-EZ, Part VI, line 47 (Lobbying Activities), then

- Section 501(c)(3) organizations that have filed Form 5768 (election under section 501(h)): Complete Part II-A. Do not complete Part II-B.
- Section 501(c)(3) organizations that have NOT filed Form 5768 (election under section 501(h)): Complete Part II-B. Do not complete Part II-A.

If the organization answered "Yes" on Form 990, Part IV, Line 5 (Proxy Tax) (see separate instructions) or Form 990-EZ, Part V, line 35c (Proxy Tax) (see separate instructions), then

- Section 501(c)(4), (5), or (6) organizations: Complete Part III.

Name of the organization INTERNATIONAL CITYCOUNTY MANAGEMENT ASSOCIATION	Employer identification number 36-2167755
--	--

Part I-A Complete if the organization is exempt under section 501(c) or is a section 527 organization.

1	Provide a description of the organization's direct and indirect political campaign activities in Part IV. See instructions for definition of "political campaign activities."	
2	Political campaign activity expenditures. See instructions	\$
3	Volunteer hours for political campaign activities. See instructions	

Part I-B Complete if the organization is exempt under section 501(c)(3).

1	Enter the amount of any excise tax incurred by the organization under section 4955	\$
2	Enter the amount of any excise tax incurred by organization managers under section 4955	\$
3	If the organization incurred a section 4955 tax, did it file Form 4720 for this year?	☐ Yes ☐ No
4a	Was a correction made?	☐ Yes ☐ No
b	If "Yes," describe in Part IV.	

Part I-C Complete if the organization is exempt under section 501(c), except section 501(c)(3).

1	Enter the amount directly expended by the filing organization for section 527 exempt function activities	\$
2	Enter the amount of the filing organization's funds contributed to other organizations for section 527 exempt function activities	\$
3	Total exempt function expenditures. Add lines 1 and 2. Enter here and on Form 1120-POL, line 17b	\$
4	Did the filing organization file Form 1120-POL for this year?	☐ Yes ☐ No
5	Enter the names, addresses and employer identification number (EIN) of all section 527 political organizations to which the filing organization made payments. For each organization listed, enter the amount paid from the filing organization's funds. Also enter the amount of political contributions received that were promptly and directly delivered to a separate political organization, such as a separate segregated fund or a political action committee (PAC). If additional space is needed, provide information in Part IV.	

(a) Name	(b) Address	(c) EIN	(d) Amount paid from filing organization's funds. If none, enter -0-.	(e) Amount of political contributions received and promptly and directly delivered to a separate political organization. If none, enter -0-.
1				
2				
3				
4				
5				
6				

Part II-A

Complete if the organization is exempt under section 501(c)(3) and filed Form 5768 (election under section 501(h)).

- A
- Check ☐ if the filing organization belongs to an affiliated group (and list in Part IV each affiliated group member's name, address, EIN, expenses, and share of excess lobbying expenditures).
- B
- Check ☐ if the filing organization checked box A and "limited control" provisions apply.

Limits on Lobbying Expenditures (The term "expenditures" means amounts paid or incurred.)		(a) Filing organization's totals	(b) Affiliated group totals												
1a	Total lobbying expenditures to influence public opinion (grass roots lobbying)	13,000													
b	Total lobbying expenditures to influence a legislative body (direct lobbying)	100,679													
c	Total lobbying expenditures (add lines 1a and 1b)	113,679													
d	Other exempt purpose expenditures	24,863,006													
e	Total exempt purpose expenditures (add lines 1c and 1d)	24,976,685													
f	Lobbying nontaxable amount. Enter the amount from the following table in both columns.	1,000,000													
<table><tr><th>If the amount on line 1e, column (a) or (b) is:</th><th>The lobbying nontaxable amount is:</th></tr><tr><td>Not over \$500,000</td><td>20% of the amount on line 1e.</td></tr><tr><td>Over \$500,000 but not over \$1,000,000</td><td>\$100,000 plus 15% of the excess over \$500,000.</td></tr><tr><td>Over \$1,000,000 but not over \$1,500,000</td><td>\$175,000 plus 10% of the excess over \$1,000,000.</td></tr><tr><td>Over \$1,500,000 but not over \$17,000,000</td><td>\$225,000 plus 5% of the excess over \$1,500,000.</td></tr><tr><td>Over \$17,000,000</td><td>\$1,000,000.</td></tr></table>		If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:	Not over \$500,000	20% of the amount on line 1e.	Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000.	Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000.	Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000.	Over \$17,000,000	\$1,000,000.		
If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:														
Not over \$500,000	20% of the amount on line 1e.														
Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000.														
Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000.														
Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000.														
Over \$17,000,000	\$1,000,000.														
g	Grassroots nontaxable amount (enter 25% of line 1f)	250,000													
h	Subtract line 1g from line 1a. If zero or less, enter -0-.	0													
i	Subtract line 1f from line 1c. If zero or less, enter -0-.	0													
j If there is an amount other than zero on either line 1h or line 1i, did the organization file Form 4720 reporting section 4911 tax for this year?		☐ Yes ☐ No													

4-Year Averaging Period Under Section 501(h)
(Some organizations that made a section 501(h) election do not have to complete all of the five columns below. See the separate instructions for lines 2a through 2f.)

Lobbying Expenditures During 4-Year Averaging Period					
Calendar year (or fiscal year beginning in)	(a) 2018	(b) 2019	(c) 2020	(d) 2021	(e) Total
2a Lobbying nontaxable amount			1,000,000	1,000,000	2,000,000
b Lobbying ceiling amount (150% of line 2a, column(e))					3,000,000
c Total lobbying expenditures			289,306	113,679	402,985
d Grassroots nontaxable amount			250,000	250,000	500,000
e Grassroots ceiling amount (150% of line 2d, column (e))					750,000
f Grassroots lobbying expenditures			10,000	13,000	23,000

Part II-B

Complete if the organization is exempt under section 501(c)(3) and has NOT filed Form 5768 (election under section 501(h)).

For each "Yes" response on lines 1a through 1i below, provide in Part IV a detailed description of the lobbying activity.

		(a)		(b)
		Yes	No	Amount
1	During the year, did the filing organization attempt to influence foreign, national, state or local legislation, including any attempt to influence public opinion on a legislative matter or referendum, through the use of:			
a	Volunteers?			
b	Paid staff or management (include compensation in expenses reported on lines 1c through 1i)?			
c	Media advertisements?			
d	Mailings to members, legislators, or the public?			
e	Publications, or published or broadcast statements?			
f	Grants to other organizations for lobbying purposes?			
g	Direct contact with legislators, their staffs, government officials, or a legislative body?			
h	Rallies, demonstrations, seminars, conventions, speeches, lectures, or any similar means?			
i	Other activities?			
j	Total. Add lines 1c through 1i			
2a	Did the activities in line 1 cause the organization to be not described in section 501(c)(3)?			
b	If "Yes," enter the amount of any tax incurred under section 4912			
c	If "Yes," enter the amount of any tax incurred by organization managers under section 4912			
d	If the filing organization incurred a section 4912 tax, did it file Form 4720 for this year?			

Part III-A

Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6).

		Yes	No
1	Were substantially all (90% or more) dues received nondeductible by members?	1	
2	Did the organization make only in-house lobbying expenditures of \$2,000 or less?	2	
3	Did the organization agree to carry over lobbying and political expenditures from the prior year?	3	

Part III-B

Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6) and if either (a) BOTH Part III-A, lines 1 and 2, are answered "No" OR (b) Part III-A, line 3, is answered "Yes."

1	Dues, assessments and similar amounts from members	1	
2	Section 162(e) nondeductible lobbying and political expenditures (do not include amounts of political expenses for which the section 527(f) tax was paid).		
a	Current year	2a	
b	Carryover from last year	2b	
c	Total	2c	
3	Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues .	3	
4	If notices were sent and the amount on line 2c exceeds the amount on line 3, what portion of the excess does the organization agree to carryover to the reasonable estimate of nondeductible lobbying and political expenditure next year?	4	
5	Taxable amount of lobbying and political expenditures. See Instructions	5	

Part IV

Supplemental Information

Provide the descriptions required for Part I-A, line 1; Part I-B, line 4; Part I-C, line 5; Part II-A (affiliated group list); Part II-A, lines 1 and 2 (see instructions), and Part II-B, line 1. Also, complete this part for any additional information.

Return Reference	Explanation
PART II-A, LINE 1, LOBBYING ACTIVITIES:	THE PRIMARY OBJECTIVE OF ICMA'S FORM OF GOVERNMENT ADVOCACY ACTIVITIES IS TO DOCUMENT AND PROMOTE THE BENEFITS OF PROFESSIONAL LOCAL GOVERNMENT MANAGEMENT AND THE COUNCIL-MANAGER FORM OF GOVERNMENT. TO ACHIEVE THIS GOAL, ICMA CREATES CONTENT TO HIGHLIGHT THE ACTIVITIES OF PROFESSIONAL MANAGERS IN ALL FORMS OF LOCAL GOVERNMENT, CONDUCTS RESEARCH AND REPORTS OUT ON FINDINGS REGARDING ISSUES RELATED TO LOCAL GOVERNMENT MANAGEMENT, AND HIGHLIGHTS EXAMPLES OF BEST PRACTICES DEMONSTRATED BY COMMUNITIES THAT OPERATE UNDER THE COUNCIL-MANAGER FORM OF GOVERNMENT OR PROFESSIONAL LOCAL GOVERNMENT MANAGEMENT; DEVELOPS AND DISSEMINATES RELATED EDUCATIONAL MATERIALS; AND RESPONDS TO REQUESTS FOR LIMITED FINANCIAL ASSISTANCE FROM LEGITIMATE LOCAL NON-PROFIT GROUPS PROMOTING ADOPTION/RETENTION OF THE COUNCIL/MANAGER FORM OF GOVERNMENT. IN FISCAL YEAR 2022, ICMA USED AVAILABLE STATISTICS, RESEARCH, AND DATA TO DEVELOP A NUMBER OF OPINION PIECES AND EDITORIALS THAT ADVOCATED FOR THE RETENTION OR ADOPTION OF THE COUNCIL-MANAGER FORM OF GOVERNMENT OR THE CITY MANAGER'S AUTHORITY IN A NUMBER OF JURISDICTIONS INCLUDING: PORTLAND, OR; PORTLAND, ME; HOLMDEL, NJ; SARASOTA, FL; BUFFALO, NY; MONTREAT, NC; AND BURNSVILLE, NC. IN ADDITION TO SUPPORTING COMMUNITIES SEEKING INFORMATION ABOUT VARIOUS FORMS OF GOVERNMENT, ICMA PROVIDES RESOURCES AND GUIDANCE TO STATE ASSOCIATIONS, LOCAL COMMUNITY GROUPS, AND LOCAL GOVERNMENT ORGANIZATIONS. STAFF MET WITH COMMUNITY ORGANIZERS TO PROVIDE TECHNICAL GUIDANCE AND EXPERT TESTIMONY ON THE VALUE OF PROFESSIONAL MANAGEMENT INCLUDING MEETINGS WITH NEW YORK STATE CITY/COUNTY MANAGEMENT ASSOCIATION (NYCMA); MAINE TOWN AND CITY MANAGERS ASSOCIATION (MTCMA); BUFFALO CITY COUNCIL; SARASOTA CHARTER COMMISSION; AND PORTLAND, OREGON CHARTER REVIEW COMMISSION.

Additional Data

Return to Form

Software ID:

Software Version:

Name of the organization INTERNATIONAL CITYCOUNTY MANAGEMENT ASSOCIATION	Employer identification number 36-2167755
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Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.

Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1	Total number at end of year	
2	Aggregate value of contributions to (during year)	
3	Aggregate value of grants from (during year)	
4	Aggregate value at end of year	
5	Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? ☐ Yes ☐ No	
6	Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit? ☐ Yes ☐ No	

Part II Conservation Easements.

Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

1	Purpose(s) of conservation easements held by the organization (check all that apply). ☐ Preservation of land for public use (e.g., recreation or education) ☐ Preservation of an historically important land area ☐ Protection of natural habitat ☐ Preservation of a certified historic structure ☐ Preservation of open space	
2	Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.	
a	Total number of conservation easements	2a
b	Total acreage restricted by conservation easements	2b
c	Number of conservation easements on a certified historic structure included in (a)	2c
d	Number of conservation easements included in (c) acquired after 7/25/06, and not on a historic structure listed in the National Register	2d
3	Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ▶ _____	
4	Number of states where property subject to conservation easement is located ▶ _____	
5	Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? ☐ Yes ☐ No	
6	Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ _____	
7	Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ \$ _____	
8	Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? ☐ Yes ☐ No	
9	In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.	

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.

Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1a	If the organization elected, as permitted under FASB ASC 958, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIII, the text of the footnote to its financial statements that describes these items.	
b	If the organization elected, as permitted under FASB ASC 958, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items: (i) Revenue included on Form 990, Part VIII, line 1 ▶ \$ _____ (ii) Assets included in Form 990, Part X ▶ \$ _____	
2	If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under FASB ASC 958 relating to these items: a Revenue included on Form 990, Part VIII, line 1 ▶ \$ _____ b Assets included in Form 990, Part X ▶ \$ _____	

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)

3

Using the organization's acquisition, accession, and other records, check any of the following that are a significant use of its collection items (check all that apply):

a

☐ Public exhibition

b

☐ Scholarly research

c

☐ Preservation for future generations

d

☐ Loan or exchange programs

e

☐ Other

4

Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.

5

During the year, did the organization solicit or receive donations of art, historical treasures or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? . . .

☐ Yes

☐ No

Part IV Escrow and Custodial Arrangements.

Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a

Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X?

☐ Yes

☐ No

b

If "Yes," explain the arrangement in Part XIII and complete the following table:

c

Beginning balance

d

Additions during the year

e

Distributions during the year

f

Ending balance

	Amount
1c	
1d	
1e	
1f	

2a

Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability?

☐ Yes

☐ No

b

If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided in Part XIII

☐

Part V Endowment Funds.

Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance					
b Contributions					
c Net investment earnings, gains, and losses					
d Grants or scholarships					
e Other expenditures for facilities and programs					
f Administrative expenses					
g End of year balance					

2

Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:

a

Board designated or quasi-endowment ▶

b

Permanent endowment ▶

c

Term endowment ▶

The percentages on lines 2a, 2b, and 2c should equal 100%.

3a

Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

(i) Unrelated organizations

(ii) Related organizations

b

If "Yes" on 3a(ii), are the related organizations listed as required on Schedule R?

	Yes	No
3a(i)		
3a(ii)		
3b		

4

Describe in Part XIII the intended uses of the organization's endowment funds.

Part VI Land, Buildings, and Equipment.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land				
b Buildings				
c Leasehold improvements		218,789	158,732	60,057
d Equipment		3,993,245	2,842,866	1,150,379
e Other		74,512	70,310	4,202
Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10(c).)				1,214,638

Schedule D (Form 990) 2021

Part VII

Investments - Other Securities.
Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely-held equity interests		
(3) Other _____		
(A)		
(B)		
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
Total. (Column (b) must equal Form 990, Part X, col. (B) line 12.)		

Part VIII

Investments - Program Related.
Complete if the organization answered 'Yes' on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
Total. (Column (b) must equal Form 990, Part X, col.(B) line 13.)		

Part IX

Other Assets.
Complete if the organization answered 'Yes' on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1)	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col.(B) line 15.)	

Part X

Other Liabilities.
Complete if the organization answered 'Yes' on Form 990, Part IV, line 11e or 11f.
See Form 990, Part X, line 25.

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col.(B) line 25.)	263,219

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48 (ASC 740). Check here if the text of the footnote has been provided in Part XIII ☒

Part XI

Reconciliation of Revenue per Audited Financial Statements With Revenue per Return.

Complete if the organization answered 'Yes' on Form 990, Part IV, line 12a.

1	Total revenue, gains, and other support per audited financial statements	1	26,278,875
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:		
a	Net unrealized gains (losses) on investments	2a	-895,806
b	Donated services and use of facilities	2b	52,376
c	Recoveries of prior year grants	2c	
d	Other (Describe in Part XIII.)	2d	616,277
e	Add lines 2a through 2d	2e	-227,153
3	Subtract line 2e from line 1	3	26,506,028
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	27,198
b	Other (Describe in Part XIII.)	4b	
c	Add lines 4a and 4b	4c	27,198
5	Total revenue. Add lines 3 and 4c. (This must equal Form 990, Part I, line 12.)	5	26,533,226

Part XII

Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.

Complete if the organization answered 'Yes' on Form 990, Part IV, line 12a.

1	Total expenses and losses per audited financial statements	1	25,630,163
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:		
a	Donated services and use of facilities	2a	52,376
b	Prior year adjustments	2b	
c	Other losses	2c	
d	Other (Describe in Part XIII.)	2d	616,277
e	Add lines 2a through 2d	2e	668,653
3	Subtract line 2e from line 1	3	24,961,510
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	27,198
b	Other (Describe in Part XIII.)	4b	
c	Add lines 4a and 4b	4c	27,198
5	Total expenses. Add lines 3 and 4c. (This must equal Form 990, Part I, line 18.)	5	24,988,708

Part XIII

Supplemental Information

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

Return Reference	Explanation
PART X, LINE 2:	FOR THE YEAR ENDED JUNE 30, 2022, THE ASSOCIATION HAS DOCUMENTED ITS CONSIDERATION OF FASB ASC 740-10, INCOME TAXES, THAT PROVIDES GUIDANCE FOR REPORTING UNCERTAINTY IN INCOME TAXES AND HAS DETERMINED THAT NO MATERIAL UNCERTAIN TAX POSITIONS QUALIFY FOR EITHER RECOGNITION OR DISCLOSURE IN THE CONSOLIDATED FINANCIAL STATEMENTS.
PART XI, LINE 2D - OTHER ADJUSTMENTS:	RENTAL EXPENSES REPORTED AS EXPENSE ON THE FINANCIAL 614,779. STATEMENTS AND NETTED AGAINST REVENUE ON FORM 990,PART VIII, LINE 6B. DISPOSAL OF ASSETS REPORTED AS EXPENSE ON THE FINANCIAL 1,498. STATEMENTS AND NETTED AGAINST REVENUE ON FORM 990,PART VIII, LINE 7B.
PART XII, LINE 2D - OTHER ADJUSTMENTS:	RENTAL EXPENSES REPORTED AS EXPENSE ON THE FINANCIAL 614,779. STATEMENTS AND NETTED AGAINST REVENUE ON FORM 990,PART VIII, LINE 6B. DISPOSAL OF ASSETS REPORTED AS EXPENSE ON THE FINANCIAL 1,498. STATEMENTS AND NETTED AGAINST REVENUE ON FORM 990,PART VIII, LINE 7B.

Additional Data

[Return to Form](#)

Software ID:

Software Version:

SCHEDULE F
(Form 990)

Statement of Activities Outside the United States

▶ Complete if the organization answered "Yes" to Form 990, Part IV, line 14b, 15, or 16.
▶ Attach to Form 990.
▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2021

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

Name of the organization
INTERNATIONAL CITYCOUNTY MANAGEMENT
ASSOCIATION

Employer identification number
36-2167755

Part I

General Information on Activities Outside the United States. Complete if the organization answered "Yes" on Form 990, Part IV, line 14b.

- 1 For grantmakers. Does the organization maintain records to substantiate the amount of its grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? ☒ Yes ☐ No
- 2 For grantmakers. Describe in Part V the organization's procedures for monitoring the use of its grants and other assistance outside the United States.
- 3 Activites per Region. (The following Part I, line 3 table can be duplicated if additional space is needed.)

(a) Region	(b) Number of offices in the region	(c) Number of employees, agents, and independent contractors in the region	(d) Activities conducted in region (by type) (such as, fundraising, program services, investments, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in the region	(f) Total expenditures for and investments in the region
(1) EAST ASIA AND THE PACIFIC	1	128	PROGRAM SERVICES	MUNICIPAL GOVERNANCE	5,117,830
(2) CENTRAL AMERICA AND THE CARIBBEAN	0	4	PROGRAM SERVICES	MUNICIPAL GOVERNANCE	161,097
(3) SOUTH ASIA	0	6	PROGRAM SERVICES	MUNICIPAL GOVERNANCE	232,144
(4) CENTRAL AMERICA AND THE CARIBBEAN	0	0	GRANTS TO RECIPIENTS LOCATED IN REGION		102,260
(5) EAST ASIA AND THE PACIFIC	0	0	GRANTS TO RECIPIENTS LOCATED IN REGION		654,766
(6) SOUTH ASIA	0	0	GRANTS TO RECIPIENTS LOCATED IN REGION		9,961
(7) EUROPE (INCLUDING ICELAND & GREENLAND)	0	0	GRANTS TO RECIPIENTS LOCATED IN REGION		53,111
(8) RUSSIA AND NEIGHBORING STATES	0	0	GRANTS TO RECIPIENTS LOCATED IN REGION		5,000
(9)					
(10)					
(11)					
(12)					
(13)					
(14)					
(15)					
(16)					
(17)					
3a Sub-total	1	138			6,336,169
b Total from continuation sheets to Part I.	0	0			0
c Totals (add lines 3a and 3b)	1	138			6,336,169

Part II

Grants and Other Assistance to Organizations or Entities Outside the United States. Complete if the organization answered "Yes" on Form 990, Part IV, line 15, for any recipient who received more than \$5,000. Part II can be duplicated if additional space is needed.

1	(a) Name of organization	(b) IRS code section and EIN (if applicable)	(c) Region	(d) Purpose of grant	(e) Amount of cash grant	(f) Manner of cash disbursement	(g) Amount of noncash assistance	(h) Description of noncash assistance	(i) Method of valuation (book, FMV, appraisal, other)
(1)			CENTRAL AMERICA AND THE CARIBBEAN	STRENGTHENING GOVERNMENT THROUGH CIVIL SOCIETY ENGAGEMENT (CARSI) PROGRAM	52,149	WIRE TRANSFER	0		
(2)			CENTRAL AMERICA AND THE CARIBBEAN	STRENGTHENING GOVERNMENT THROUGH CIVIL SOCIETY ENGAGEMENT (CARSI) PROGRAM-PHASE II	50,111	WIRE TRANSFER	0		
(3)			EAST ASIA AND THE PACIFIC	CITIES FOR ENHANCED ENGAGEMENT AND GOVERNANCE (CHANGE) PROGRAM	23,262	WIRE TRANSFER	0		
(4)			EAST ASIA AND THE PACIFIC	CITIES FOR ENHANCED ENGAGEMENT AND GOVERNANCE (CHANGE) PROGRAM	66,432	WIRE TRANSFER	0		
(5)			EAST ASIA AND THE PACIFIC	STRENGTHENING URBAN RESILIENCE FOR GROWTH WITH EQUITY (SURGE)	18,239	WIRE TRANSFER	0		
(6)			EAST ASIA AND THE PACIFIC	STRENGTHENING URBAN RESILIENCE FOR GROWTH WITH EQUITY (SURGE)	12,278	WIRE TRANSFER	0		
(7)			EAST ASIA AND THE PACIFIC	STRENGTHENING URBAN RESILIENCE FOR GROWTH WITH EQUITY (SURGE)	192,787	WIRE TRANSFER	0		
(8)			EAST ASIA AND THE PACIFIC	STRENGTHENING URBAN RESILIENCE FOR GROWTH WITH EQUITY (SURGE)	120,733	WIRE TRANSFER	0		
(9)			EAST ASIA AND THE PACIFIC	STRENGTHENING URBAN RESILIENCE FOR GROWTH WITH EQUITY (SURGE)	14,613	WIRE TRANSFER	0		
(10)			EAST ASIA AND THE PACIFIC	STRENGTHENING URBAN RESILIENCE FOR GROWTH WITH EQUITY (SURGE)	31,017	WIRE TRANSFER	0		
(11)			EAST ASIA AND THE PACIFIC	STRENGTHENING URBAN RESILIENCE FOR GROWTH WITH EQUITY (SURGE)	9,372	WIRE TRANSFER	0		
(12)			EAST ASIA AND THE PACIFIC	STRENGTHENING URBAN RESILIENCE FOR GROWTH WITH EQUITY (SURGE)	124,884	WIRE TRANSFER	0		
(13)			SOUTH ASIA	CTA CAPACITY BUILDING AND SUSTAINABILITY INITIATIVE (CTA-CBSI) PROGRAM	9,961	WIRE TRANSFER	0		
(14)			EUROPE (INCLUDING ICELAND & GREENLAND)	ICMA EUROPE GRANT	53,111	WIRE TRANSFER	0		
(15)									
(16)									

2 Enter total number of recipient organizations listed above that are recognized as charities by the foreign country, recognized as tax-exempt by the IRS, or for which the grantee or counsel has provided a section 501(c)(3) equivalency letter

3 Enter total number of other organizations or entities

113

Part III **Grants and Other Assistance to Individuals Outside the United States.** Complete if the organization answered "Yes" on Form 990, Part IV, line 16.

Part III can be duplicated if additional space is needed.

(a) Type of grant or assistance	(b) Region	(c) Number of recipients	(d) Amount of cash grant	(e) Manner of cash disbursement	(f) Amount of noncash assistance	(g) Description of noncash assistance	(h) Method of valuation (book, FMV, appraisal, other)
(1) FELLOWSHIP STIPENDS	EAST ASIA AND THE PACIFIC	25	41,150	CASH			
(2)							
(3)							
(4)							
(5)							
(6)							
(7)							
(8)							
(9)							
(10)							
(11)							
(12)							
(13)							
(14)							
(15)							
(16)							
(17)							
(18)							

Part IV Foreign Forms

- 1

Was the organization a U.S. transferor of property to a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 926, Return by a U.S. Transferor of Property to a Foreign Corporation (see Instructions for Form 926)*

☒ Yes

☐ No
- 2

Did the organization have an interest in a foreign trust during the tax year? *If "Yes," the organization may be required to separately file Form 3520, Annual Return to Report Transactions with Foreign Trusts and Receipt of Certain Foreign Gifts, and/or Form 3520-A, Annual Information Return of Foreign Trust With a U.S. Owner (see Instructions for Forms 3520 and 3520-A; don't file with Form 990)*

☐ Yes

☒ No
- 3

Did the organization have an ownership interest in a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 5471, Information Return of U.S. Persons with Respect to Certain Foreign Corporations. (see Instructions for Form 5471)*

☐ Yes

☒ No
- 4

Was the organization a direct or indirect shareholder of a passive foreign investment company or a qualified electing fund during the tax year? *If "Yes," the organization may be required to file Form 8621, Information Return by a Shareholder of a Passive Foreign Investment Company or Qualified Electing Fund. (see Instructions for Form 8621)*

☐ Yes

☒ No
- 5

Did the organization have an ownership interest in a foreign partnership during the tax year? *If "Yes," the organization may be required to file Form 8865, Return of U.S. Persons with Respect to Certain Foreign Partnerships (see Instructions for Form 8865)*

☐ Yes

☒ No
- 6

Did the organization have any operations in or related to any boycotting countries during the tax year? *If "Yes," the organization may be required to separately file Form 5713, International Boycott Report (see Instructions for Form 5713; don't file with Form 990).*

☐ Yes

☒ No

Provide the information required by Part I, line 2 (monitoring of funds); Part I, line 3, column (f) (accounting method; amounts of investments vs. expenditures per region); Part II, line 1 (accounting method); Part III (accounting method); and Part III, column (c) (estimated number of recipients), as applicable. Also complete this part to provide any additional information. See instructions.

[illegible]

Additional Data

Software ID:

Software Version:

Name of the organization
INTERNATIONAL CITYCOUNTY MANAGEMENT
ASSOCIATION

Employer identification number
36-2167755

Part I Fundraising Activities. Complete if the organization answered "Yes" on Form 990, Part IV, line 17.
Form 990-EZ filers are not required to complete this part.

- 1 Indicate whether the organization raised funds through any of the following activities. Check all that apply.
- a ☒ Mail solicitations

e ☒ Solicitation of non-government grants

b ☒ Internet and email solicitations

f ☒ Solicitation of government grants

c ☐ Phone solicitations

g ☐ Special fundraising events

d ☒ In-person solicitations
- 2a Did the organization have a written or oral agreement with any individual (including officers, directors, trustees or key employees listed in Form 990, Part VII) or entity in connection with professional fundraising services? ☒ Yes ☐ No
- b If "Yes," list the 10 highest paid individuals or entities (fundraisers) pursuant to agreements under which the fundraiser is to be compensated at least \$5,000 by the organization.

(i) Name and address of individual or entity (fundraiser)	(ii) Activity	(iii) Did fundraiser have custody or control of contributions?		(iv) Gross receipts from activity	(v) Amount paid to (or retained by) fundraiser listed in col. (i)	(vi) Amount paid to (or retained by) organization
		Yes	No			
1 JOANNE R POTTER 405 EAST WINDSOR AVE ALEXANDRIA, V A 22301	PROPOSAL DEVELOPMENT		No	0	10,800	-10,800
2 JOAQUIN L GONZALEZ 766 GREAT HIGHWAY 1 SAN FRANCISCO, C A 94121	PROPOSAL DEVELOPMENT		No	0	26,000	-26,000
3 SUSTAINABLE STRATEGIES 500 NEW JERSEY AVE NW SUITE 600 WASHINGTON, D C 20001	PROPOSAL DEVELOPMENT		No	0	6,000	-6,000
4						
5						
6						
7						
8						
9						
10						
Total ▶					42,800	-42,800

3 List all states in which the organization is registered or licensed to solicit contributions or has been notified it is exempt from registration or licensing.

AK, AR, AL, CA, CO, CT, DC, HI, IL, ME, MA, MS, MI, ND, NH, NJ, NC, NM, NV, OK, OR, PA, SC, TN, UT, WA, WI

Part II Fundraising Events. Complete if the organization answered "Yes" on Form 990, Part IV, line 18, or reported more than \$15,000 of fundraising event contributions and gross income on Form 990-EZ, lines 1 and 6b. List events with gross receipts greater than \$5,000.

Revenue		(a)Event #1	(b) Event #2	(c)Other events	(d) Total events
		(event type)	(event type)	(total number)	(add col. (a) through col. (c))
	1 Gross receipts				
	2 Less: Contributions				
	3 Gross income (line 1 minus line 2)				
Direct Expenses	4 Cash prizes				
	5 Noncash prizes				
	6 Rent/facility costs				
	7 Food and beverages				
	8 Entertainment				
	9 Other direct expenses				
	10 Direct expense summary. Add lines 4 through 9 in column (d) ▶				
	11 Net income summary. Subtract line 10 from line 3, column (d) ▶				

Part III Gaming. Complete if the organization answered "Yes" on Form 990, Part IV, line 19, or reported more than \$15,000 on Form 990-EZ, line 6a.

Revenue		(a) Bingo	(b) Pull tabs/Instant bingo/progressive bingo	(c) Other gaming	(d) Total gaming (add col.(a) through col.(c))
	1 Gross revenue				
Direct Expenses	2 Cash prizes				
	3 Noncash prizes				
	4 Rent/facility costs				
	5 Other direct expenses				
	6 Volunteer labor	☐ Yes _____ % ☐ No	☐ Yes _____ % ☐ No	☐ Yes _____ % ☐ No	
	7 Direct expense summary. Add lines 2 through 5 in column (d) ▶				
	8 Net gaming income summary. Subtract line 7 from line 1, column (d) ▶				

9 Enter the state(s) in which the organization conducts gaming activities:_____

a Is the organization licensed to conduct gaming activities in each of these states? ☐ Yes ☐ No

b If "No," explain: _____

10a Were any of the organization's gaming licenses revoked, suspended or terminated during the tax year? . . . ☐ Yes ☐ No

b If "Yes," explain: _____

11

Does the organization conduct gaming activities with nonmembers?

☐ Yes ☐ No

12

Is the organization a grantor, beneficiary or trustee of a trust or a member of a partnership or other entity formed to administer charitable gaming?

☐ Yes ☐ No

13

Indicate the percentage of gaming activity conducted in:

a	The organization's facility	13a	%
b	An outside facility	13b	%

14

Enter the name and address of the person who prepares the organization's gaming/special events books and records:

Name ▶ -----

Address ▶ -----

15a

Does the organization have a contract with a third party from whom the organization receives gaming revenue?

☐ Yes ☐ No

b

If "Yes," enter the amount of gaming revenue received by the organization ▶ \$ _____ and the amount of gaming revenue retained by the third party ▶ \$ _____.

c

If "Yes," enter name and address of the third party:

Name ▶ -----

Address ▶ -----

16

Gaming manager information:

Name ▶ -----

Gaming manager compensation ▶ \$ -----

Description of services provided ▶ -----

☐ Director/officer

☐ Employee

☐ Independent contractor

17

Mandatory distributions:

a

Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license?

☐ Yes ☐ No

b

Enter the amount of distributions required under state law distributed to other exempt organizations or spent in the organization's own exempt activities during the tax year ▶ \$ _____

Part IV

Supplemental Information. Provide the explanations required by Part I, line 2b, columns (iii) and (v); and Part III, lines 9, 9b, 10b, 15b, 15c, 16, and 17b, as applicable. Also provide any additional information. See Instructions.

Return Reference	Explanation
------------------	-------------

Name of the organization
INTERNATIONAL CITYCOUNTY MANAGEMENT
ASSOCIATION

Employer identification number
36-2167755

Part I

General Information on Grants and Assistance

- 1

Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance?

☒ Yes ☐ No
- 2

Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States.

Part II

Grants and Other Assistance to Domestic Organizations and Domestic Governments. Complete if the organization answered "Yes" on Form 990, Part IV, line 21, for any recipient that received more than \$5,000. Part II can be duplicated if additional space is needed.

(a) Name and address of organization or government	(b) EIN	(c) IRC section (if applicable)	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of noncash assistance	(h) Purpose of grant or assistance
(1) WSP USA SOLUTIONS INC ONE PENN PLAZA 4TH FLOOR 250 W 34TH STREET NEW YORK,NY 10119	13-3622704	OTHER	524,975	0			STRENGTHENING URBAN RESILIENCE FOR GROWTH AND EQUITY (SURGE) PROGRAM
(2) AMERICAN PLANNING ASSOCIATION 205 N MICHIGAN AVE STE 1200 CHICAGO,IL 60601	52-1134021	501(C)(3)	102,972	0			STRENGTHENING URBAN RESILIENCE FOR GROWTH WITH EQUITY (SURGE) PROGRAM
(3) THE CADMUS GROUP LLC 100 5TH AVENUE SUITE 100 WALTHAM,MA 02451	04-2793755	OTHER	73,731	0			IMPLEMENTATION OF THE SPARC PROGRAM DESIGNED TO ESTABLISH AN INNOVATIVE AND PROMINENT NATIONAL RECOGNITION PROGRAM THAT ENERGIZES LOCAL SOLAR MARKETPLACES AND ADVANCES SUNSHOT GOALS BY RECOGNIZING COMMUNITIES FOR THEIR EFFORTS IN STRENGTHENING LOCAL SOLAR ENVIRONMENTS THROUGH BEST PRACTICE ADOPTION.
(4) INTERNATIONAL ECONOMIC DEVELOPMENT COUNCIL 734 15TH STREET NW SUITE 900 WASHINGTON,DC 20005	52-0887806	OTHER	70,744	0			IMPLEMENTATION OF THE HOMELAND SECURITY NATIONAL TRAINING PROGRAM (HSNTP)
(5) NATIONAL CIVIC LEAGUE 1889 YORK STREET DENVER,CO 80206	84-1255845	501(C)(3)	64,998	0			IMPLEMENTATION OF THE SPARC PROGRAM DESIGNED TO ESTABLISH AN INNOVATIVE AND PROMINENT NATIONAL RECOGNITION PROGRAM THAT ENERGIZES LOCAL SOLAR MARKETPLACES AND ADVANCES SUNSHOT GOALS BY RECOGNIZING COMMUNITIES FOR THEIR EFFORTS IN STRENGTHENING LOCAL SOLAR ENVIRONMENTS THROUGH BEST PRACTICE ADOPTION.
(6) HOME INNOVATION	52-0809020	C-CORP	38,448	0			IMPLEMENTATION

RESEARCH 400 PRINCE GEORGES BLVD UPPPER MARLBORO,MD 20774						OF THE SPARC PROGRAM DESIGNED TO ESTABLISH AN INNOVATIVE AND PROMINENT NATIONAL RECOGNITION PROGRAM THAT ENERGIZES LOCAL SOLAR MARKETPLACES AND ADVANCES SUNSHOT GOALS BY RECOGNIZING COMMUNITIES FOR THEIR EFFORTS IN STRENGTHENING LOCAL SOLAR ENVIRONMENTS THROUGH BEST PRACTICE ADOPTION.
(7) THE STATE AND LOCAL LEGAL CENTER 444 NORTH CAPITOL ST NW 515 WASHINGTON,DC 20001	31-0868827	501(C)(3)	10,000	0		SUPPORT OF ORGANIZATION THAT FILES AMICUS BRIEFS ON BEHALF OF STATE AND LOCAL GOVERNMENTS.

2

Enter total number of section 501(c)(3) and government organizations listed in the line 1 table

3

3

Enter total number of other organizations listed in the line 1 table

4

Part III

Grants and Other Assistance to Domestic Individuals. Complete if the organization answered "Yes" on Form 990, Part IV, line 22.
Part III can be duplicated if additional space is needed.

(a) Type of grant or assistance	(b) Number of recipients	(c) Amount of cash grant	(d) Amount of noncash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of noncash assistance
(1) ANNUAL CONFERENCE LOCAL GOVERNMENT REIMAGINED	18	21,600			
(2) HANSELL AWARD	2	10,000			
(3) JUDY KELSEY SCHOLARSHIP FUND	2	10,000			
(4) KEANE AWARD	1	5,000			
(5) LEGACY SCHOLARSHIP FUND	3	3,500			
(6) ICMA FORM OF GOVERNMENT GRADUATE STUDENT SYMPOSIUM AWARD	3	3,000			
(7) BABS ELWEL SCHOLARSHIP FUND	2	1,500			
(7)					

Part IV

Supplemental Information. Provide the information required in Part I, line 2; Part III, column (b); and any other additional information.

Return Reference	Explanation
PART I, LINE 2:	THE ASSOCIATION PROVIDES A VARIETY OF SCHOLARSHIPS TO ASSIST MEMBERS. COMPLIMENTARY REGISTRATION AND TRAVEL STIPENDS ARE PROVIDED TO ATTEND THE ICMA ANNUAL CONFERENCE IN AN EFFORT TO SUPPORT WOMEN, DIVERSITY, AND THOSE WHO WORK IN SMALLER LOCAL GOVERNMENTS. ICMA ALSO PROVIDES COMPLIMENTARY ANNUAL CONFERENCE REGISTRATION FOR THE ICMA LOCAL GOVERNMENT MANAGEMENT FELLOWSHIP PROGRAM (LGMF) ATTENDEES. THE LGMF PROGRAM PLACES A FELLOW IN A FULL-TIME POSITION IN A LOCAL GOVERNMENT. LOCAL GOVERNMENT MANAGERS AND ASSISTANTS WHO EXPERIENCE JOB LOSS ARE ALSO GRANTED COMPLIMENTARY REGISTRATION FOR THE ANNUAL CONFERENCE ALONG WITH A TRAVEL STIPEND. THE ASSOCIATION ALSO OFFERS VARIOUS SCHOLARSHIP PROGRAMS SUPPORTING MID-CAREER AND YOUNG PROFESSIONALS WHO SEEK TO GAIN INTERNATIONAL EXPERIENCE IN A MANAGEMENT PERSPECTIVE. LASTLY, STUDENTS WHO ARE MEMBERS IN THE ICMA STUDENT CHAPTER PROGRAM ALSO RECEIVE COMPLIMENTARY REGISTRATION TO ATTEND ICMA'S ANNUAL CONFERENCE. THE ASSOCIATION CLOSELY MONITORS THE USE OF ALL GRANTS FUNDS PROVIDED TO SUBRECIPIENTS TO ENSURE PERFORMANCE EXPECTATIONS ARE BEING ACHIEVED AND PROGRAMS ARE IMPLEMENTED IN ACCORDANCE WITH AGREEMENT REQUIREMENTS AND APPLICABLE FEDERAL LAWS AND REGULATIONS. SUBRECIPIENTS ARE REQUIRED TO SUBMIT PERIODIC FINANCIAL AND TECHNICAL REPORTS DESCRIBING PROGRAM ACHIEVEMENTS DURING THE REPORTING PERIOD. ICMA FINANCE AND PROGRAM TEAMS REVIEW REPORTS FOR COMPLIANCE WITH THE TERMS OF SUB-AWARD AGREEMENTS. ICMA UTILIZES A VARIETY OF MONITORING TECHNIQUES AND TOOLS INCLUDING, BUT NOT LIMITED TO, PROGRAM SITE VISITS TO VERIFY PROGRAM RECORDS AND COMPLIANCE WITH TERMS AND CONDITIONS OF THE SUB-AWARD AGREEMENT; PARTICIPATION IN PROGRAM EVENTS; AND FINANCIAL MONITORING AND AUDIT REPORTS REVIEW.

Additional Data

Return to Form

Software ID:
Software Version:

Name of the organization
INTERNATIONAL CITYCOUNTY MANAGEMENT
ASSOCIATION

Employer identification number
36-2167755

Part I

Questions Regarding Compensation

	Yes	No
1a		
1a Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items. ☐ First-class or charter travel ☐ Housing allowance or residence for personal use ☒ Travel for companions ☐ Payments for business use of personal residence ☒ Tax idemnification and gross-up payments ☐ Health or social club dues or initiation fees ☐ Discretionary spending account ☐ Personal services (e.g., maid, chauffeur, chef)		
b	Yes	
b If any of the boxes on Line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain		
2	Yes	
2 Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, officers, including the CEO/Executive Director, regarding the items checked on Line 1a?		
3		
3 Indicate which, if any, of the following the filing organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III. ☐ Compensation committee ☐ Written employment contract ☐ Independent compensation consultant ☐ Compensation survey or study ☒ Form 990 of other organizations ☒ Approval by the board or compensation committee		
4		
4 During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization: a Receive a severance payment or change-of-control payment? b Participate in, or receive payment from, a supplemental nonqualified retirement plan? c Participate in, or receive payment from, an equity-based compensation arrangement? If "Yes".to any.of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.		
4a		No
4b		No
4c		No
5		
Only 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9. 5 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of: a The organization? b Any related organization? If "Yes," on line 5a or 5b, describe in Part III.		
5a		No
5b		No
6		
6 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of: a The organization? b Any related organization? If "Yes," on line 6a or 6b, describe in Part III.		
6a		No
6b		No
7	Yes	
7 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described in lines 5 and 6? If "Yes," describe in Part III		
8		No
8 Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III		
9		
9 If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?		

Part II

Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees. Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that are not listed on Form 990, Part VII.

Note. The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

(A) Name and Title		(B) Breakdown of W-2, 1099-MISC compensation, and/or 1099-NEC			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
1MARC OTT CEO/EXECUTIVE DIRECTOR	(i)	474,482	95,554	22,035	35,198	18,988	646,257	0
	(ii)	----- 0	----- 0	----- 0	----- 0	----- 0	----- 0	----- 0
2SABINA AGARUNOVA CHIEF FINANCIAL OFFICER	(i)	197,805	12,220	214	22,594	19,407	252,240	0
	(ii)	----- 0	----- 0	----- 0	----- 0	----- 0	----- 0	----- 0
3RAYMOND BARAY CHIEF OF STAFF	(i)	219,690	12,825	335	6,842	1,169	240,861	0
	(ii)	----- 0	----- 0	----- 0	----- 0	----- 0	----- 0	----- 0
4MARTHA PEREGO DIRECTOR, MEMBER SERVICES & ETHICS	(i)	184,551	11,173	56	21,680	7,880	225,340	0
	(ii)	----- 0	----- 0	----- 0	----- 0	----- 0	----- 0	----- 0
5PRISCILLA WILSON CHIEF PEOPLE OFFICER	(i)	192,860	11,065	1,165	16,491	1,753	223,334	0
	(ii)	----- 0	----- 0	----- 0	----- 0	----- 0	----- 0	----- 0
6TAD MCGALLIARD DIRECTOR, RESEARCH AND TECH. ASST	(i)	165,060	10,506	216	19,759	19,269	214,810	0
	(ii)	----- 0	----- 0	----- 0	----- 0	----- 0	----- 0	----- 0
7BRIAN MATIBAG DEP. CHIEF OF PARTY (END 12/31/21)	(i)	190,000	5,520	2,498	15,509	0	213,527	0
	(ii)	----- 0	----- 0	----- 0	----- 0	----- 0	----- 0	----- 0
8JEREMY FIGOTEN DIRECTOR, CONFERENCES & EVENTS	(i)	169,955	10,240	215	17,200	1,077	198,687	0
	(ii)	----- 0	----- 0	----- 0	----- 0	----- 0	----- 0	----- 0
9ISABELLE BULLY-OMICTIN MAN. DIR. OF GLOBAL DEV'L & ENG.	(i)	153,203	7,550	369	17,172	19,170	197,464	0
	(ii)	----- 0	----- 0	----- 0	----- 0	----- 0	----- 0	----- 0

Part III **Supplemental Information**

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

Return Reference	Explanation
PART I, LINE 1A	ICMA'S CEO/EXECUTIVE DIRECTOR WAS PROVIDED COMPENSATION FOR COMPANION TRAVEL, WHICH WAS GROSSED UP AND INCLUDED IN TAXABLE WAGES, PER THE TERMS OF HIS EMPLOYMENT AGREEMENT.
PART I, LINE 7	SEE PART II FOR THE BONUSES LISTED ON PART VII.

Additional Data

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Software ID:

Software Version:

Name of the organization

INTERNATIONAL CITYCOUNTY MANAGEMENT ASSOCIATION

Employer identification number

36-2167755

Return Reference	Explanation
FORM 990, PART VI, SECTION A, LINE 6	CORPORATE MEMBERS: ANY PERSON WHOSE PROFESSIONAL CONDUCT CONFORMS TO THE ASSOCIATION'S CODE OF ETHICS IS ELIGIBLE TO BE A FULL MEMBER IF THAT PERSON SERVES AS A FULL-TIME ADMINISTRATIVE HEAD OF A LOCAL GOVERNMENT, A FULL-TIME ADMINSTRATIVE ASSISTANT, ASSISTANT CITY/COUNTY MANAGER, ASSISTANT DIRECTOR OF A COUNCIL OF GOVERNMENTS OR A STATE/PROVINCIAL ASSOCIATION OF LOCAL GOVERNMENT, OR ASSISTANT ADMINISTRATOR, HOWEVER DESIGNATED, HAVING SIGNIFICANT GENERAL ADMINISTRATIVE RESPONSIBILITY IN A LOCAL GOVERNMENT POSITION AND WAS APPOINTED TO THAT POSITION BY THE CITY OR COUNTY MANAGER OR CHIEF ADMINISTRATOR.
FORM 990, PART VI, SECTION A, LINE 7A	THE REGIONAL VICE PRESIDENTS ARE ELECTED BY A MAJORITY VOTE OF THE CORPORATE MEMBERS.
FORM 990, PART VI, SECTION A, LINE 7B	THE CONSTITUTION AND THE CODE OF ETHICS MAY BE AMENDED BY A MAJORITY VOTE OF THE CORPORATE MEMBERSHIP.
FORM 990, PART VI, SECTION A, LINE 8B	THE ORGANIZATION DOES NOT HAVVE ANY COMMITTEES WITH AUTHORITY TO ACT ON BEHALF OF THE BOARD.
FORM 990, PART VI, SECTION B, LINE 11B	A DRAFT OF THE FORM 990 WAS PROVIDED TO THE TO THE AUDIT, FINANCE, AND BUSINESS OPERATIONS COMMITTEE FOR REVIEW. THE DRAFT WAS DISCUSSED VIA CONFERENCE CALL OR AT THE BOARD MEETING. A COPY OF THE RETURN WAS MADE AVAILABLE TO ALL BOARD MEMBERS BEFORE FILING.
FORM 990, PART VI, SECTION B, LINE 12C	EACH YEAR, EXECUTIVE BOARD MEMBERS, OFFICERS, AND KEY EMPLOYEES ARE REQUIRED TO DISCLOSE ANY POTENTIAL CONFLICT OF INTEREST. IN ACCORDANCE WITH ICMA'S CONFLICT OF INTEREST POLICY, ANY SUSPECTED INSTANCES OF CONFLICT OF INTEREST WILL BE THOROUGHLY INVESTIGATED BY ICMA'S CHIEF PEOPLE OFFICER. CONFIRMED VIOLATIONS OF THE POLICY WILL RESULT IN APPROPRIATE DISCIPLINARY ACTION UP TO AND INCLUDING TERMINATION. THIS POLICY APPLIES TO ALL EMPLOYEES AND BOARD MEMBERS.
FORM 990, PART VI, SECTION B, LINE 15A	THE CEO/EXECUTIVE DIRECTOR'S SALARY IS REVIEWED BY THE ICMA BOARD PERFORMANCE EVALUATION COMMITTEE ON AN ANNUAL BASIS. SALARY COMPARISONS OF CEO/EXECUTIVE DIRECTORS OF OTHER COMPARABLE ORGANIZATIONS ARE PROVIDED ANNUALLY TO THE EVALUATION COMMITTEE TO AID IN THEIR SALARY ADJUSTMENT RECOMMENDATIONS TO THE FULL EXECUTIVE BOARD, WHICH VOTES ON THE RECOMMENDATIONS. THE RESULT IS THEN COMMUNICATED TO THE CHIEF PEOPLE OFFICER AND THE CHIEF FINANCIAL OFFICER FOR EXECUTION OF THE APPROVED ADJUSTMENTS. THE LAST COMPENSATION REVIEW WAS APPROVED IN SEPTEMBER 2022. FOR OTHER OFFICERS AND KEY EMPLOYEES, THE CHIEF PEOPLE OFFICER ENSURES THAT THE SALARIES OF ICMA STAFF ARE IN LINE WITH THE MARKETPLACE AND ADJUSTMENTS ARE MADE WHERE NEEDED. PERIODICALLY AN INDEPENDENT FIRM IS ASKED TO REVIEW THE JOB CLASSIFICATION AND SALARY STRUCTURES TO ENSURE THEY ARE MARKET COMPETITIVE. THE LAST COMPREHENSIVE COMPENSATION STUDY WAS CONDUCTED IN FY 2016, WITH SALARY AND GRADE ADJUSTMENTS MADE AS NECESSARY. IN FISCAL YEAR 2022, ICMA INITIATED A COMPREHENSIVE JOB EVALUATION STUDY TO DETERMINE MARKET COMPETITIVENESS OF ALL ICMA JOB CLASSIFICATIONS. THE PRELIMINARY PHASE OF THE JOB EVALUATION STUDY WAS IMPLEMENTED IN FY 2023, WITH THE OBJECTIVE OF COMPLETING THE IMPLEMENTATION PROCESS IN FISCAL YEAR 2024. ALL EMPLOYEE COMPENSATION COSTS ARE WITHIN THE FISCAL YEAR BUDGET, WHICH IS APPROVED BY THE FULL ICMA EXECUTIVE BOARD.
FORM 990, PART VI, SECTION C, LINE 19	THE GOVERNING DOCUMENTS, CONFLICT OF INTEREST POLICY AND FINANCIAL STATEMENTS ARE MADE AVAILABLE TO THE PUBLIC UPON REQUEST.

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SCHEDULE R
(Form 990)

Department of the Treasury
Internal Revenue Service

Related Organizations and Unrelated Partnerships

Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.
Attach to Form 990.
Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2021

Open to Public
Inspection

Name of the organization
INTERNATIONAL CITYCOUNTY MANAGEMENT
ASSOCIATION

Employer identification number

36-2167755

Part I Identification of Disregarded Entities. Complete if the organization answered "Yes" on Form 990, Part IV, line 33.

Table with 6 columns: (a) Name, address, and EIN (if applicable) of disregarded entity; (b) Primary activity; (c) Legal domicile (state or foreign country); (d) Total income; (e) End-of-year assets; (f) Direct controlling entity.

Part II Identification of Related Tax-Exempt Organizations. Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related tax-exempt organizations during the tax year.

Table with 7 columns: (a) Name, address, and EIN of related organization; (b) Primary activity; (c) Legal domicile (state or foreign country); (d) Exempt Code section; (e) Public charity status (if section 501(c)(3)); (f) Direct controlling entity; (g) Section 512(b)(13) controlled entity? (Yes/No).

Part III Identification of Related Organizations Taxable as a Partnership. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a partnership during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Predominant income(related, unrelated, excluded from tax under sections 512-514)	(f) Share of total income	(g) Share of end-of- year assets	(h) Disproportionate allocations?		(i) Code V-UBI amount in box 20 of Schedule K- 1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
							Yes	No		Yes	No	

Part IV Identification of Related Organizations Taxable as a Corporation or Trust. Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related organizations treated as a corporation or trust during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Type of entity (C corp, S corp, or trust)	(f) Share of total income	(g) Share of end-of- year assets	(h) Percentage ownership	(i) Section 512(b) (13) controlled entity?	
								Yes	No
(1)CENTER FOR PUBLIC ADMINISTRATION AND SERVICE INC 777 N CAPITOL ST NE STE 600 WASHINGTON, DC 20002 52-1655825	REIT HOLDING THE HEADQUARTERS	MD	INTERNATIONAL CITYCOUNTY MANAGEMENT ASSOCIATION	C	3,126,190	9,390,694	33.330 %		No

Part V Transactions With Related Organizations. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35b, or 36.

Note. Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule.

1 During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?

a Receipt of **(i)** interest, **(ii)** annuities, **(iii)** royalties, or **(iv)** rent from a controlled entity

b Gift, grant, or capital contribution to related organization(s)

c Gift, grant, or capital contribution from related organization(s)

d Loans or loan guarantees to or for related organization(s)

e Loans or loan guarantees by related organization(s)

f Dividends from related organization(s)

g Sale of assets to related organization(s)

h Purchase of assets from related organization(s)

i Exchange of assets with related organization(s)

j Lease of facilities, equipment, or other assets to related organization(s)

k Lease of facilities, equipment, or other assets from related organization(s)

l Performance of services or membership or fundraising solicitations for related organization(s)

m Performance of services or membership or fundraising solicitations by related organization(s)

n Sharing of facilities, equipment, mailing lists, or other assets with related organization(s)

o Sharing of paid employees with related organization(s)

p Reimbursement paid to related organization(s) for expenses

q Reimbursement paid by related organization(s) for expenses

r Other transfer of cash or property to related organization(s)

s Other transfer of cash or property from related organization(s)

Yes

No

1a **Yes**

1b **Yes**

1c **Yes**

1d

1e

1f **Yes**

1g

1h

1i

1j

1k **Yes**

1l

1m

1n

1o

1p

1q **Yes**

1r

1s

2 If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds.

(a) Name of related organization	(b) Transaction type (a-s)	(c) Amount involved	(d) Method of determining amount involved
(1)MISSIONSQUARE RETIREMENT	A	2,774,384	FMV
(2)CENTER FOR PUBLIC ADMINISTRATION AND SERVICE INC	F	540,000	FMV
(3)CENTER FOR PUBLIC ADMINISTRATION AND SERVICE INC	K	1,968,226	FMV
(4)ICMA EUROPE	B	53,111	FMV
(5)MISSIONSQUARE RETIREMENT	C	691,505	FMV
(6)MISSIONSQUARE RETIREMENT	Q	1,999	FMV

Schedule R (Form 990) 2021

Part VI **Unrelated Organizations Taxable as a Partnership.** Complete if the organization answered "Yes" on Form 990, Part IV, line 37.

Provide the following information for each entity taxed as a partnership through which the organization conducted more than five percent of its activities (measured by total assets or gross revenue) that was not a related organization. See instructions regarding exclusion for certain investment partnerships.

[illegible]

Part VII **Supplemental Information**

Provide additional information for responses to questions on Schedule R. See instructions.

Return Reference	Explanation
PART II, RELATED TAX-EXEMPT ORGANIZATION NAME CHANGE:	AS A RESULT OF A REBRANDING EFFORT UNDERTAKEN IN FY 2021, THE INTERNATIONAL CITY MANAGEMENT ASSOCIATION RETIREMENT CORPORATION (ICMA-RC) HAS CHANGED ITS NAME AND IS NOW DOING BUSINESS AS MISSIONSQUARE RETIREMENT.

Additional Data

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