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.
ICMA was founded 104 years ago by a group of local government leaders who believed strongly in transparency, financial sustainability, and effective governance that lifts all residents and creates thriving communities. In 2017 a new generation of leaders, guided by those same principles, came together to create Envision ICMA, our strategic plan. I promised you it would be a living document; that we would relentlessly pursue the priorities identified and work to create a world class organization.

Together with you, our members, we have been able to exceed our goals this past year. With your help, we have compelling stories to tell in each of our Envision ICMA priority areas and beyond. I am proud of where we've been and what we've accomplished, but I'm especially excited by where we're going. Thanks to our staff, our partners, our Board, and our members, our future has never been brighter.

Marc A. Ott
Executive Director, ICMA

The Priorities of Envision ICMA

In 2017, 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 Benefits and Growth
- Learning Community
- Thought Leadership and Resource Network
- Advocacy and Outreach
- Governance and Operations
PRIORITY I
MEMBERSHIP BENEFITS & GROWTH
TANISHA BRILEY
City Manager, Cleveland Heights, Ohio
Member since 2005

“It’s exciting to see the changes in membership since I’ve joined and especially over the past year. Our focus on diversity and inclusiveness has never been stronger.”

GOAL:
DIVERSIFY AND EXPAND THE MEMBERSHIP

31%

The number of ICMA members continued to grow, especially at the student and department head levels. Women represented 31% of our membership, and Karen Pinkos was elected 2018–19 ICMA president--the fourth woman to hold that position.

MEMBERSHIP TREND

Total Membership: 11,881

In service to local government

Not in service to local government
BUILDING THE MEMBERSHIP PIPELINE
BY THE NUMBERS

1,211 TOTAL STUDENT MEMBERS
23% increase from 2017

206% growth in coaches since 2017

35 Local Government Management Fellows

8,673 Participants in ICMA Coaching webinars

88 Student Chapters

Learn more at icma.org/students and icma.org/coaching
PRIORITY I: MEMBERSHIP BENEFITS & GROWTH

PROFESSIONAL COMPOSITION, INCLUDING CAREER STAGE

- Local Government CAOs: 30.3%
- Local Government Department Directors: 13.3%
- Local Government Assistant CAOs: 8.6%
- Local Government Entry- to Mid-Level Management Staff: 12.9%
- Local Government Interns: 10.6%
- Students: 10.1%
- Professors: 8.6%
- Retired and Life Members: 1.3%
- Other, Non-Local Government: 1.3%

MEMBERSHIP BY REGION

- Midwest: 21.9%
- Mountain Plains: 19.2%
- Northeast: 18.4%
- Southeast: 16.6%
- West Coast: 11.6%
- International: 3.4%

MEMBERSHIP BY POPULATION SIZE

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

SUPPORT FOR EQUITY AND INCLUSION:

➤ Launched new Community Diversity and Inclusion Award
➤ New Equity and Inclusion Track for Local Government 101

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

34 International Affiliates
46 State Affiliates
5 National Affiliates

Highlights: Co-sponsored events with Women Leading Government (WLG), including a workshop, “Taking Control of Your Success,” in Texas

STATE ASSOCIATION RELATIONSHIPS

Conducted joint membership campaigns with Texas and Virginia state associations

VETERANS’ INITIATIVE

To Support Veterans and Military: Partnered with Veterans Local Government Management Fellowship and Created City-County Management Senior Fellowship Program
SELECTED RESOURCES

ICMA resources cut across the five strategic plan priorities. Many are co-created with members. All are designed to support our vision of creating and sustaining thriving communities throughout the world.

RESEARCH

- E-government
- Local Land Use Regulations
- Cybersecurity
- Smart Cities Analytics
- CAO Salaries
- Alternative Service Delivery
- Smart Cities Infrastructure

PUBLICATIONS

- Ethics Matter! Advice for Public Managers
- 18 on 2018
- The Model Police Officer: Recruitment, Hiring, and Employee Management
- Local Impacts of Commercial Cannabis
- Smart Communities & Data Analytics
- A Guide to Smart Communities: Using GIS Technology for Local Government Management
- Public Management Magazine (11 issues)
- Leadership Matters e-Newsletter (50 issues)
PRIORITY II

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

Highlights:

The ICMA Annual Conference in San Antonio attracted 3,984 total attendees, a record 2,819 members, and 213 organizations exhibited in our sold-out exhibit hall. We launched a new state-of-the-art virtual conference and created a TED Talk-like stage for featured speakers.

We launched a new online learning management system for webinars, e-courses, and certificate programs and offered 33 webinars and two new tracks in the Local Government 101 Certificate program: Disaster Preparedness and Equity and Inclusion.

Leadership development programs such as the Emerging Leaders Development Program and Leadership ICMA attracted 168 participants.

MICHAEL PENNY
City Manager, Castle Pines, Colorado
Member since 1995

“We’ve made great strides this year in achieving our strategic plan priority of creating a worldwide learning community. I have been on the Conference Planning Committee and I can tell you the San Antonio Conference was one of the best with nearly 4,000 attendees.”
GOAL:

THINK GLOBALLY, ACT GLOBALLY

BY THE NUMBERS

**481**
Individuals receiving assistance through CityLinks exchanges

**227**
Communities benefitting from ICMA Global Programs

**215**
Members involved in Global Programs initiatives

**5,875**
Pro bono hours dedicated to program activities

**9,391**
Individuals trained through Global Programs activities

PETER AGH
Managing Director, ICMA Europe
Former City Manager and Member since 2009

“I support our members and affiliates throughout Europe as well as look for opportunities for cities to exchange ideas and best practices.”
In partnership with the Department of Homeland Security, volunteer members and ICMA and IBTS staff helped conduct governance and service delivery assessments in all 78 local governments. The information supported the Governor’s Recovery Plan.

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**ICMA México-Latinoamérica**

ICMA México-Latinoamérica is developing interactive web-based tools to conduct ethics training and is working with the U.S. Agency for International Development (USAID) to implement a training program to promote ethical conduct in local government employees.

**BROWNFIELDS**

In partnership with the Environmental Protection Agency, ICMA organized the Brownfields conference in Pittsburgh, which attracted 2,500 attendees.

**SOLSMART**

In partnership with the Department of Energy, ICMA worked to get more than 200 communities their SolSmart designation, demonstrating each local government’s commitment to make it easier to go solar.

**HIGHLIGHTS**

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**ICMA Europe**

ICMA Europe was formally established with Peter Agh as managing director.

**The ICMA China Center**

The ICMA China Center, founded 10 years ago, hit several milestones: named its first international strategic partner, Shaanxi Land Group; published ICMA’s Local Planning textbook in Mandarin; hosted five training programs in the U.S. for Chinese officials; and continued to grow the China Training Center partnership with China University of Political Science and Law.
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.

BY THE NUMBERS

300 Blog posts and articles on ICMA.org
13 Local Gov Life podcast episodes
6 E-books/toolkits
50 Issues of Leadership Matters E-Newsletter

11 Issues of PM magazine and 2 editions of Local Government Review
529 Million media impressions from ICMA content featured in the news
4.9 Million pageviews on ICMA.org with 700,000 visitors
61,000: Size of social media audience
Three project reports zeroed in on technology issues hitting local governments: Cybersecurity, Smart Cities Analytics, and Smart Cities Infrastructure. The CAO salary survey and the annual membership survey were also conducted this year.

In the public policy area ICMA joined the Americans Against Double Taxation Coalition to highlight the importance of retaining the deduction of state and local taxes. In addition, we joined our other state and local organization colleagues in advocating for policies that maintain local governments’ revenue base, retain essential infrastructure financing tools, and protect local government authority to address law enforcement priorities.

CINDY STEINHAUSER
Chair, Sustainable Communities Advisory Board and Member since 2002

“This year we have focused on putting ICMA and its members at the forefront of local government thought leadership and best practices.”

HIGHLIGHTS

ICMA’s Cybersecurity Survey generated more than 300 million media impressions, including an article and Op Ed in the New York Times.
PRIORITY IV
ADVOCACY & OUTREACH

Newly Elected Leaders Toolkit
PRIORITY IV: ADVOCACY & OUTREACH

GOALS:

PROMOTE THE VALUE OF PROFESSIONAL MANAGEMENT AND ICMA MEMBERSHIP

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

BY THE NUMBERS

<table>
<thead>
<tr>
<th>BALLOT SUPPORT</th>
<th>LIFE, WELL RUN</th>
<th>DIGITAL MEDIA</th>
<th>ETHICS</th>
</tr>
</thead>
<tbody>
<tr>
<td>6 communities received direct support for form of government ballot initiatives</td>
<td>30,000 pageviews for value of professional management resources on Lifewellrun.org</td>
<td>23,000 downloads of podcasts, e-books, checklists, infographics, and toolkits</td>
<td>1,600 member comments received for review of Tenet 4 of the ICMA Code of Ethics</td>
</tr>
</tbody>
</table>

PAT MARTEL
Past President, ICMA
Member since 1984

“This priority is about promoting the value of professional management. We do that in many ways, including supporting the council–manager form of government—like we did in Lakeland, Florida, this year.”
In addition to creating resources—such as success stories, research, and educational materials—to support our advocacy for professional local government management, we provided direct support for proposed ballot initiatives to adopt or retain the council-manager form of government across the U.S. We developed and distributed a digital Newly Elected Leaders Toolkit and updated Tenet 4 of the ICMA Code of Ethics.

We expanded the ways in which members and partners can access ICMA information:

**ICMA MARKETPLACE**
A digital product and service directory for ICMA members to make procurement research easier.

**LOCAL GOV LIFE PODCAST**
New seasons and new episodes featuring member experiences from crisis and resilience to #SheLeads women in leadership roles.

**VIDEO ANNUAL REPORT**
A companion piece to this print report, the video, in addition to other interactive technologies, such as the conference app, replaced the Annual Business Meeting.
PRIORITY V
GOVERNANCE & OPERATIONS
GOALS:

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

EVALUATE THE GOVERNANCE OF THE ASSOCIATION TO ENHANCE ALIGNMENT WITH ICMA’S STRATEGIC GOALS AND CORE BELIEFS.

“Exceeded net contribution goals with $1.1 million in net contribution.”

NET ASSETS, 2003–2018

REVENUE SOURCES

- Grants and Contracts: 42%
- Professional Development: 16%
- Membership Dues: 19%
- Rents and Royalties: 12%
- Management Fee: 3%
- Investment Income: 1.5%
- Publications, advertising, and sponsorships: 5%

MARC A. OTT
Former City Manager
ICMA Executive Director
Member since 1981

“The financial health of the organization has never been better as we continue to make ICMA less subject to the volatility of federal grants and contracts.”
## STATEMENT OF ACTIVITIES—Year ended June 30, 2018

<table>
<thead>
<tr>
<th>SUPPORT AND REVENUE:</th>
<th>UNRESTRICTED</th>
<th>TEMPORARILY RESTRICTED</th>
<th>TOTAL</th>
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<tbody>
<tr>
<td>Grants and contracts</td>
<td>$13,282,190</td>
<td>$-</td>
<td>$13,282,190</td>
</tr>
<tr>
<td>Membership dues</td>
<td>5,749,802</td>
<td>-</td>
<td>5,749,802</td>
</tr>
<tr>
<td>Publications, subscriptions, and advertising</td>
<td>1,277,996</td>
<td>-</td>
<td>1,277,996</td>
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<tr>
<td>Conferences and meetings</td>
<td>3,781,159</td>
<td>-</td>
<td>3,781,159</td>
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<tr>
<td>Fees</td>
<td>1,711,433</td>
<td>-</td>
<td>1,711,433</td>
</tr>
<tr>
<td>Rental income</td>
<td>1,143,194</td>
<td>-</td>
<td>1,143,194</td>
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<tr>
<td>Royalty income</td>
<td>2,518,706</td>
<td>-</td>
<td>2,518,706</td>
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<tr>
<td>Investment income</td>
<td>728,650</td>
<td>77,743</td>
<td>806,393</td>
</tr>
<tr>
<td>Other</td>
<td>686,693</td>
<td>365,400</td>
<td>1,052,093</td>
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<tr>
<td>Net assets released from donor restrictions</td>
<td>297,062</td>
<td>(297,062)</td>
<td>-</td>
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<tr>
<td><strong>Total support and revenue</strong></td>
<td>31,176,885</td>
<td>146,081</td>
<td>31,322,966</td>
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</table>

<table>
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<tr>
<th>EXPENSES:</th>
<th></th>
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<tbody>
<tr>
<td>Program services</td>
<td>21,363,527</td>
<td>-</td>
<td>21,363,527</td>
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<tr>
<td>Management and general</td>
<td>8,679,275</td>
<td>-</td>
<td>8,679,275</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>30,042,802</td>
<td>-</td>
<td>30,042,802</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ADDITION TO NET ASSETS</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Assets, beginning of year</strong></td>
<td>$9,577,628</td>
<td>$2,901,946</td>
<td>$12,479,574</td>
</tr>
<tr>
<td><strong>Net Assets, end of year</strong></td>
<td>$10,711,711</td>
<td>$3,048,027</td>
<td>$13,759,738</td>
</tr>
</tbody>
</table>

## HIGHLIGHTS

To drive Innovation as one of the core values at the heart of our mission, **ICMA hired our first Chief Technology and Innovation Officer** to serve as a resource to members as well as to drive innovation throughout the association.

We selected **Corporater** as our performance measurement and management system to track progress towards achieving the goals of Envision ICMA.

Employee turnover dropped to 15% because of more focused retention efforts.
The ICMA Executive Board took on several major initiatives this year, including a comprehensive review of the nominations and elections process to identify barriers to board diversity.

The Strategic Partners Program continued to grow, with 58 partners, nearly half of which participated at the presidential level or above.

STAFF ENGAGEMENT

Staff engagement score was 88.3%

THANKS TO THE ENTIRE 2017–2018 BOARD:

**President**
David Johnstone
Retired City Manager, Candiac, Quebec, Canada

**President-Elect**
Karen Pinkos
Assistant City Manager, El Cerrito, California

**Past President**
Lee Feldman
City Manager, Fort Lauderdale, Florida

**VICE PRESIDENTS**

**International Region**
Dennis A. Hovenden
Chief Executive Officer
Frankston City Council, Victoria, Australia

Frans Mencke
City Manager, Hoorn, Netherlands

Tim A. Anderson
Chief Administrative Officer
Waterloo, Ontario, Canada

**U.S. Midwest Region**
Lon D. Pluckhahn
City Manager, Marion, Iowa

Patrick Klein
Director of Aviation
Kansas City, Missouri

Wally Bobkiewicz
City Manager, Evanston, Illinois

**U.S. Mountain Plains Region**
Bert Lumbreras
City Manager, San Marcos, Texas
James Jayne
County Manager
Coconino County, Arizona

Heather Geyer
City Manager
Northglenn, Colorado

**U.S. Northeast Region**
Carlos Baia
Deputy City Manager for Development
Concord, New Hampshire

Stephanie Mason
Township Manager, Doylestown, Pennsylvania

Matthew Hart
Town Manager, West Hartford, Connecticut

**U.S. Southeast Region**
Carl Harness
Chief Human Services Administrator
Hillsborough County, Florida

Edward Driggers
City Administrator, Greer, South Carolina

W. Lane Bailey
City Manager, Salisbury, North Carolina

**U.S. West Coast Region**
Bruce E. Channing
Retired City Manager, Laguna Hills, California

Martha Bennett
Chief Operating Officer
Metro Council, Portland, Oregon

Marla Hurtado
Assistant City Manager
Hayward, California

Staff engagement score was 88.3%