



ENVISION

ICMA

2017 STRATEGIC PLAN
PROGRESS UPDATE

ICMA

INTERNATIONAL CITY/COUNTY
MANAGEMENT ASSOCIATION

ICMA

OUR MISSION

To advance professional local government through leadership, management, innovation, and ethics.

OUR VISION

To be the leading association of local government professionals dedicated to creating and sustaining thriving communities throughout the world.



A NEW CHAPTER

One of the biggest accomplishments of 2017 was the appointment of Marc Ott as Executive Director. Marc joined ICMA from the city of Austin, building on a 30-year career in local government. After a year-long search, the Board selected Marc, saying he “reflects the integrity, professionalism, and commitment to service of our entire organization, which has been a hallmark of ICMA’s leadership.”

A WORD FROM MARC OTT

As the new Executive Director of ICMA, I have the privilege of introducing the ICMA 2017 Strategic Plan Progress Update. I say privilege because by all metrics this has been a year of which we can be very proud. In addition to the outstanding financial results, you’ll see over the following pages significant progress made on priorities identified in the newly adopted strategic plan, *Envision ICMA*, as well as accomplishments toward existing strategies.

I’d like to express my gratitude to all of you—especially the ICMA staff, our Board, our partners, and our engaged members—who have helped make this a banner year in ICMA’s 103-year history. I appreciate your guidance, patiently helping me understand all of what ICMA does and more importantly, could be doing. This is an organization with a very broad reach. Because you, our members, are involved in so many issues of global importance, ICMA strives to be there for you—providing you with resources, professional development opportunities, and a place to share your ideas and stories and learn from one another..

I look forward to your continued involvement in helping to grow and keep relevant both this profession and ICMA as we navigate the blistering pace of change driving our communities.



A handwritten signature in black ink that reads "Marc Ott". The signature is fluid and cursive, with the first name "Marc" being larger and more prominent than the last name "Ott".

Marc A. Ott



OUR CORE

BELIEFS

1. **PUBLIC SERVICE:** including the stewardship of democratic principles and the efficient and transparent use of public resources
2. **ETHICS:** as the core of professionalism in local government leadership and management as outlined in the ICMA Code of Ethics
3. **COUNCIL-MANAGER FORM OF GOVERNMENT AND PROFESSIONAL MANAGEMENT:** as the preferred local government structure
4. **EQUITY AND INCLUSION:** ensuring that local governments are inclusive and mirror the diversity in communities
5. **THE CONTINUOUS PURSUIT OF EXCELLENCE:** including professional development, life-long learning, networking, capacity building, knowledge sharing, and engagement
6. **STEWARDSHIP:** balancing resources including people, financial, social capital, and environmental so that communities are better than we found them
7. **LEADERSHIP:** developing leadership capacity and attracting and developing future generations of leaders.



STRATEGIC INITIATIVES

The Priorities of ENVISION ICMA

In addition to appointing a new executive director, ICMA leadership took another significant step as stewards of the organization's future. The Executive Board adopted Envision ICMA, the strategic plan that sets priorities and provides a strategic roadmap to guide our activities in the years ahead. Here's a look at the progress we're making in advancing the strategies outlined in Envision ICMA guided by five priorities:



Member Benefits
and Growth



Learning
Community



Thought Leadership and
Resource Network



Advocacy and
Outreach



Governance
and Operations



PRIORITY I

MEMBERSHIP BENEFITS & GROWTH

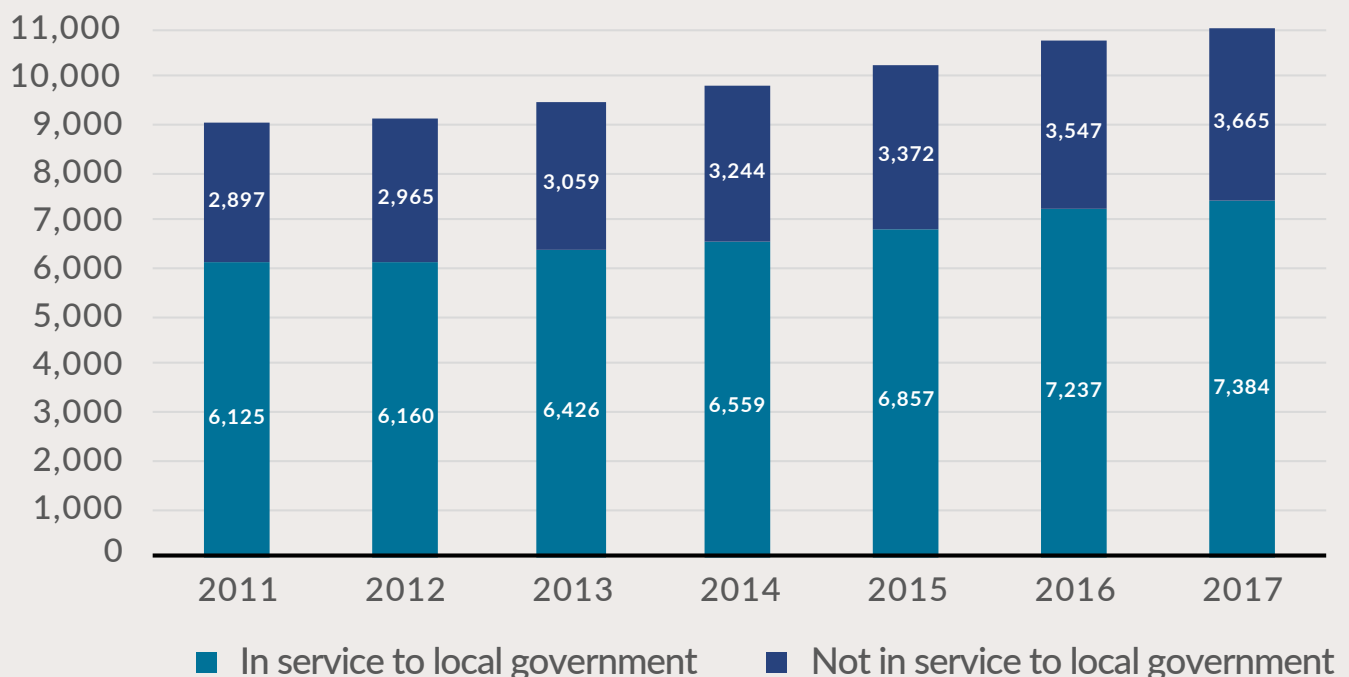
GOAL:

DIVERSIFY AND EXPAND THE MEMBERSHIP

MEMBERSHIP SNAPSHOT:

With 11,000+ members in 32 countries, ICMA exceeded growth targets in all membership categories. While membership grew, member demographics reflected the work still to be done in diversity and inclusiveness (members were 29% female/71% male; of the 79% who reported race, 70% reported white, 5% black, 1% Asian, and 2% other).

MEMBERSHIP TREND



PROFESSIONAL COMPOSITION, INCLUDING CAREER STAGE



MEMBERSHIP BY REGION



MEMBERSHIP BY POPULATION SIZE



MEMBERSHIP PIPELINE by the NUMBERS



79 Student Chapters
as of June 30

987

Total Student Members

81

Local Government Management Fellows Applicants

33

HOSTS

42

PLACEMENTS



26

STATE Coaching Partners

7,700

Participate in ICMA

Coaching webinars

ICMA-sponsored coaching approved by Credentialing Advisory Board for mentoring requirements.



ENCOURAGING DIVERSITY

Implementation of recommendations from task forces on Diversity & Inclusion and on Women in the Profession is on target, including:

- A new ICMA award on equity and inclusion; session on diversity/inclusion at each U.S. Regional Summit
- Prioritized diversity of conference speakers (of 327 annual conference speakers in Kansas City, 18% were persons of color and 35% were women; of the four keynote speakers, two were women, one was African American, and one was of mixed race).



Vernice Armour, ICMA Conference
Keynote Speaker, Kansas City, 2016

GOAL:

IMPROVE AND SUSTAIN COLLABORATIVE RELATIONSHIPS WITH INTERNATIONAL AND STATE ASSOCIATIONS AND AFFILIATES TO SUPPORT, ALIGN, AND ADVANCE COMMON GOALS.

We are achieving this goal through:

INTERNATIONAL RELATIONSHIPS

33 international affiliate organizations; new International Regional Director and groundwork for ICMA Europe.

STATE ASSOCIATION RELATIONSHIPS

Affiliation agreements in place with 100% of state associations; more than half recently updated; 90 Senior Advisors sponsored by 22 states.

NATIONAL AFFILIATES

New agreement with Engaging Local Government Leaders (ELGL); other partnerships with the International Hispanic Network, the National Association of County Administrators, the National Forum for Black Public Administrators, and Women Leading Government.



PRIORITY II LEARNING COMMUNITY

GOALS:

CREATE A WORLDWIDE LEARNING COMMUNITY OF LOCAL GOVERNMENT PROFESSIONALS AND PROVIDE TRAINING PROGRAMS FOR ALL CAREER STAGES.

THINK GLOBALLY, ACT GLOBALLY.

We are achieving these goals through:



PROFESSIONAL DEVELOPMENT



PARTICIPATION

ICMA delivered more than 400 professional development opportunities in 2017 across all career segments.

Students



Early-Career
Managers



Mid-Career
Managers



Executives



Encore-Career
Managers



- » **4,500 participants** in professional development and learning opportunities.
- » **International Funded Projects:** 101 members engaged.
- » **International Affiliates** joined conferences and webinars.



PROGRAMS AND EVENTS

- » **Annual Conference in Kansas City:** 3,130 attendees from 24 countries.
- » **Credentialing:** 1,280 Credentialed Managers and Candidates.
- » **International:** Study tours, peer-to-peer CityLinks Exchanges, Professional Fellows Program; trained 8,426 participants through global funded programs.

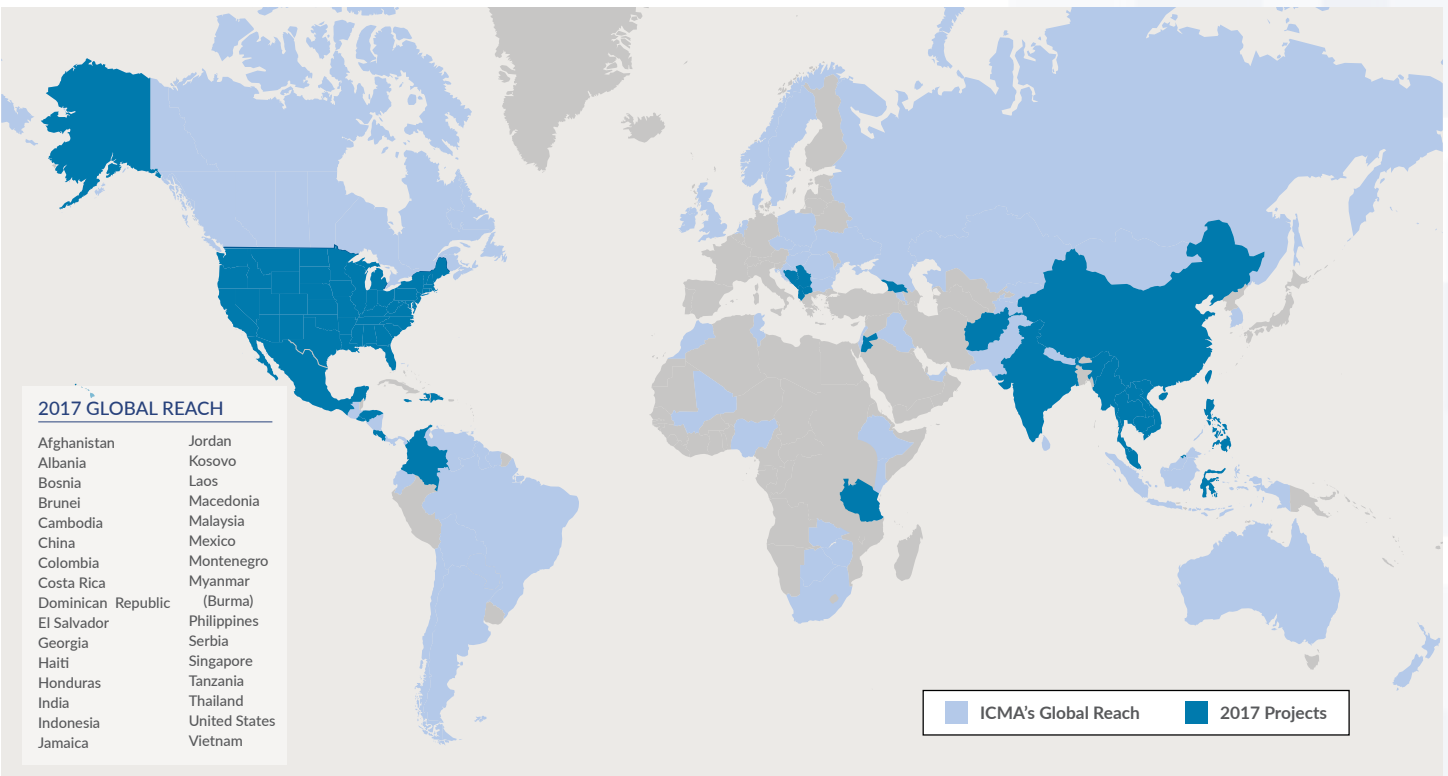


Give to the
FUTURE
 — of the —
 Profession

FUNDING TO ADVANCE ICMA'S MISSION

- » **55 Strategic Partners:** Enhanced partnership opportunities to provide valuable content to members.
- » **For the Future:** Fund donors this year included two long-time local government professionals, Revan A. F. Tranter and Eugene Y. Leong, who gifted ICMA with \$200,000 to advance ICMA's international professional development initiatives.
- » **Funded Projects:** Submitted 29 new proposals; won 10 new awards working across the globe.

ICMA'S GLOBAL REACH





PRIORITY III

THOUGHT LEADERSHIP & RESOURCE NETWORK

GOALS:

ENSURE FUTURE-READY LEADERS BY PROVIDING THOUGHT LEADERSHIP FOR THE EMERGING AND ENDURING CHALLENGES FACING LOCAL GOVERNMENTS.

BE THE PRINCIPAL RESOURCE FOR LEADERSHIP AND MANAGEMENT IN LOCAL GOVERNMENT.

We are achieving these goals through:

INFORMATION RESOURCES



40,000 DOWNLOADS
of ICMA's resources

SURVEYS & RESEARCH

Partnered with academics and other researchers on 5 surveys on local government policies and programs (see *Selected Resources, page 18, for more information*).

PUBLIC POLICY

Partnered with local government advocacy groups, published briefing documents and articles, and signed on to amicus briefs and letters to Congress.

CUTTING EDGE TOPICS

Added 50 new resources on equity and inclusiveness; produced e-book series on building resilient communities during times of disruptive change; offered content on “hot topics” as they emerged (sanctuary cities guidance, wildfire and flooding crises, violent protests, opioid use, water supply issues).

► Growth in All ICMA Media Channels

- » **Media Attention:** Generated 788 million media impressions from 460 media outlets.
- » **Website Utilization:** Attracted 6.3 million pageviews; 1.1 million visitors; 25% mobile visits.
- » **Leadership Matters E-Newsletter:** 9,800 member subscribers; 20,000 nonmember subscribers.
- » **Social Media:** Audience of 44,000, a 34% increase.

MEDIA CHANNELS: By the Numbers





PRIORITY IV

ADVOCACY AND OUTREACH

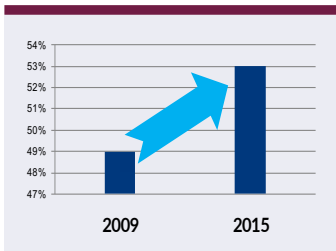
GOAL:

PROMOTE THE VALUE OF PROFESSIONAL MANAGEMENT AND ICMA MEMBERSHIP

We are achieving this goal through:

VALUE OF PROFESSIONAL MANAGEMENT

PUBLIC AWARENESS



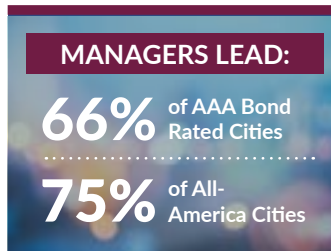
In latest survey (2015), awareness of city manager position increased to 53% (from 49% benchmark); 21% believed the CAO runs the day-to-day operations of the city, up from 18% (survey will repeat in 2018).

LIFE, WELL RUN



Posted more than 20 new success stories; LWR website attracted 38,000 pageviews; visitors increased to 9,000; social media community grew to more than 4,100.

DATA



Highlighted data from Moody's and the National Civic League's All-America Cities, demonstrating the performance differential of professionally managed local governments—through news releases, articles, blog posts.

LOCAL CAMPAIGNS

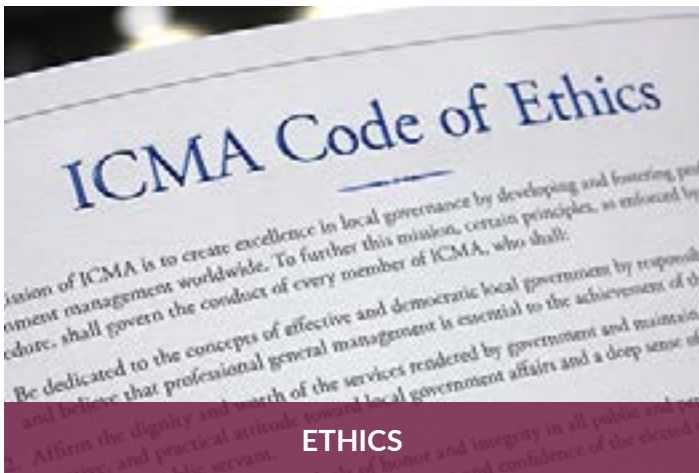


Supported six form-of-government campaigns with resources, op-ed pieces, research, and advocacy support for citizen groups.

MEMBERSHIP VALUE

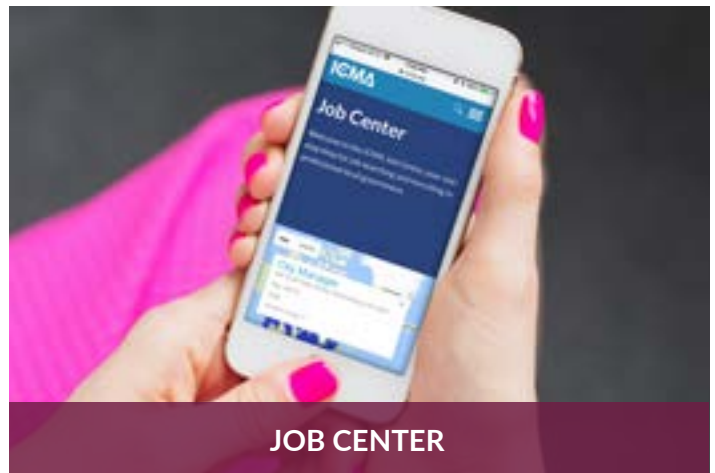


- **88%** of survey respondents “satisfied” or “very satisfied” with their membership
- **85%** rate value of membership as “good” or “excellent”
- **92%** likely or very likely to retain membership.



ETHICS

Continued the process of reviewing/updating the Code of Ethics with member input to reinforce the profession's commitment to ethics in building public trust; 3 of the 12 tenets have now been completed.



JOB CENTER

Moved to new technology platform to enhance the mobile experience (27% mobile use); posted more than 2,600 job ads to 500,000 visitors.

GOAL:

REACH MEMBERS AND OTHER IMPORTANT STAKEHOLDERS THROUGH EXPANDED USE OF TECHNOLOGY AND EMERGING MEDIA

We are achieving this goal through:



NEW WEBSITE

Launched a new ICMA.org website, using a state-of-the-art platform for mobile and search-engine friendly use; included a new member center and members-only features to promote the value of membership; involved member advisory board to ensure positive user experience.



NEW WAYS OF CONTENT DELIVERY

Local Gov Life podcast continuing after successful pilot, members exclusive *Council-Manager Relations* e-book with 2,200 downloads, digital toolkits, checklists, and infographics.



PRIORITY V

GOVERNANCE AND OPERATIONS

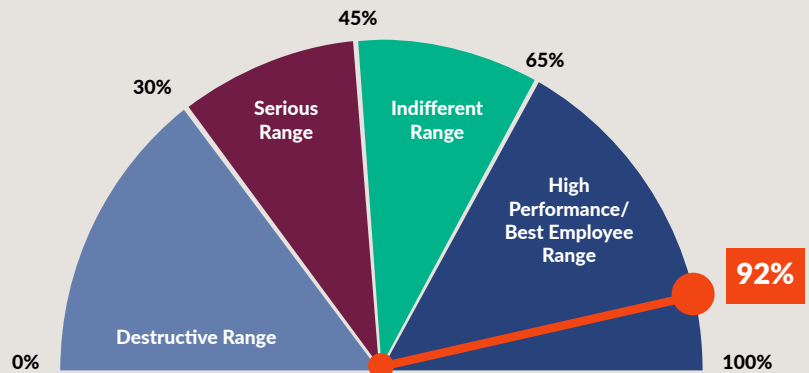
GOAL:

SUPPORT THE CONTINUED GROWTH AND DEVELOPMENT OF ICMA'S BUSINESS ENTERPRISES AND OPERATIONAL RESOURCES.

We are achieving this goal through:

ATTRACTING AND RETAINING OUTSTANDING AND DIVERSE STAFF FOR ICMA

Staff engagement score was **92%**, up from 76% in the prior year.



Source: Aon Hewitt Associates Employees Research Database



ICMA STAFF AND MEMBERS AT CONFERENCE

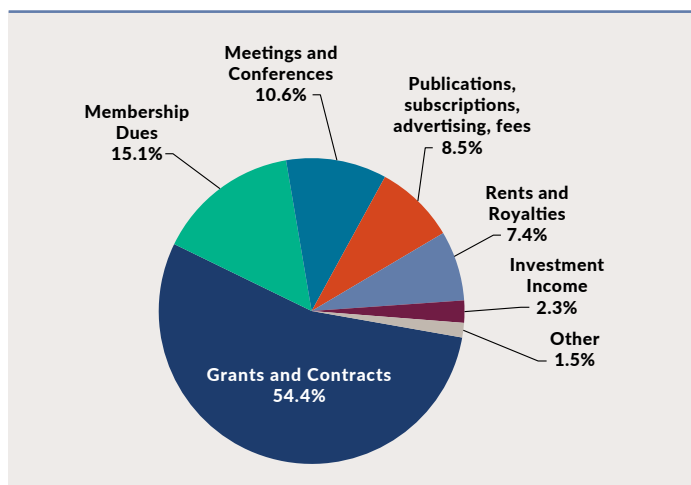


ICMA STAFF GIVING BACK AT THE HOLIDAYS

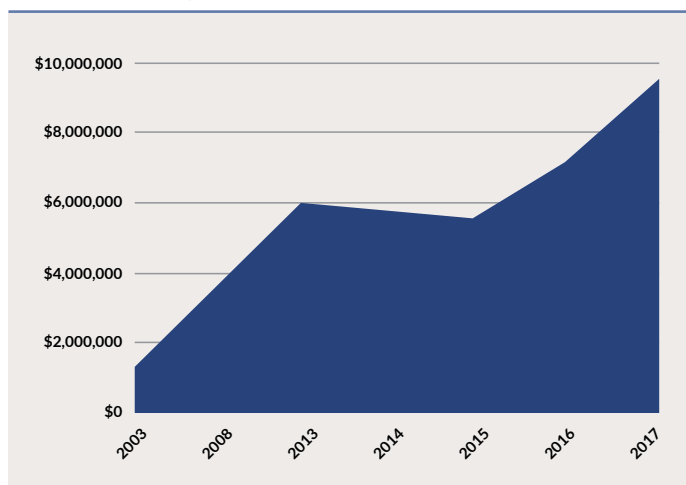
MAINTAINING STRONG FINANCIAL AND OPERATIONAL POLICIES AND PRACTICES

- » *FY 2017 was an exceptional year for ICMA with a record net contribution of more than \$2.2 million to net assets, bringing total unrestricted net assets to \$9.6 million. Because most of that contribution came from base operations, in 2017 the organization became more sustainable and less reliant on the outlier projects.*
- » *The 2017 audit was completed with no findings.*

REVENUE SOURCES



NET ASSETS, 2003-2017



STATEMENT OF ACTIVITIES—Year ended June 30, 2017

	Unrestricted	Temporarily Restricted	Total
SUPPORT AND REVENUE:			
Grants and contracts	\$ 19,968,939	\$ -	\$ 19,968,939
Membership dues	5,543,791	-	5,543,791
Conferences and meetings	3,905,558	-	3,905,558
Publications, subscriptions, advertising, fees	3,126,054	-	3,126,054
Rents and royalties	2,715,938	-	2,715,938
Investment income	712,920	148,695	861,615
Other	440,038	124,491	564,529
Total support and revenue	36,413,238	273,186	36,686,424
EXPENSES:			
Program services	25,733,545	-	25,733,545
Management and general	8,455,480	-	8,455,480
Total expenses	34,189,025	-	34,189,025
ADDITION TO NET ASSETS	2,224,213	273,186	2,497,399
Net Assets, beginning of year	7,353,414	2,628,761	9,982,175
Net Assets, end of year	\$ 9,577,628	\$ 2,901,947	\$ 12,479,574

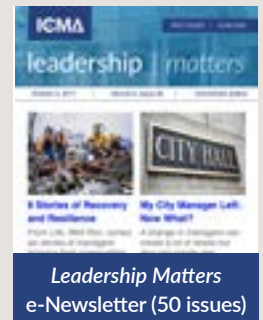
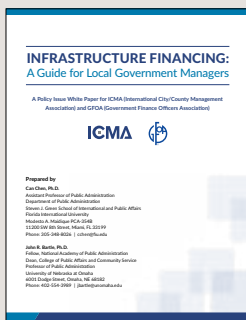
SELECTED RESOURCES

RESEARCH



- » Innovations and Emerging Practices in Local Government
- » Cybersecurity
- » Smart Cities Survey
- » CAO Salary and Compensation Survey
- » Local Libraries Advancing Community Goals
- » Survey Snapshots – Women in Leadership, Sustainability + 3 more

PUBLICATIONS



The Executive Board works tirelessly on behalf of ICMA and its members around the country and around the world. President Lee Feldman was among the Board members who attended the 2017 International Regional Summit in the Dominican Republic.



THANKS TO THE ENTIRE 2016-2017 BOARD:

President

Lee Feldman

City Manager, Fort Lauderdale, Florida

President-Elect

David Johnstone

City Manager, Candiac, Quebec, Canada

Past President

Pat Martel

City Manager, Daly City, California

Vice Presidents

International Region

Marc Landry

Chief Administrative Officer,
Beaumont, Alberta, Canada

Dennis Hovenden

Chief Executive Officer,
Frankston City Council, Victoria, Australia

Frans Mencke

City Manager, Hoorn, Netherlands

U.S. Midwest Region

Daryl Delabbio

County Administrator/Controller,
Kent County, Michigan

Lon D. Pluckhahn

City Manager, Marion, Iowa

Patrick Klein

Assistant City Manager, Kansas City, Missouri

U.S. Mountain Plains Region

Susan Sherman

Assistant City Manager, Olathe, Kansas

Bert Lumbreras

City Manager, San Marcos, Texas

James Jayne

Special Initiatives Director,
Coconino County, Arizona

U.S. Northeast Region

James Malloy

Town Manager,
Westborough, Massachusetts

Carlos Baia

Deputy City Manager,
Concord, New Hampshire

Stephanie Mason

Township Manager, Doylestown, Pennsylvania

U.S. Southeast Region

G. William Hammon

Assistant City Manager, Alcoa, Tennessee

Carl Harness

Chief Human Services Administrator,
Hillsborough County, Florida

Charles Duggan, Jr.

Director of Administrative Services/Treasurer,
Marin Municipal Water District,
Corte Madera, California

U.S. West Coast Region

Jeffrey Towery

City Manager, McMinnville, Oregon

Bruce E. Channing

City Manager, Laguna Hills, California

Martha Bennett

Chief Operating Officer, Metro Council,
Portland, Oregon



“There’s never been a more **exciting time to be in local government.**”

—Marc Ott
ICMA Executive Director



ENVISION

ICMA

icma.org/envisionicma