2017 STRATEGIC PLAN PROGRESS UPDATE
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.

Marc A. Ott
OUR PRIORITIES

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.

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.
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:
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

<table>
<thead>
<tr>
<th>Year</th>
<th>In service to local government</th>
<th>Not in service to local government</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>6,125</td>
<td>2,897</td>
</tr>
<tr>
<td>2012</td>
<td>6,160</td>
<td>2,965</td>
</tr>
<tr>
<td>2013</td>
<td>6,426</td>
<td>3,059</td>
</tr>
<tr>
<td>2014</td>
<td>6,559</td>
<td>3,244</td>
</tr>
<tr>
<td>2015</td>
<td>6,857</td>
<td>3,372</td>
</tr>
<tr>
<td>2016</td>
<td>7,237</td>
<td>3,547</td>
</tr>
<tr>
<td>2017</td>
<td>7,384</td>
<td>3,665</td>
</tr>
</tbody>
</table>
PROFESSIONAL COMPOSITION, INCLUDING CAREER STAGE

- Local Government CAOs: 10.4%
- Local Government Assistant CAOs: 13%
- Local Government Department Directors: 8.6%
- Local Government Entry- to Mid-Level Management Staff: 12.9%
- Local Government Interns: 10.5%
- Students: 10.5%
- Professors: 10.4%
- Retired and Life Members: 1%
- Other, Non-Local Government: 1.2%

MEMBERSHIP BY REGION

- Midwest: 24.9%
- Mountain Plains: 21.1%
- Northeast: 11.2%
- Southeast: 20.3%
- West Coast: 3.9%
- International: 18.5%

MEMBERSHIP BY POPULATION SIZE

- Under 5,000: 7%
- 5,000–9,999: 11%
- 10,000–24,999: 11%
- 25,000–49,999: 14%
- 50,000–99,999: 19%
- 100,000–249,000: 15%
- 250,000 and higher: 12%
- Not Specified: 11%
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

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).

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.
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:

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

» 4,500 participants in professional development and learning opportunities.

» International Funded Projects: 101 members engaged.

» International Affiliates joined conferences and webinars.
» **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.

**ICMA’S GLOBAL REACH**

<table>
<thead>
<tr>
<th>2017 GLOBAL REACH</th>
</tr>
</thead>
<tbody>
<tr>
<td>Afghanistan</td>
</tr>
<tr>
<td>Albania</td>
</tr>
<tr>
<td>Bosnia</td>
</tr>
<tr>
<td>Brunei</td>
</tr>
<tr>
<td>Cambodia</td>
</tr>
<tr>
<td>China</td>
</tr>
<tr>
<td>Colombia</td>
</tr>
<tr>
<td>Costa Rica</td>
</tr>
<tr>
<td>Dominican Republic</td>
</tr>
<tr>
<td>El Salvador</td>
</tr>
<tr>
<td>Georgia</td>
</tr>
<tr>
<td>Haiti</td>
</tr>
<tr>
<td>Honduras</td>
</tr>
<tr>
<td>India</td>
</tr>
<tr>
<td>Indonesia</td>
</tr>
<tr>
<td>Jamaica</td>
</tr>
</tbody>
</table>

**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.
PRIORITIY 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
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.

**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).

**MEDIA CHANNELS: By the Numbers**

- **ICMA**: 40,200+ followers
- **SmartBrief**: 25,000+
- **PM Magazine**: Print: 9,081 Digital: 15,000+
- **Press Releases**: 11,329 recipients/500M+ impressions
- **Webinars**: 50 logins per webinar
- **Videos/Podcast**: 425 avg. page views
- **Email Marketing**: 118,482 records (NF)
- **ICMA.org/Topics**: 480,000+ per month
- **Leadership Matters**
  - MBR: 10,478
  - PSMBR: 21,868

2017 STRATEGIC PLAN PROGRESS UPDATE
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

LIFE, WELL RUN

DATA

LOCAL CAMPAIGNS

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).

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.

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.

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.
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.

**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.

- **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.
GOVERNANCE AND OPERATIONS

GOAL:

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

*We are achieving this goal through:*

ATTRACTION 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
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**

<table>
<thead>
<tr>
<th>Source</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants and contracts</td>
<td>$19,968,939</td>
<td>$-</td>
<td>$19,968,939</td>
</tr>
<tr>
<td>Membership dues</td>
<td>5,543,791</td>
<td>$-</td>
<td>5,543,791</td>
</tr>
<tr>
<td>Conferences and meetings</td>
<td>3,905,558</td>
<td>$-</td>
<td>3,905,558</td>
</tr>
<tr>
<td>Publications, subscriptions, advertising, fees</td>
<td>3,126,054</td>
<td>$-</td>
<td>3,126,054</td>
</tr>
<tr>
<td>Rents and royalties</td>
<td>2,715,938</td>
<td>$-</td>
<td>2,715,938</td>
</tr>
<tr>
<td>Investment income</td>
<td>712,920</td>
<td>148,695</td>
<td>861,615</td>
</tr>
<tr>
<td>Other</td>
<td>440,038</td>
<td>124,491</td>
<td>564,529</td>
</tr>
<tr>
<td><strong>Total support and revenue</strong></td>
<td>36,413,238</td>
<td>273,186</td>
<td>36,686,424</td>
</tr>
</tbody>
</table>

**EXPENSES:**

<table>
<thead>
<tr>
<th>Category</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program services</td>
<td>25,733,545</td>
<td>$-</td>
<td>25,733,545</td>
</tr>
<tr>
<td>Management and general</td>
<td>8,455,480</td>
<td>$-</td>
<td>8,455,480</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>34,189,025</td>
<td>$-</td>
<td>34,189,025</td>
</tr>
</tbody>
</table>

**ADDITION TO NET ASSETS**

<table>
<thead>
<tr>
<th>Source</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Addition to net assets</strong></td>
<td>2,224,213</td>
<td>273,186</td>
<td>2,497,399</td>
</tr>
</tbody>
</table>

**Net Assets, beginning of year**

<table>
<thead>
<tr>
<th>Source</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Assets, beginning of year</strong></td>
<td>7,353,414</td>
<td>2,628,761</td>
<td>9,982,175</td>
</tr>
</tbody>
</table>

**Net Assets, end of year**

<table>
<thead>
<tr>
<th>Source</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Assets, end of year</strong></td>
<td>$9,577,628</td>
<td>$2,901,947</td>
<td>$12,479,574</td>
</tr>
</tbody>
</table>
## 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

- **Making It Work:** An Executive Guide to Service Manager Relations
- **Smart Solutions:** Technology Serving Communities
- **Infrastructure Financing:** A Guide for Local Government Managers
- **Building Resilient Communities During Disruptive Change:**
  - Part 1: Crisis Communication
  - Part 2: Community Engagement and Building Public Trust
- **ICMA Awards**
- **17 on 2017**
- **Local Government Review**
- **Leadership Matters**
- **Public Management Magazine** (11 issues)
- **Predict-Prepare-Plan**

---

**ICMA**

Advancing Professional Local Government Management Worldwide

**Inside**

- The Fundamental Connection
- Maximizing Employee’s Performance
- Residential Redevelopment
- Worthy of Awards

**September 2017**

**Predict • Prepare • Plan**

**Leadership Matters**

**Public Management Magazine** (11 issues)

**Leadership Matters**

**icma.org/pm**
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 Lumberas
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