



2017 ICMA Membership Survey Summary of Results

ICMA Survey Research
July 2018

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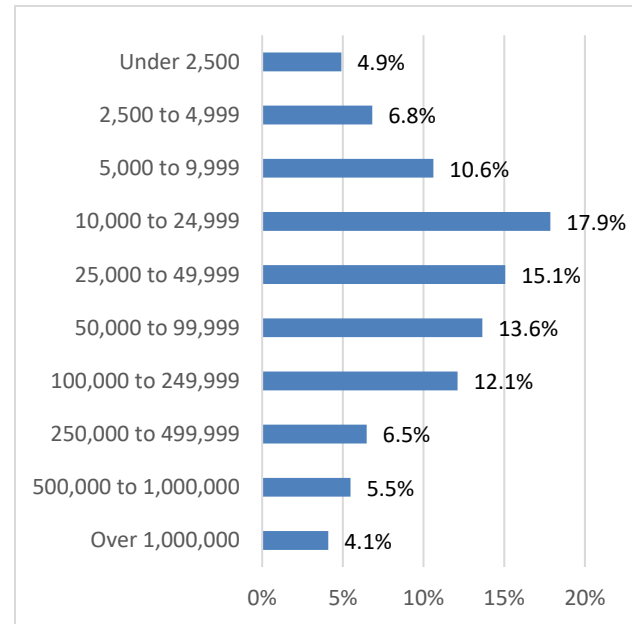
I. Introduction

An electronic member satisfaction survey was sent via email in February 2018 to 10,544 ICMA members, who agreed to receive membership related emails. 2,610 responses were received, which yielded a response rate of 25%. The margin of error is +/- 2% at 95% confidence level. The table below shows the breakdown of survey respondents by member type, career stage, length of membership, and gender, and the chart shows the breakdown of survey respondents by jurisdiction population for those respondents with a known local government affiliation.

Survey population & respondents by individual characteristics

		Responses to Survey		Survey Population	
		Frequency	Percent	Frequency	Percent
Overall		2610	100.0%	10544	100.0%
Member Type	Affiliate	524	20.1%	2144	20.3%
	Affiliate Not in Service	83	3.2%	541	5.1%
	Full	1458	55.9%	4875	46.2%
	Full Not in Service	66	2.5%	291	2.8%
	Honorary	2	0.1%	10	0.1%
	Life	170	6.5%	841	8.0%
	Professor	31	1.2%	152	1.4%
	Retired	72	2.8%	326	3.1%
	Student/Intern	204	7.8%	1364	12.9%
Career Stage	Full Time Student	90	3.4%	210	2.0%
	Early Career	279	10.7%	615	5.8%
	Mid-Career	631	24.2%	1378	13.1%
	Executive	1132	43.4%	2199	20.9%
	Encore Career	120	4.6%	189	1.8%
	Retired	180	6.9%	319	3.0%
	Unknown	178	6.8%	5634	53.4%
Length of Member ship	Less than 2 years	686	26.3%	3839	36.4%
	2 to 5 years	444	17.0%	1529	14.5%
	5 to 10 years	336	12.9%	1212	11.5%
	More than 10 years	1144	43.8%	3964	37.6%
ICMA Region	Northeast	296	11.3%	1237	11.7%
	Midwest	573	22.0%	2044	19.4%
	Southeast	579	22.2%	2697	25.6%
	Mountain Plains	618	23.7%	2320	22.0%
	West Coast	460	17.6%	1898	18.0%
	International	84	3.2%	346	3.3%
	Unknown	0	0.0%	2	0.0%
Gender	Male	1747	66.9%	7176	68.1%
	Female	863	33.1%	3361	31.9%
	Unknown	0	0.0%	7	0.1%

Survey respondents by population¹



A summary of key survey findings is outlined below. Variation within responses across member characteristics including membership type, career stage, length of membership (years as members), gender, and age are checked and except where noted results can be assumed to be fairly consistent across these characteristics. Please also note that not every respondent answered each question, so the totals may vary by question.

¹ Includes US members only.

II. Value and Satisfaction

Overall, ICMA members continue to value and be satisfied with their membership, and rate the customer service that they receive good. A large majority of respondents valued their membership “good” or “excellent” (90.1%), and reported being “satisfied” or “very satisfied” with their ICMA membership (89.6%). The percentage of responding members who rated customer service as “good” or “excellent”, is very high (93.4%).

A. Value of Membership

- Overall, **90.1% rated the value of membership as “good” or “excellent.”**
- Members across various categories rated the value “good” or “excellent” at rates within 2-3% below or above the overall 90.1%, which is within or just beyond the survey margin of error. However, it is worth mentioning that **non-US members** showed very high ratings for value of membership (**96.4%**) even though the number of non-US members is relatively small.
- 259 members provided comments on value of membership. The majority of these comments (**40.9%**) were about cost, value and accessibility. The cost of membership remains a significant issue among this subset of members, who question the value of membership.

If you rated the value of your membership 'average', 'fair', or 'poor', please tell us why.

	n	%
Cost/ value/ accessibility	106	40.9%
Don't use/ haven't used	27	10.4%
Frustration w/ ICMA management/ vision/ politics	25	9.7%
Not relevant to my position/ career stage	24	9.3%
Lack of attention/ relevance to smaller organizations/ communities	23	8.9%
Dissatisfied with content produced by ICMA	21	8.1%
Lack of outreach/ involvement/ local programming	15	5.8%
Other organizations are better/ equivalent resources	12	4.6%
More training/ coaching/ mentoring/ career development	12	4.6%
New member	12	4.6%
Technical problems/ inadequacies	7	2.7%
Conference related	7	2.7%
Other	8	3.1%

- The percentage of members that valued the membership “good” or “excellent” **increased more than 5%** since 2016.

Value of Membership Ratings over Time

	Excellent or Good	Excellent	Good	Average	Fair	Poor
2017	90.1%	34.1%	56.0%	8.2%	1.4%	0.3%
2016	84.7%	31.5%	53.2%	12.0%	2.4%	0.6%
2015	84.8%	33.4%	51.4%	11.3%	2.8%	1.1%

B. Satisfaction with Membership

- Overall, **89.6% of respondents reported being “satisfied” or “very satisfied” with their membership.**
- Life, professor, retired** (both as career stage and member type category), and **encore career members** reported very high satisfaction ratings (more than 95%).
- The rate of “very satisfied” and “satisfied” members was the highest over the last 3 years.
- Comments from 44 members less than satisfied with their membership are provided in Appendix I.

Member Satisfaction Ratings over Time

	Very Satisfied or Satisfied	Very Satisfied	Satisfied	Neutral	Somewhat Dissatisfied	Dissatisfied
2017	89.6%	41.2%	48.4%	8.3%	1.5%	0.5%
2016	86.9%	36.3%	50.6%	9.7%	1.9%	0.8%
2015	88.0%	38.9%	49.1%	8.4%	2.7%	0.9%

C. Customer Service

- Overall, **93.4% rated ICMA’s customer service as “good” or “excellent”**. This percentage is fairly consistent among membership groups, career stages, and membership tenures.
- Student** (as member type category), **retired** (as career stage and member type category), **encore, and full but not in-service members** showed very high customer service ratings (95% or above).
- Similar to the value of membership ratings, customer service ratings have improved significantly since last year.

Customer Service Ratings over Time

	Excellent or Good	Excellent	Good	Average	Fair	Poor
2017	93.4%	37.6%	55.8%	5.7%	0.6%	0.3%
2016	83.4%	32.7%	50.7%	11.6%	1.8%	0.6%
2015	86.9%	35.0%	51.9%	10.1%	2.1%	0.9%

- Comments on average, fair, or poor customer services rating were provided by 115 respondents, 46.1% of whom criticized responsiveness and 23.5% of whom complained about quality on various topics including emails, annual conference, and the certification program.

If you rated ICMA's customer service 'average', 'fair', or 'poor', please tell us why.

	n	%
Responsiveness	53	46.1%
Never used/ no experience	30	26.1%
Quality	27	23.5%
Confusing/ cumbersome/ inaccessible	11	9.6%
Technical issues	9	7.8%
Other	2	1.70%

D. Predictors of Member Satisfaction²

- Membership value was closely correlated with member satisfaction. Respondents that rated value as “excellent” were generally those that reported being “very satisfied”. Respondents that rated value as “poor” reported being dissatisfied with their membership.

² A correlation test and regression analysis were performed and both yielded statistically significant results.

- Similarly, customer service was closely correlated with member satisfaction, and good indicator of membership satisfaction.
- **Membership value was slightly stronger than customer service as a predictor of member satisfaction** according to the regression and correlation numbers.

Membership Value and Member Satisfaction

	Member Satisfaction					
Membership Value	Very Satisfied	Satisfied	Neutral	Somewhat Dissatisfied	Dissatisfied	Total
Excellent	87.7%	12.0%	0.2%	0.0%	0.0%	100.0%
Good	19.9%	74.2%	5.4%	0.3%	0.1%	100.0%
Average	2.4%	33.2%	56.4%	7.6%	0.5%	100.0%
Fair	0.0%	2.7%	40.5%	43.2%	13.5%	100.0%
Poor	0.0%	0.0%	0.0%	37.5%	62.5%	100.0%

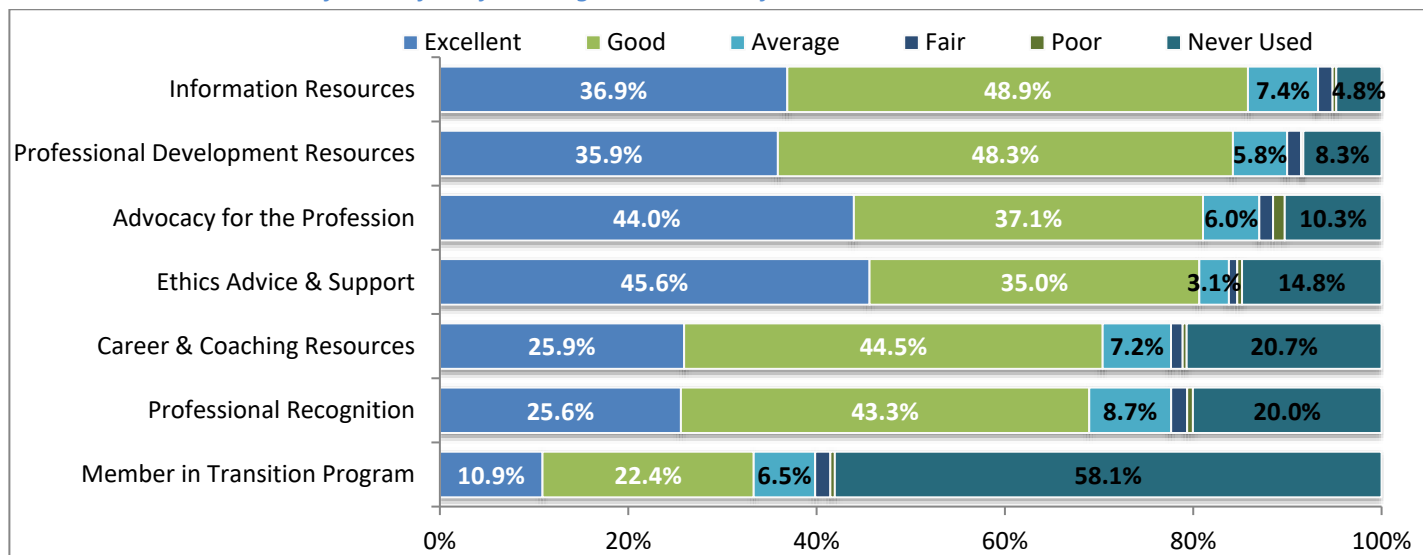
Customer Service and Member Satisfaction

	Member Satisfaction					
Customer Service	Very Satisfied	Satisfied	Neutral	Somewhat Dissatisfied	Dissatisfied	Total
Excellent	74.2%	23.2%	2.5%	0.1%	0.0%	100.0%
Good	23.6%	65.7%	9.2%	1.3%	0.3%	100.0%
Average	8.2%	45.9%	34.2%	8.9%	2.7%	100.0%
Fair	0.0%	40.0%	13.3%	40.0%	6.7%	100.0%
Poor	0.0%	14.3%	14.3%	14.3%	57.1%	100.0%

E. Which Benefits Members Use/Value Most

- **Information resources** are the benefits most frequently used by responding members (**95.2%**).
- **Career and coaching resources** and **professional recognition** were used by fewer responding members—approximately 20% overall never used these benefits, with slightly less use among student members³.
- **Ethics advice and support** was rated as ‘excellent’ among the highest number of responding members (**45.6%**), followed by **advocacy for the profession** (**44%**).

Please rate the value of each of the following member benefits.



³ Member in transition program was not mentioned in this analysis because it is a benefit for specific members.

Ratings from those using each type of benefit were converted to a point scale of 1 (poor) to 5 (excellent).

- The highest-scoring benefits among their users were **ethics advice and support** (4.46), **advocacy for the profession** (4.35), and **information resources** (4.26).
- Average scores for **ethics advice and support** increased along with years as a member and career stage.
- **Professional development resources**, **information resources**, and **professional recognition** rated higher among both students and retirees. International members also rated information resources highly.
- **Career and coaching resources** were rated highest among students and mid-career members.
- Though slightly less frequent users of this benefit, those students using **advocacy for profession** rated it higher than the overall average.
- As one would expect, members that rate benefits higher tend to also be more satisfied with their membership.

Average overall rating of those using these benefits (5 excellent, 1 poor)

Member Benefits	Rating Score
Ethics Advice & Support	4.46
Advocacy for the Profession	4.35
Information Resources	4.26
Career & Coaching Resources	4.19
Professional Development Resources	4.15
Professional Recognition	4.15
Member in Transition Program	3.99

If you rated any of the benefits above 'average', 'fair', or 'poor', please tell us why.

Benefit mentioned	n	%
Ethics Advice & Support	20	5.3%
Career & Coaching Resources	41	10.9%
Member in Transition Program	51	13.6%
Professional Development Resources	39	10.4%
Information Resources	61	16.3%
Professional Recognition	45	12.0%
Advocacy for the Profession	61	16.3%
General	60	16.0%
Other	59	15.7%

Type of comment made	n	%
ICMA general conduct/ focus/ priorities	59	15.7%
Content/ resources/ processes	154	41.1%
National/ regional/ local disconnect	43	11.5%
Support/ training/ mentoring	26	6.9%
Cost/ accessibility/ value	24	6.4%
Inadequate info/ outreach/ communication	87	23.2%
Lacks relevance to position/ career stage	12	3.2%
New member/ member doesn't know about resources	2	0.5%
Other	70	18.7%

III. Referral & Retention

A. Membership Referral & Retention

- Only 1.0% of respondents indicated that they would **not recommend** ICMA membership to others and another 1.8% indicated that they would **not retain** their membership.

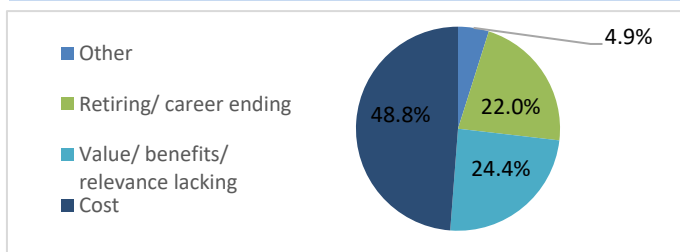
How likely is it that you would recommend ICMA to a friend or colleague? (n=2589)

	Very likely	Likely	Neutral	Unlikely	Very unlikely
n	1601	786	177	19	6
%	61.8%	30.4%	6.8%	0.7%	0.2%

How likely are you to retain your membership in ICMA? (n=2586)

	Very likely	Likely	Neutral	Unlikely	Very unlikely
n	1757	648	134	40	7
%	67.9%	25.1%	5.2%	1.5%	0.3%

- 41 members explained why they wouldn't retain their membership and the most common reason was cost.



IV. Issues and Challenges

A. Top Issues and Challenges

2,240 members responded to an open-ended question about the top three issues and challenges faced in their jobs. Responses are coded into themes below, but note that several could be combined further into larger topic areas (social media + civic engagement; economic + planning + demographic changes, etc.).

- Among the top two themes ranked most highly overall, early career/younger members were more interested in staffing, recruitment, training, and career development issues; more seasoned members placed bigger emphasis on budget/financial matters.

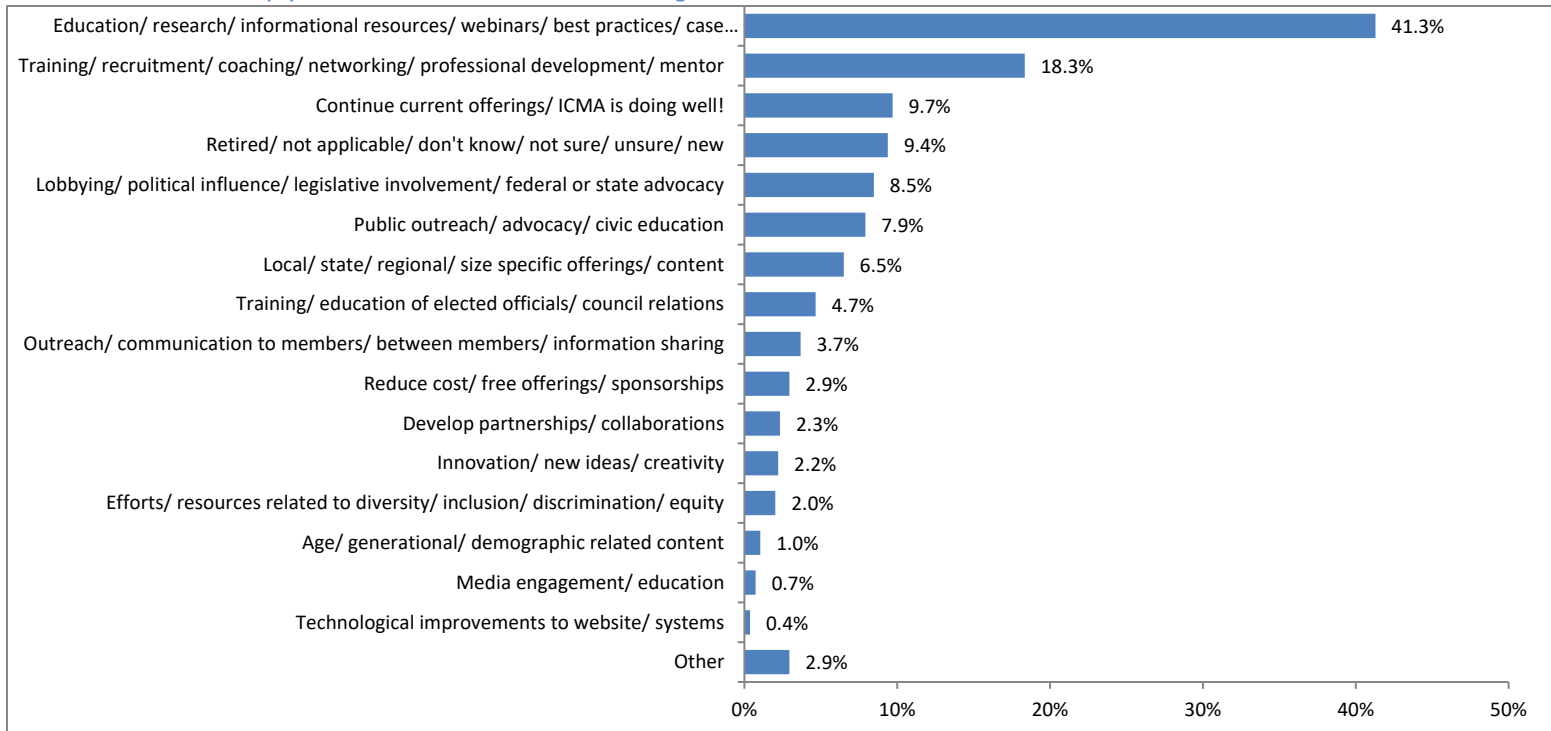
What are the top three issues/challenges you are currently facing or anticipate facing in your job?

	1st issue/ challenge	2nd issue/ challenge	3rd issue/ challenge	In top three
Staffing/ personnel/ leadership/ hiring/ recruitment/ retention/ talent/ succession/ training/ workforce	24.2%	27.5%	28.5%	54.7%
Finances/ budget/ resources/ revenue/ economic/ funding/ fiscal/ cost/ money/ tax	27.2%	24.2%	18.8%	51.7%
Council/ mayor/ board/ electeds/ commission-manager relations/ communication	12.7%	9.8%	8.8%	25.2%
Community/ citizen/ public-manager relations/ engagement/ trust/ sentiment/ expectations/ respect/ perception	6.3%	9.0%	9.8%	19.2%
Impacts of national/ state/ federal legislation/ circumstances/ political climate/ actions	3.9%	4.2%	4.9%	10.3%
Career growth/ change/ opportunity/ development/ promotion/ salary/ advancement/ progression	4.8%	2.7%	2.8%	8.2%
Infrastructure/ built environment	1.8%	4.2%	4.2%	8.0%
Community/ demographic/ population growth/ development/ change	3.1%	2.5%	3.1%	7.1%
Economic/ commercial/ business growth/ development/ change	2.1%	3.0%	3.8%	6.9%
Technology/ IT changes/ problems/ challenges	1.7%	2.5%	3.3%	6.1%
Gender/ minority equity/ discrimination/ diversity/ inclusion	1.8%	2.1%	2.1%	4.6%
Social media/ Facebook/ blog/ Nextdoor/ online	1.4%	1.5%	1.7%	3.9%
Retired/ retiring/ not working/ student	3.4%	0.4%	0.6%	3.8%
Human resources/ health care/ public services/ public safety	1.2%	1.5%	1.7%	3.5%
Personal/ quality of life/ work life balance/ workload/ burnout	1.6%	1.1%	1.3%	3.3%
Housing/ homelessness	1.0%	1.9%	1.4%	3.3%
Planning/ land use/ coding/ zoning	0.9%	1.2%	1.7%	3.2%
Environment/ sustainability/ climate change/ water	0.4%	0.5%	0.9%	1.4%
Other	0.3%	0.1%	0.5%	0.7%

B. How ICMA Can Help to Address these Challenges

1,630 responding members highlighted various methods for ICMA to help them to address the challenges that they have been facing with and **by far the most common methods** can be categorized under **education, research, informational resources, webinars, best practices, case studies** and **conference sessions**.

How could ICMA help you address these issues/challenges?



V. Topics of Interest

2,285 members responded to questions rating the importance and quality of ICMA's programs and/or resource materials. **Leadership, career development, and ethics** were most commonly identified by the members and rated the highest. These topics were consistently identified the most and rated the highest over the last 3 years.

A. Topics Important to Members

- Each topic area was identified as important by at least 62.5% of survey respondents.
- Top 3 areas in terms of importance were **leadership (81.6%)**, **career development (79.4%)**, **ethics (79.3%)**.

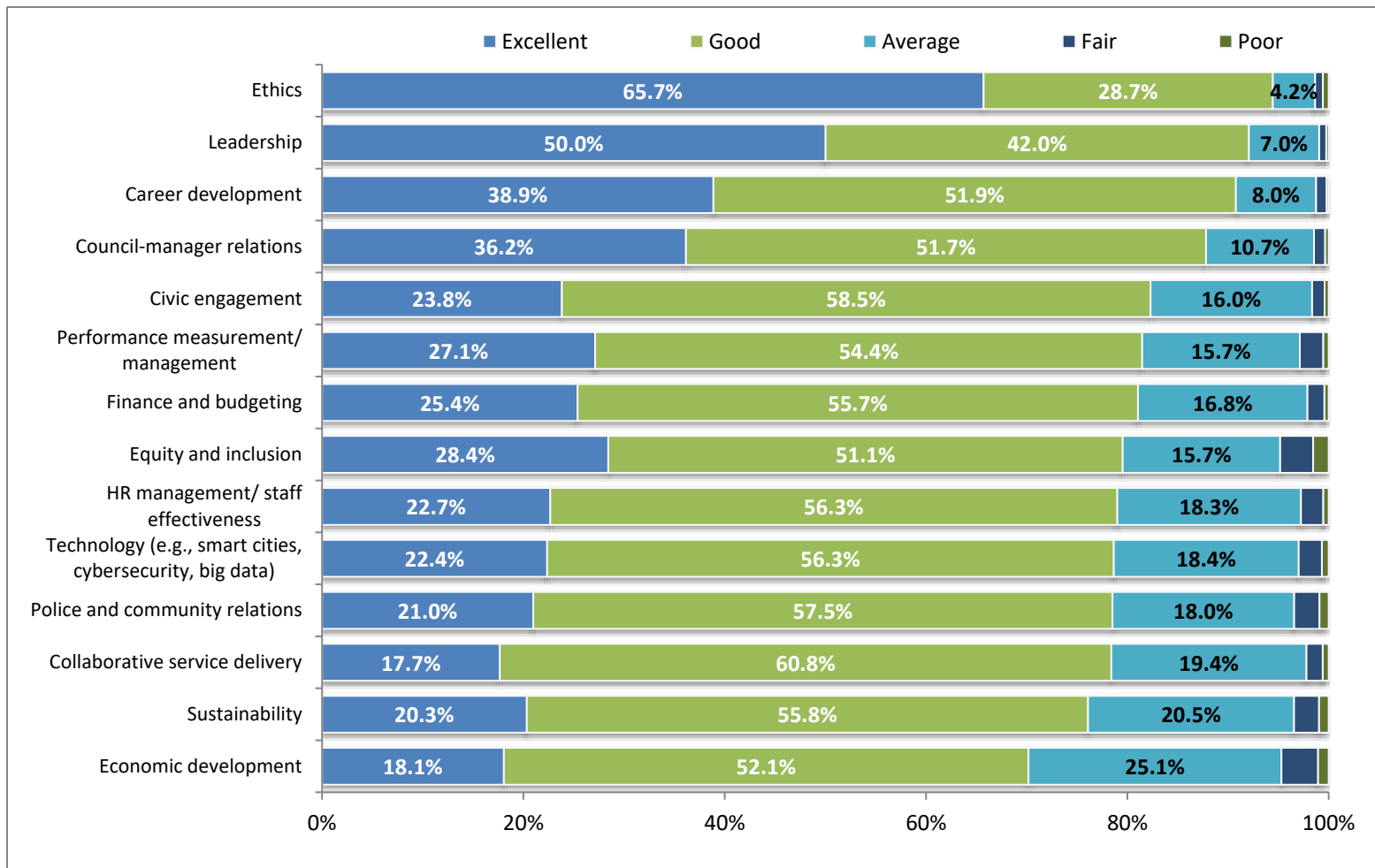
B. Rating of ICMA Programs and Resources

- Converting ratings to a scale of 1 (poor) to 5 (excellent), **the highest rated ICMA programs/resources** were **ethics** (average rating of 4.58), **leadership** (average rating of 4.41), and **career development** (average rating of 4.28).

Importance, average overall rating of ICMA Programs and Resources (5 excellent, 1 poor)

	% Reporting as Important	# Reporting as Important	Overall Rating
Leadership	81.6%	2,131	4.41
Career development	79.4%	2,073	4.28
Ethics	79.3%	2,071	4.58
Council-manager relations	76.1%	1,986	4.22
Civic engagement	74.5%	1,944	4.04
Finance and budgeting	72.6%	1,895	4.04
Performance measurement/management	72.2%	1,884	4.05
Human resources management/staff effectiveness	71.0%	1,852	3.98
Economic development	69.4%	1,811	3.82
Technology (e.g., smart cities, cybersecurity, big data)	68.2%	1,780	3.97
Equity and inclusion	66.8%	1,744	4.02
Collaborative service delivery	64.4%	1,682	3.93
Sustainability	64.4%	1,682	3.92
Police and community relations	62.5%	1,630	3.95

For those topics listed below that are important to you, please rate ICMA's programs and/or resource materials (n=2,285).



- 386 comments were collected for **suggestions to help ICMA improve its programs/resource materials** and comments for 'fair' or 'poor' ratings. Comments include both negative and positive remarks. Most of them **generally applied to ICMA programs and resources**, a cluster emphasized **equity and inclusion**, and scattered comments were specific to various topic areas.
- **More information, support, and greater emphasis on certain topics** were **most common themes of comments**, followed by new ideas and innovation, and emphasis on local and regional issues, and the variation among jurisdictions' needs of programs and activities.

Comments by Theme (n = 385)	%
More information, support/ greater emphasis on certain topics	26.5%
New ideas/ innovation	10.6%
Emphasize local, regional/ each jurisdiction varies	9.6%
Lack of resources/ relevance for small/ rural communities	7.3%
ICMA is doing well/ resources are good	5.7%
Cost related	5.5%
Partnerships/ collaborate	4.4%
Promote services within membership	3.6%
Not accessible/ website issues	3.6%
Member doesn't know/ can't find resources on one of these topics	3.4%
Resources are not good/ lacking on (some of) the topics	3.4%
Certain resources get too much attention	1.6%
Other organizations have better resources on (some of) the topics	1.3%
Retired/ new/ don't use/ not relevant/ no suggestions	10.6%
Other	10.4%

A related question asked, “**What other topics/programs/resources ICMA should offer?**” to help ICMA plan for the future. Responses to this question were coded into 587 comments, spanning the following topic areas:

To help ICMA plan for the future - what other topics/programs/resources should ICMA offer?

Comments by Topic	n
Total	587
Human resources management/ staff effectiveness	95
Career development	56
Technology (e.g., smart cities, cybersecurity, big data)	46
General	43
Civic engagement	32
Council-manager relations	27
Finance and budgeting	27
Leadership	23
Equity and inclusion	19
Performance measurement/ management	14
Collaborative service delivery	13
Police and community relations	10
Economic development	8
Sustainability	7
Ethics	3
Other	164

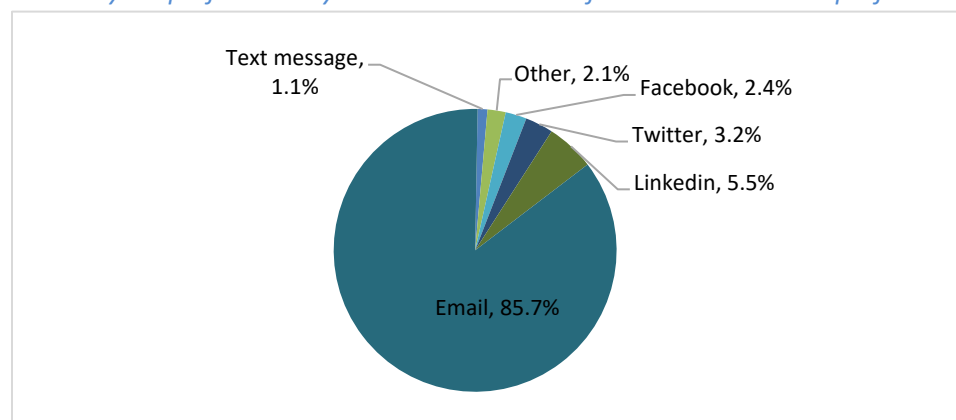
- Of these, **desire to have additional resources and information** on various topics was **mentioned the most** (268 members mentioned that). Then, clustered comments including having programs and resources that are generational or age specific, and programs and resources focusing on small/ rural community, gender and diversity, media (including social media) were mentioned.
- The list also includes fewer comments on regionally/ locally specific programming, national context, member outreach/ promotion of benefits/ networking, planning/ growth, public works/ infrastructure, cost/ affordability, public safety/ emergency services, collaboration/ partnerships, public health, workplace culture/ wellness, and environment/ sustainability.

VI. Ways to Share/Receive Information

A. Ways to Share Information

A significant majority of responding members indicated **email as their preferred way to share news and information** about the profession (n=2,314). While the strong preference for email does not vary among different career stages, social media is used more frequently by student/early career members (up to approximately 20% across the three major platforms) and less frequently among retired, encore, older members (less than 3%).

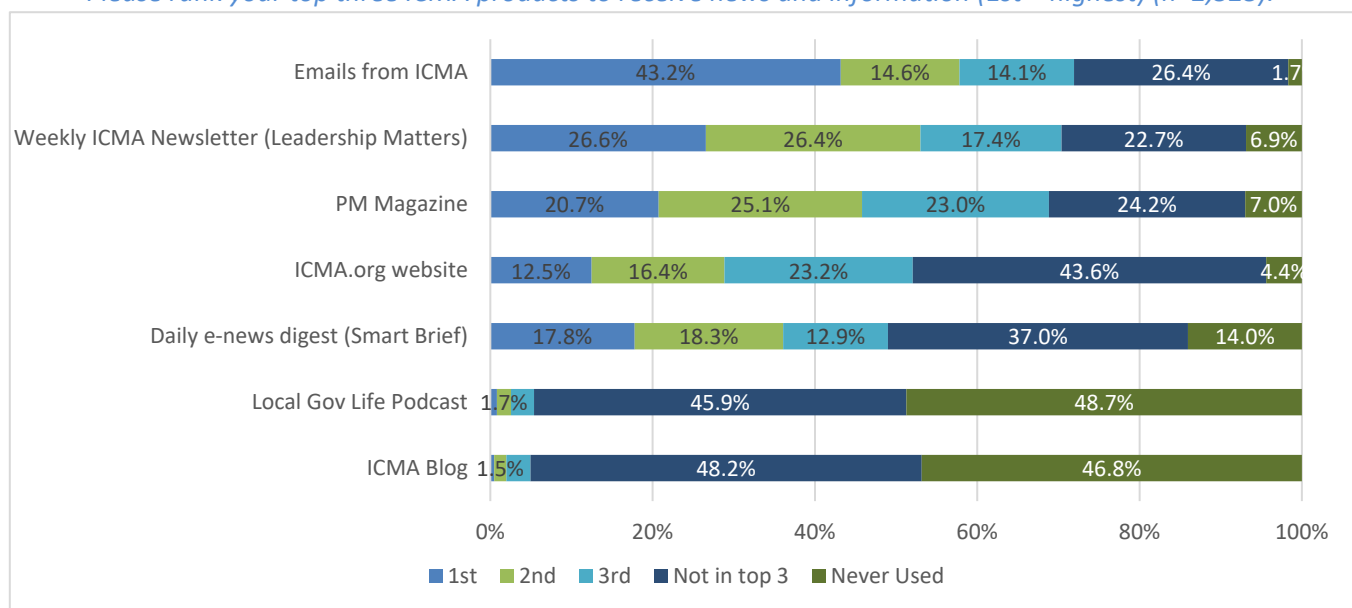
What is your preferred way to share news and information about the profession?



B. How to Receive Information

- Top three ICMA products that responding **members used the most to receive news and information** are **emails, Leadership Matters (LM), and PM Magazine**. Almost half of the responding members never used ICMA Blog (46.8%) or ICMA Podcast (48.7%). The following membership type and career stage categories used these ICMA products more than overall average to receive news and information⁴:
 - Students (as career stage and member type) used emails (90%), LM (75%), and website (over 60%)
 - Early career members used emails (76%) and website (58%)
 - Encore and executive members used PM and LM (over 70%), and SB (52%)
 - Retired (as career stage and member type) used PM (over 75%) and LM (over 70%)
 - Affiliate (including not in service) members used emails (74%)
 - Full members (including not in service) used SB (52%) and PM (74%)
 - Life members used LM (78%) and PM (72%).

Please rank your top three ICMA products to receive news and information (1st = highest) (n=2,323).



Comments on ICMA's information products are summarized in Appendix I.

VII. Technology Use

A. Digital Devices

- Responding members indicated using **smart phones** and **desktop computers the most at work**.
- At home, smart phones and laptops are the top two devices being used.
- **Members have mixed feelings for smart home and wearable devices**; 41.4% of the responding members already use a wearable device and the remaining members are equally split between interested/not interested in getting one.
- Virtual reality devices might be still new to many members; very small number of members use one and few of them would like to get one.

⁴ ICMA Blog and Podcast were not involved in this analysis since 95% of members either never used them or didn't rank them in their top 3.

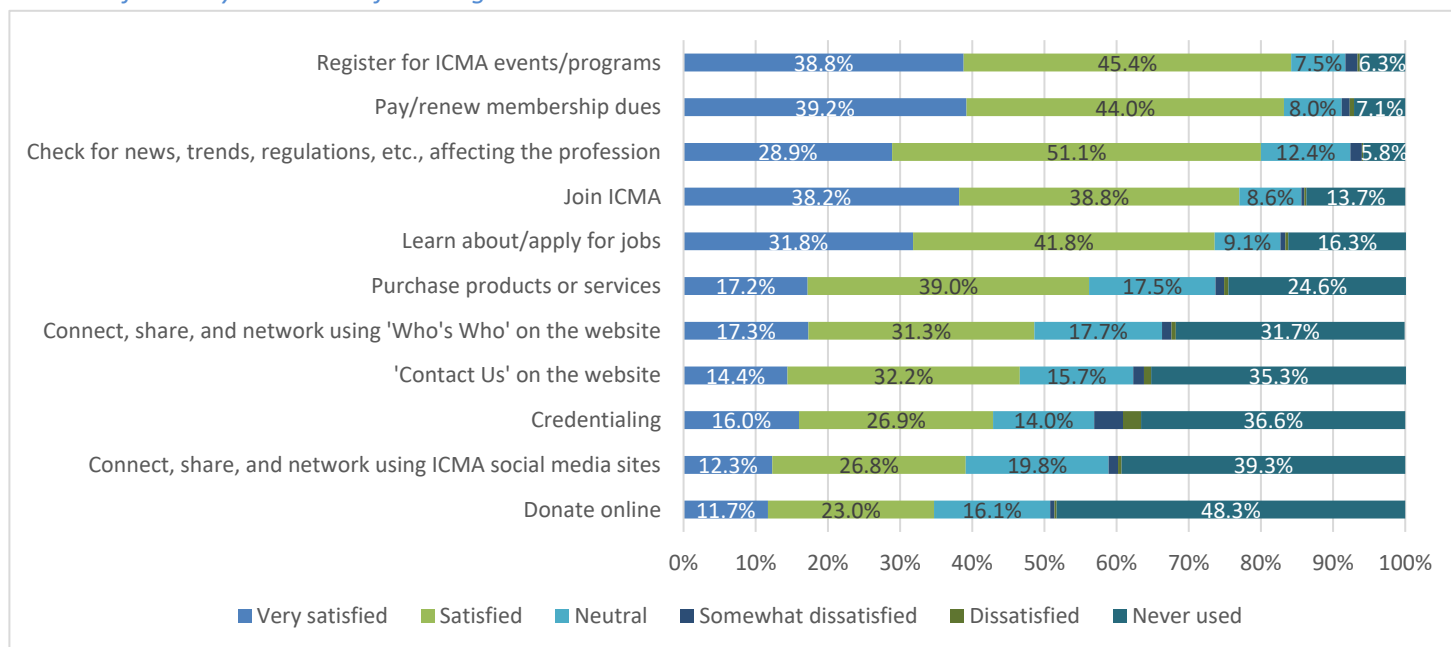
Thinking about the digital devices you use at home and at work, which of the following digital devices do you use, and which ones do you plan to get? (n=2610)

Digital Devices	n	I'm using this device at work	I'm using this device at home	I would like to get this device	I'm not using this device and am not interested in getting one
Laptop	2171	58.6%	67.4%	2.4%	7.9%
Desktop computer/all-in-one PC or Mac	2055	70.0%	31.2%	0.8%	16.5%
Smartphone	2267	84.6%	76.7%	0.5%	1.2%
Tablet	2091	46.4%	59.7%	7.4%	15.6%
Smart TV	1979	11.4%	57.6%	10.9%	27.0%
Smart speaker (e.g., Amazon Echo, Sonos One)	1899	3.7%	31.4%	14.5%	51.9%
Wearable device (e.g., smartwatch, fitness monitors)	1962	20.8%	37.4%	15.2%	43.4%
Smart home device (e.g., Google Home, Apple HomeKit)	1845	1.8%	16.6%	20.2%	62.3%
Virtual reality device	1810	0.9%	3.8%	14.5%	80.8%
Other	303	1.0%	3.6%	1.3%	94.7%

B. Online ICMA Services

- **80% or more** of the responding members are either 'satisfied' or 'very satisfied' with registering for **ICMA events/programs, paying/renewing membership dues, and checking for news/trends/regulations online.**
- The percentage of 'dissatisfied' or 'somewhat dissatisfied' members were low for all these services. Among those, most of them (145) were either 'dissatisfied' or 'somewhat dissatisfied' with online credentialing services.
- **40%** of responding members **never used** donate online or connect, share, and network using ICMA social media sites.

How satisfied are you with the following ICMA online services?



- Converting users' responses to a score from 1 (dissatisfied) to 5 (very satisfied), **join ICMA** scores the **highest overall average (4.33)**.
- The online services used by fewer segments of members received lower average ratings, though still above a neutral score.

How satisfied are users with the following ICMA online services? (1=Dissatisfied, 5=Very Satisfied)

	% using	# using	Average rating by users
Check for news, trends, regulations, etc., affecting the profession	94.2%	2,130	4.14
Register for ICMA events/programs	93.7%	2,125	4.29
Pay/renew membership dues	92.9%	2,115	4.29
Join ICMA	86.3%	1,931	4.33
Learn about/apply for jobs	83.7%	1,875	4.24
Purchase products or services	75.4%	1,674	3.94
Connect, share, and network using 'Who's Who' on the website	68.3%	1,532	3.93
'Contact Us' on the website	64.7%	1,432	3.89
Credentialing	63.4%	1,417	3.79
Connect, share, and network using ICMA social media sites	60.7%	1,346	3.81
Donate online	51.7%	1,131	3.87

VIII. ICMA Newsletters and Magazine

Both Leadership Matters (LM) and PM Magazine were rated favorably by a large majority of respondents. Between the two publications, PM Magazine received higher ratings and relatively fewer members are not familiar with it. These numbers have been consistent over the last three years with an increase in the percentages of 'excellent' or 'good' ratings.

	Excellent or Good	Excellent	Good	Average	Fair	Poor	Not Familiar
2017							
LM	79.6%	33.0%	46.6%	6.7%	0.5%	0.3%	12.8%
PM	82.4%	38.9%	43.5%	7.7%	1.5%	0.4%	8.0%
2016							
LM	71.4%	24.5%	46.9%	10.1%	1.6%	0.4%	16.5%
PM	79.7%	33.1%	46.6%	11.2%	1.5%	0.4%	7.2%
2015							
LM	67.5%	23.9%	43.6%	11.2%	2.7%	0.7%	17.9%
PM	81.1%	38.2%	42.9%	9.4%	2.4%	0.4%	6.7%

A. Leadership Matters (LM)

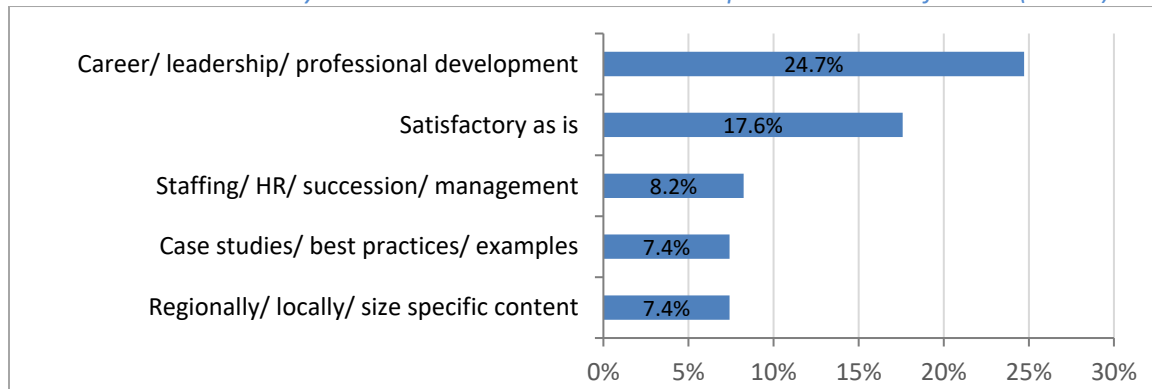
- **83.2%** of respondents were **familiar** with LM and **79.6%** rated it ‘**excellent**’ or ‘**good**.’
- Significant majority of encore (91.9%) and executive members (81.1%) rated it ‘excellent’ or ‘good.’
- Age seems as an indicator of the ratings of LM; fewer younger members rated it ‘excellent’ or ‘good.’

Age distribution of members who rated Leadership Matters as ‘excellent’ or ‘good’

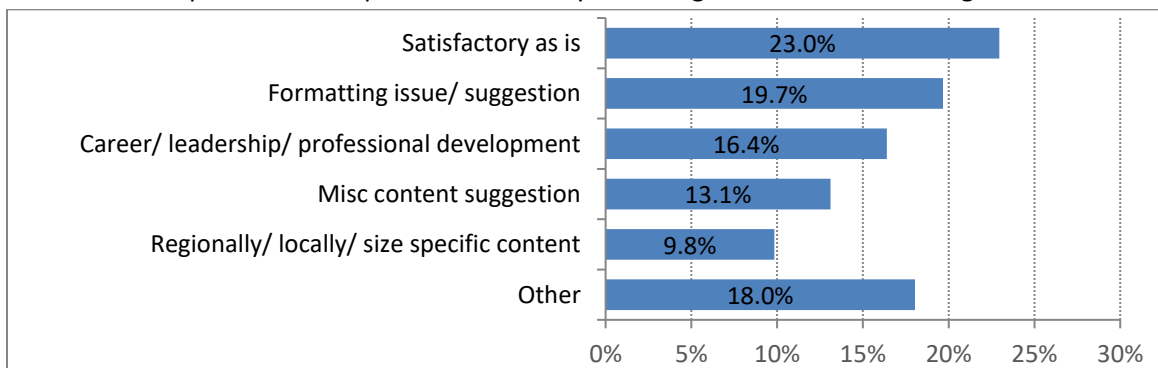
Age Category	18-24 yrs old	25-34 yrs old	35-44 yrs old	45-54 yrs old	55-64 yrs old	65 yrs old or more	Prefer not to answer	Overall
n	29	317	429	649	541	309	3	2277
%	68.9%	72.2%	77.2%	81.2%	83.2%	82.5%	66.7%	79.6%

- The top five content areas that responding members wanted to see in LM are:

What content would you like to see included in Leadership Matters in the future? (n=364)



- 61 comments were provided to improve LM and they are categorized as the following:

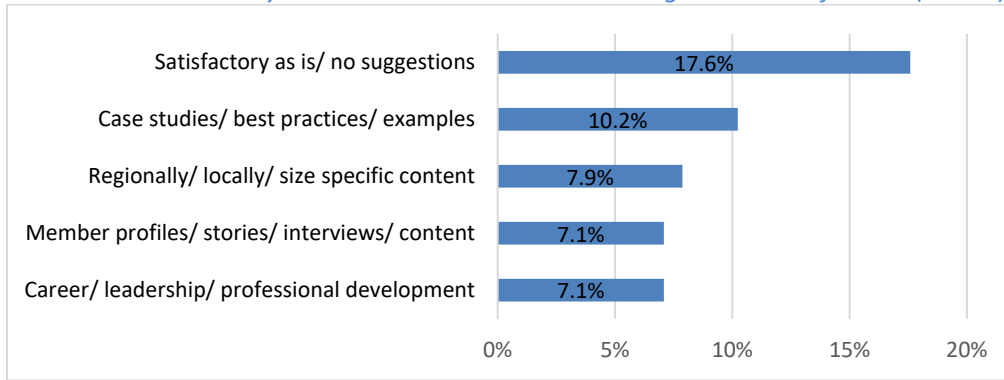


B. PM Magazine

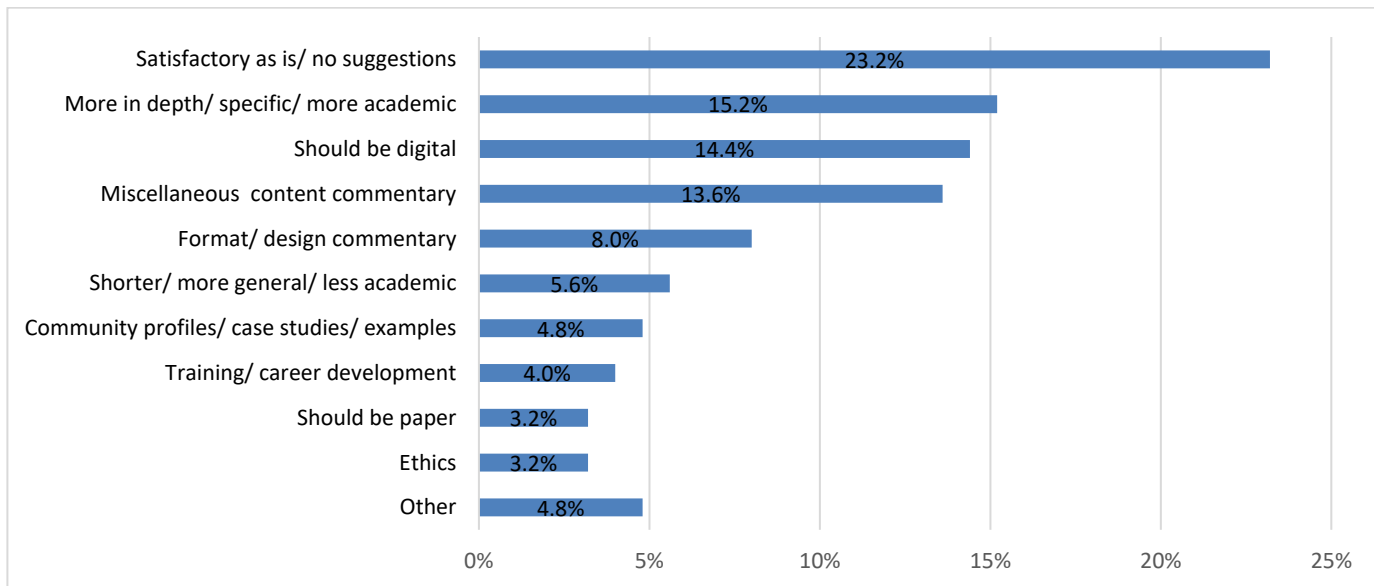
- Overall, **92%** of respondents were **familiar** with PM and **82.4%** were rated it ‘**excellent**’ or ‘**good**.’
- Significant majority of encore (89.3%) and retired members (86.8%) rated it ‘excellent’ or ‘good.’
- Significant majority of student members stated that they’re not familiar with PM (61.6%), which was followed by early career members with 15.4%. Even though the percentage of early career members that are unfamiliar with PM is not high, it’s worth to note that since they and students represent younger members. A similar trend can be seen when age is checked. It can be said that younger members were less familiar with PM (73% of responding members between 18 - 34 years old were not familiar with PM).

- The top five content areas that members would like to see included in PM in the future are:

What content would you like to see included in PM Magazine in the future? (n=381)



- 125 comments were provided to improve PM and they are categorized as the following:

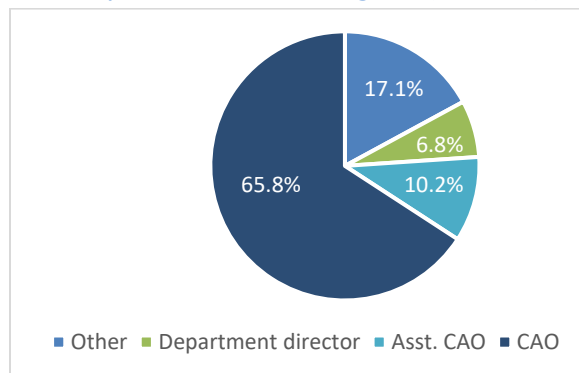


IX. Career Goals

A. Member Career Goals

- The majority of respondents (65.8%) identified “chief administrative officer” as their ultimate career goal.

What is your ultimate career goal? (n=2,206)



- This is the single area of the survey where we observe **notable variation in gender**; **72.2% of male** respondents identified a CAO position as their ultimate career goal compared to **52.6% of female** respondents. **20.3% of female respondents** indicated **asst. CAO position** as their ultimate career goal whereas only **5.4% of male respondents** have being an **asst. CAO** as their ultimate goal.
- The previous two versions of this survey included a similar, though not identical, question and in 2015 we asked this question to affiliate members only. The most recent results are summarized below for comparison; again, we observed a significant difference between female and male respondents with a CAO position as their ultimate career goal. In 2016, being a CAO is the ultimate career goal of half of the male responding members whereas only 13.2% of female members would like to be a CAO. Even though the gender gap decreased last year compared to 2016, it is still significant.

2017

	CAO		ACAO		Department Director		Other		Total	
Male	1,074	72.2%	80	5.4%	55	3.7%	279	18.8%	1488	100%
Female	378	52.6%	146	20.3%	96	13.4%	98	13.6%	718	100%

2016

	ACAO		CAO		Expert in My Field		NGO		Private Sector		Other		Total	
Female	57	5.0%	150	13.2%	42	3.7%	8	0.7%	5	0.4%	31	2.7%	293	100%
Male	28	2.5%	574	50.6%	33	2.9%	11	1.0%	13	1.1%	183	16.1%	842	100%

- Almost half of the members who chose other as their ultimate career goal indicated that they're either retired or retirement is their goal. Being a consultant, professor, mentor or elected official are the other career goals that were mentioned.

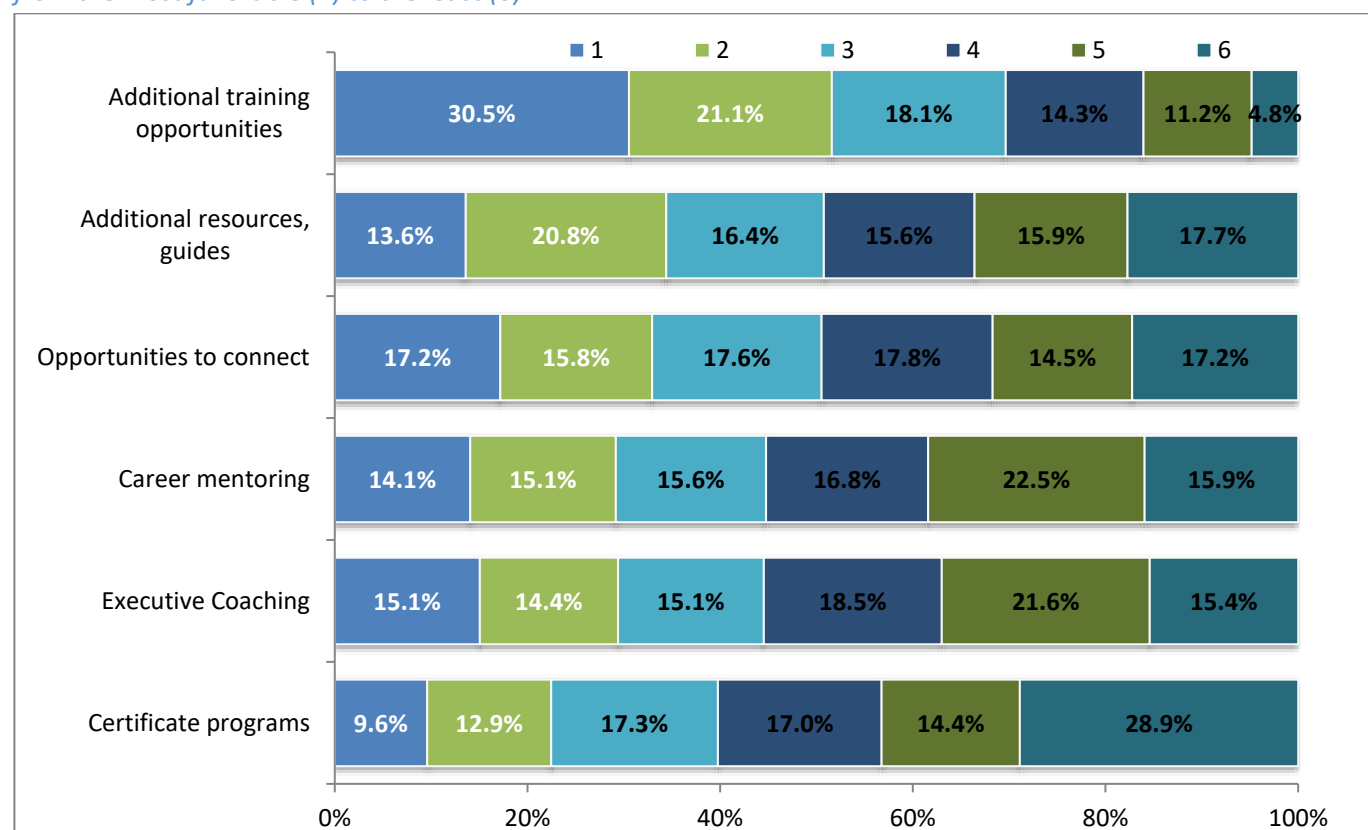
Members who chose other as their career goal

Career Goal Categories	n	%
Retirement is goal	100	27.8%
Retired/ semi-retired	74	20.6%
Other position/ career	43	11.9%
Achieved goal/ content	40	11.1%
Consultant	30	8.3%
Academic/ professor/ teacher	23	6.3%
Mentor/ advocate	12	3.3%
Elected official	5	1.4%
Assistant director	1	0.3%
Other	32	8.9%
Total	360	100%

B. How ICMA Can Help You Achieve Your Career Goals

At least half of the responding members ranked **additional training opportunities, additional resources, guides, and opportunities to connect** in their **top 3** ways for ICMA to help them in achieving their career goals.

How can ICMA best help you achieve your local government career goals? Please rank the following options from the most favorable (1) to the least (6).



- Responses vary based on membership type, years as members, age, and career stage.
 - Additional Training Opportunities are more important for longtime members compared to the newer members.

Length of Membership	% of Resp. in Top 3
More than 10 years	73.7%
5 to 10 years	66.1%
2 to 5 years	70.3%
Less than 2 years	65.1%
Overall	69.7%

- Additional resources are more important for older members and longtime members (it is the least important for the newest members).

Age	% of Resp. in Top 3	Length of Membership	% of Resp. in Top 3
18-24 yrs old	39.0%	More than 10 yrs	60.6%
25-34 yrs old	41.1%	5 to 10 yrs	48.4%
35-44 yrs old	40.1%	2 to 5 yrs	48.3%
45-54 yrs old	50.3%	Less than 2 yrs	39.2%
55-64 yrs old	65.7%	Overall	50.8%
65 yrs old or more	59.3%		
Overall	50.8%		

- Career mentoring and certificate programs are the most important for the youngest and newest members. In addition to length of membership, career stage can be a predictor for certificate programs, too. It is more important for mid-career, student, and early career members.

Career Mentoring

Age	% of Resp. in Top 3	Length of Membership	% of Resp. in Top 3
18-24 years old	78.3%	Less than 2 years	61.3%
25-34 years old	65.3%	2 to 5 years	51.3%
35-44 years old	53.3%	5 to 10 years	47.3%
45-54 years old	41.1%	More than 10 years	29.6%
55-64 years old	27.3%	Overall	44.8%
65 years old or more	38.6%		
Overall	44.8%		

Certificate Programs

Age	% of Resp. in Top 3	Length of Membership	% of Resp. in Top 3
18-24 years old	52.2%	Less than 2 years	46.8%
25-34 years old	43.0%	2 to 5 years	45.2%
35-44 years old	45.9%	5 to 10 years	46.0%
45-54 years old	42.9%	More than 10 years	30.3%
55-64 years old	30.8%	Overall	39.8%
65 years old or more	28.7%		
Overall	39.8%		

- Executive coaching is more important for the newest and oldest members (length of membership) as well as for executive and retired members.

Executive Coaching

Career Stage	% of Resp. in Top 3	Length of Membership	% of Resp. in Top 3
Early Career	35.1%	Less than 2 years	47.2%
Encore Career	38.4%	2 to 5 years	39.6%
Executive	49.0%	5 to 10 years	43.8%
Mid-Career	43.6%	More than 10 years	45.3%
Retired	50.1%	Overall	44.6%
Student	34.2%		
Overall	44.6%		

- Opportunities to connect are more important among members that have been with ICMA for a long time (60.5% of them rated in their top 3) compared to the new members (40.4%).

Opportunities to Connect

Length of Membership	% of Resp. in Top 3
Less than 2 years	40.4%
2 to 5 years	45.1%
5 to 10 years	48.6%
More than 10 years	60.5%
Overall	50.6%

X. Summary

In sum, most members are satisfied and value their memberships. Customer service received good ratings, especially by student, encore, retired, and full but not in service members. Members' satisfaction with their membership and customer service, and the value that they gave to their membership increased at statistically significant levels since 2016. Information resources, professional development resources, and advocacy for the profession received the highest excellent and good ratings as the most valuable aspects of membership. Leadership, career development and ethics were rated as the most important ICMA programs and resources. Emails are the main tools to share information about the profession and receive ICMA news. Majority of members were 'satisfied' or 'very satisfied' with registering for ICMA events/programs, paying/renewing membership dues, and checking for news/trends/regulations online. Leadership matters and PM Magazine were rated well among a majority of the members. Being a chief administrative officer was identified as the main career goal by the majority of members. However, it was more common among male responding members compared to the female members. 1 out of 5 female responding members indicated being an assistant chief administrative officer as the main career goal. Finally, most members would like ICMA to provide additional training opportunities, additional resources and opportunities to connect. These responses vary based on length of membership, age, and career stage.

Appendix I

II.B. Satisfaction with Membership Comments

- Comments were provided by 44 respondents. While many respondents reiterated their satisfaction with membership, the most commonly-cited concern was the cost of membership and services. Full members were more likely than affiliate and other members to comment on the cost of membership.

If you are 'somewhat dissatisfied' or 'dissatisfied' with your membership, please tell us why.

	n	%
Cost	12	27.3%
ICMA general conduct/ focus/ priorities	11	25.0%
Benefits unclear/ lacking	7	15.9%
Not relevant/ valuable to career/ community	6	13.6%
Other	5	11.4%
Content and resources	5	11.4%
New member/ don't use	3	6.8%

VI.B. How to Receive Information Comments

- 175 comments were made on the ICMA products and 40% of them described the product as a good resource. The comments are categorized as the following:

Please let us know if you have any comments about your ranking of the ICMA products listed (n=175)

	Good resource / I like it	Don't know about this resource	Don't use the resource	Technical issues/ functionality	Not useful/ valuable content	Not a useful/ valuable format	Too much/ member doesn't have time	Other	Total
ICMA Products	n	n	n	n	n	n	n	n	n
Emails from ICMA	2	-	-	-	-	-	5	-	7
Daily e-news digest (SB)	10	-	-	-	6	1	4	1	22
Weekly ICMA Newsletter (LM)	9	-	-	2	2	1	1	-	15
PM Magazine	7	2	1	-	4	5	1	-	20
Local Gov Life Podcast	8	11	1	2	3	-	-	-	25
ICMA Blog	-	2	1	-	-	-	-	-	3
ICMA.org website	10	-	1	11	-	-	-	-	22
Other resource(s)	10	2	2	1	-	1	-	3	19
All the resources/ products	10	2	-	-	1	1	2	1	17
Other	4	3	2	-	2	-	4	10	25
Total	70 (40%)	22 (12.6%)	8 (4.6%)	16 (9.1%)	18 (10.3%)	9 (5.1%)	17 (9.7%)	15 (8.6%)	175 (100%)