

I AM ICMA



ENVISION

ICMA

2018 Annual Report to the Membership

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 WORD FROM THE EXECUTIVE DIRECTOR

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.

A handwritten signature in dark ink, appearing to read 'Marc A. Ott'.

Marc A. Ott
Executive Director, ICMA



STRATEGIC INITIATIVES

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.”

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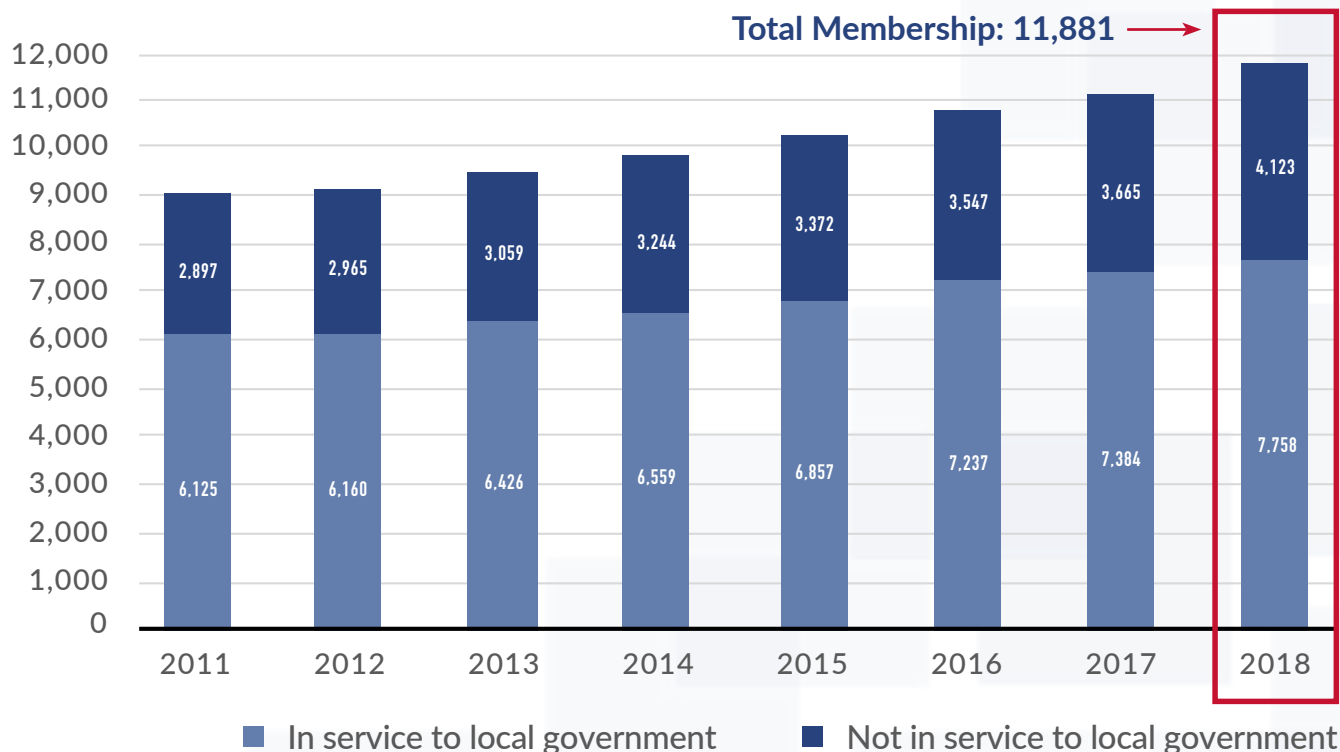
GOAL:

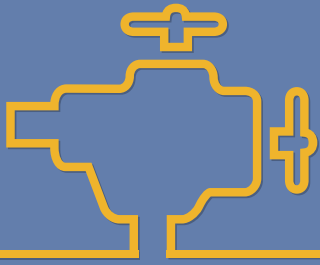
DIVERSIFY AND EXPAND THE MEMBERSHIP

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





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



88 Student
Chapters

8,673

Participants in ICMA
Coaching webinars



Learn more at icma.org/students and icma.org/coaching

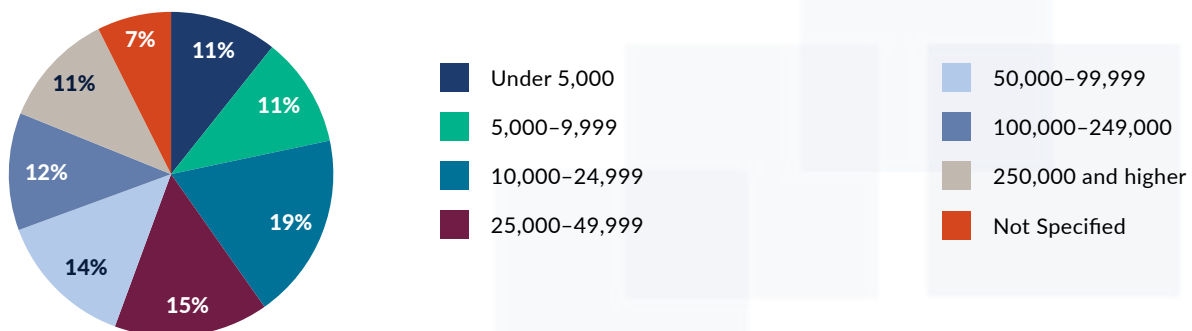
PROFESSIONAL COMPOSITION, INCLUDING CAREER STAGE



MEMBERSHIP BY REGION



MEMBERSHIP BY POPULATION SIZE



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



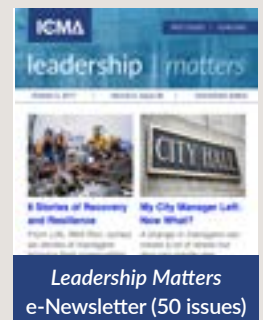
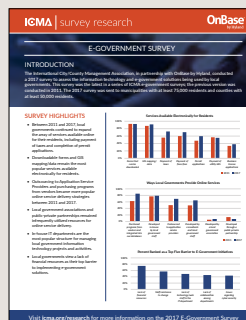
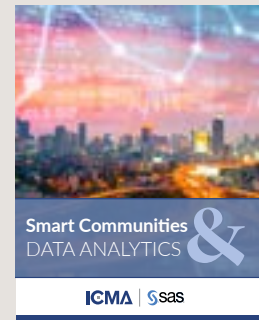
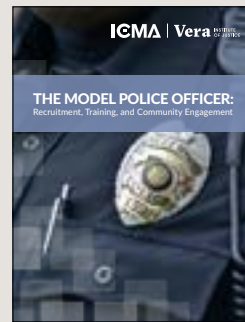
RESEARCH

- » E-government
- » Local Land Use Regulations
- » CAO Salaries
- » Alternative Service Delivery

REPORTS

- » Cybersecurity
- » Smart Cities Analytics
- » Smart Cities Infrastructure

PUBLICATIONS





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.

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**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

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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."

HIGHLIGHTS



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.



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



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.



PUERTO RICO

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.



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.



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



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

- » **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.



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



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

BALLOT SUPPORT



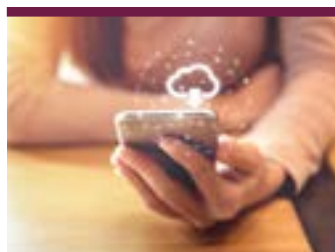
6 communities received direct support for form of government ballot initiatives

LIFE, WELL RUN



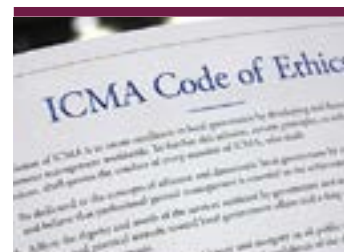
30,000 pageviews for value of professional management resources on Lifewellrun.org

DIGITAL MEDIA



23,000 downloads of podcasts, e-books, checklists, infographics, and toolkits

ETHICS



1,600 member comments received for review of Tenet 4 of the ICMA Code of Ethics

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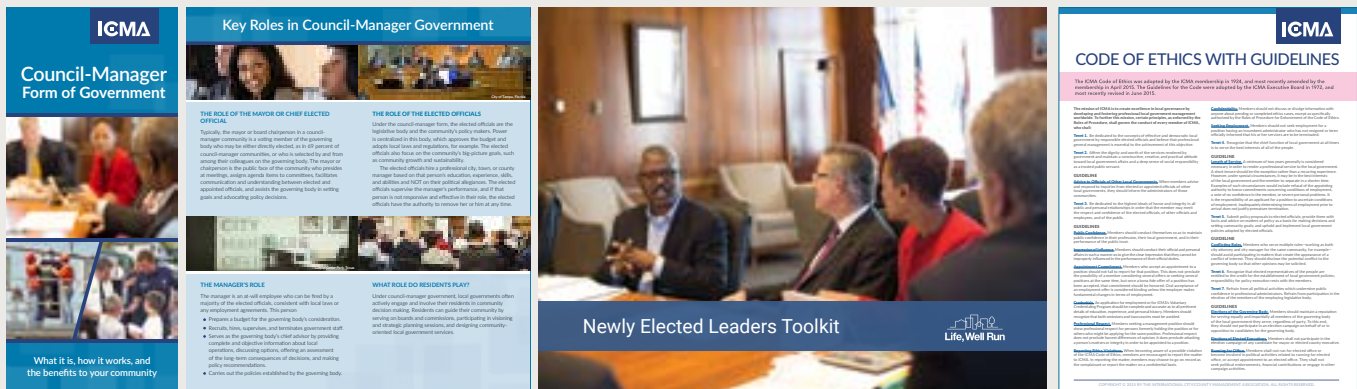


PAT MARTEL

Past President, ICMA
Member since 1984

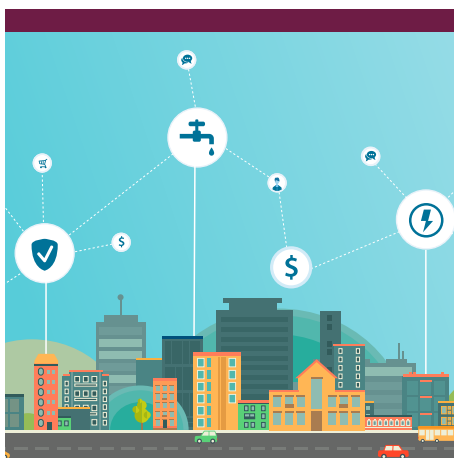
“This priority is about promoting the value of professional management. We do that in many ways, including supporting the council-manager form of government—like we did in Lakeland, Florida, this year.”

HIGHLIGHTS

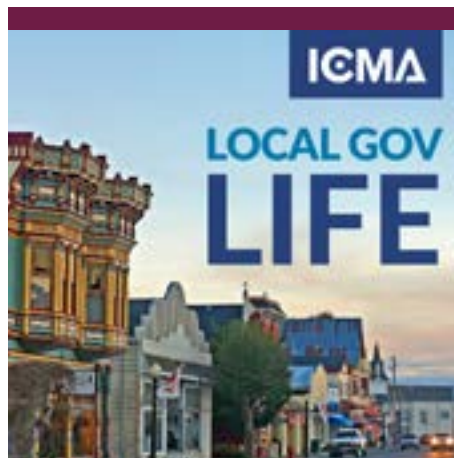


In addition to creating resources—such as success stories, research, and educational materials—to support our advocacy for professional local government management, we provided direct support for proposed ballot initiatives to adopt or retain the council-manager form of government across the U.S. We 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





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.”

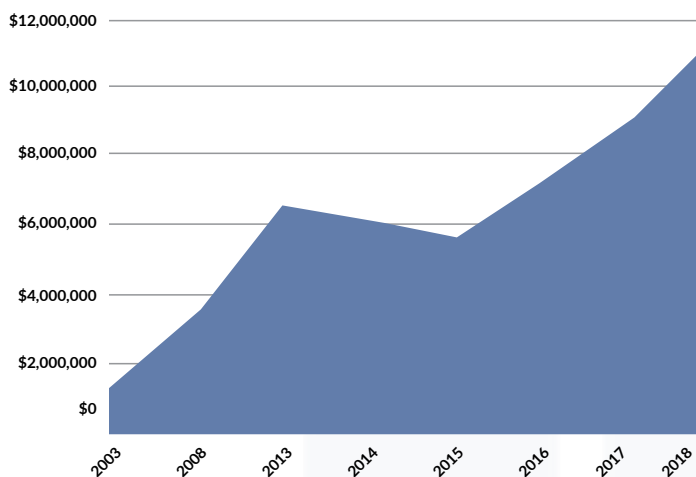
GOALS:

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

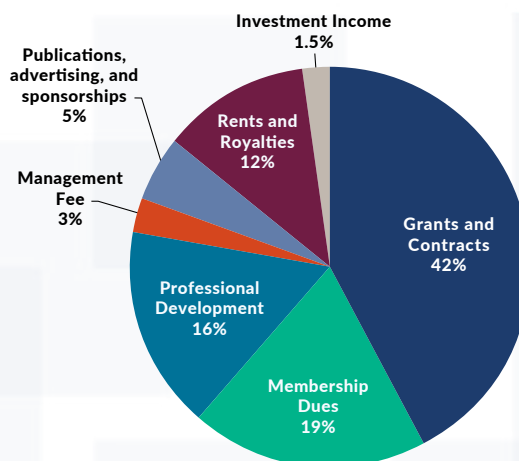
EVALUATE THE GOVERNANCE OF THE ASSOCIATION TO ENHANCE ALIGNMENT WITH ICMA’S STRATEGIC GOALS AND CORE BELIEFS.

Exceeded net contribution goals with *\$1.1 million in net contribution.*

NET ASSETS, 2003–2018



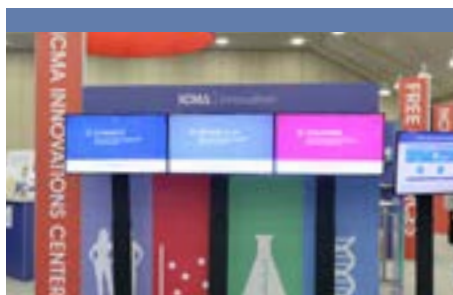
REVENUE SOURCES



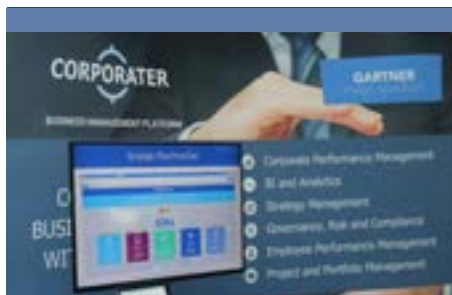
STATEMENT OF ACTIVITIES—Year ended June 30, 2018

	UNRESTRICTED	TEMPORARILY RESTRICTED	TOTAL
SUPPORT AND REVENUE:			
Grants and contracts	\$ 13,282,190	\$ -	\$ 13,282,190
Membership dues	5,749,802	-	5,749,802
Publications, subscriptions, and advertising	1,277,996	-	1,277,996
Conferences and meetings	3,781,159	-	3,781,159
Fees	1,711,433	-	1,711,433
Rental income	1,143,194	-	1,143,194
Royalty income	2,518,706	-	2,518,706
Investment income	728,650	77,743	806,393
Other	686,693	365,400	1,052,093
Net assets released from donor restrictions	297,062	(297,062)	-
Total support and revenue	31,176,885	146,081	31,322,966
EXPENSES:			
Program services	21,363,527	-	21,363,527
Management and general	8,679,275	-	8,679,275
Total expenses	30,042,802	-	30,042,802
ADDITION TO NET ASSETS	1,134,083	146,081	1,280,164
Net Assets, beginning of year	9,577,628	2,901,946	12,479,574
Net Assets, end of year	\$ 10,711,711	\$ 3,048,027	\$ 13,759,738

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.



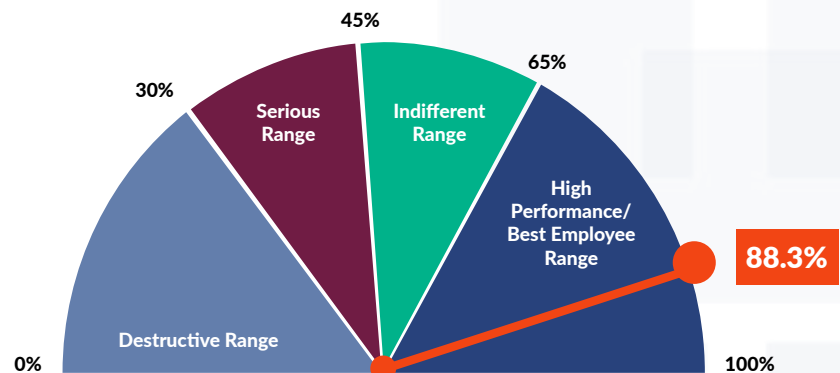
The ICMA Executive Board took on several major initiatives this year, including a comprehensive review of the nominations and elections process to identify barriers to board diversity.



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%**



Source: Aon Hewitt Associates Employees Research Database

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

Maria Hurtado

Assistant City Manager

Hayward, California



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icma.org/envisionicma