



# FY2023 ANNUAL REPORT TO THE MEMBERSHIP

# ICMA

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## ABOUT ICMA

ICMA, the International City/County Management Association, advances professional local government through leadership, management, innovation, and ethics. ICMA provides member support; publications; data and information; peer and results-oriented assistance; and training and professional development to more than 12,000 city, town, and county experts and other individuals and organizations throughout the world. The management decisions made by ICMA's members affect millions of individuals living in thousands of communities, from small villages and towns to large metropolitan areas.



# Message from the CEO/Executive Director

Throughout this fiscal year, ICMA has taken the steps necessary to position itself for prolonged growth and success. At the forefront of our endeavors is an unrelenting commitment to the men and women who choose a life of servant leadership in the profession of local government management and administration.

This year, we have implemented significant changes to assure ICMA continues to address the realities our members face every day. We have implemented a new dues structure to address cost barriers to participation and membership in ICMA. Members adopted some of the most significant changes to the ICMA Code of Ethics in history to guide our actions regarding equity and justice in the administration of government. And we have continued to lead efforts to inform communities across the country and around the globe of the value that professional management brings to sound local government practices.

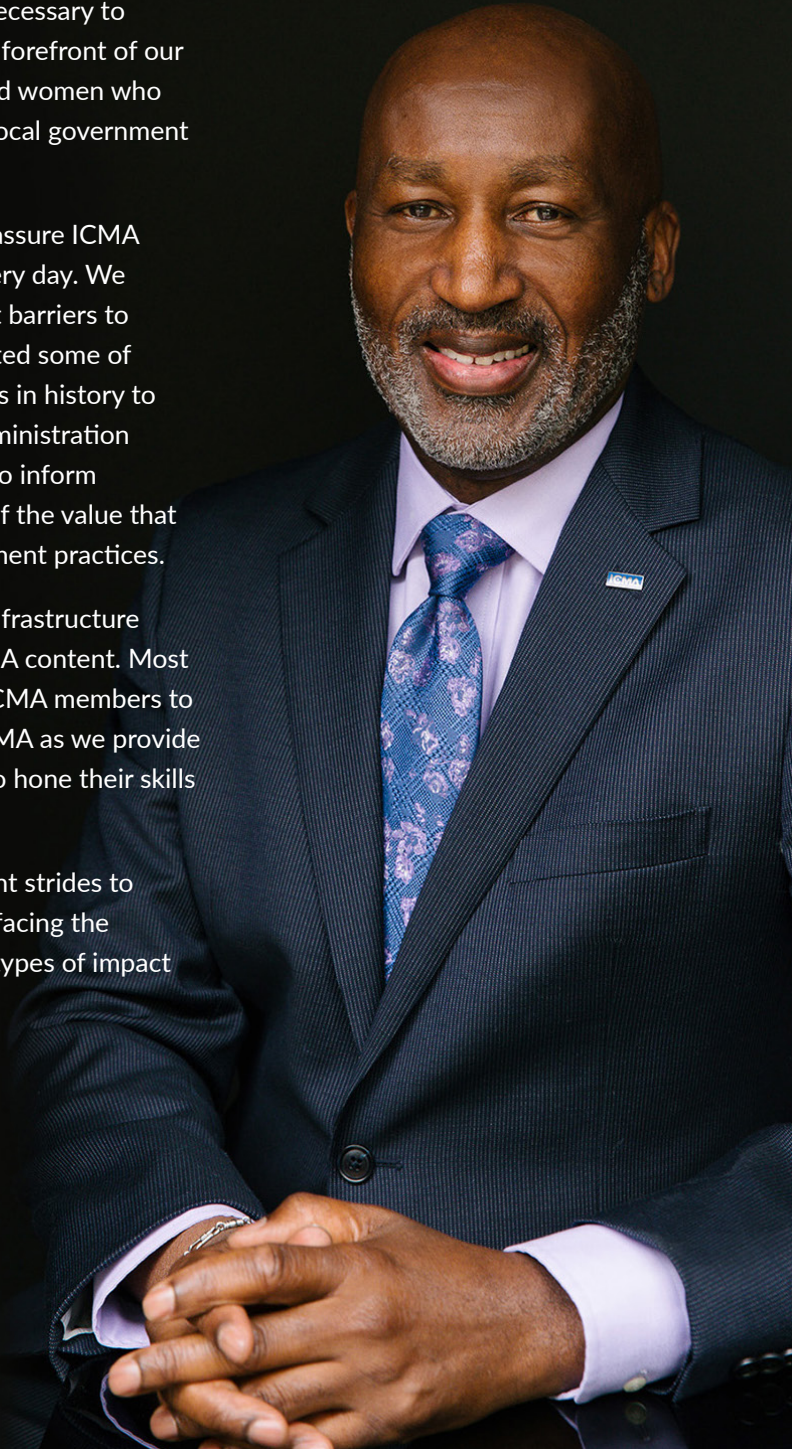
We have also made significant changes to technology infrastructure that allows our members to engage more fully with ICMA content. Most notably, the new learning management system allows ICMA members to receive greater levels of training and education from ICMA as we provide the resources necessary for city and county managers to hone their skills to better serve their communities.

Overall, ICMA has taken bold action and made significant strides to address some of the most pressing challenges we have facing the organization and our members. I am excited to see the types of impact these changes will continue to make in the years ahead.

With Gratitude,



Marc A. Ott  
CEO/Executive Director, ICMA



# Membership

## ACCOMPLISHMENTS

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**New Dues Structure:** The new dues structure approved by the ICMA Executive Board in FY2022 was fully implemented October 2022 for the current fiscal year. Total members increased by 3.11% for FY2023 year-over-year.

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**Senior Advisor Program:** With 116 advisors in 30 states, the program continued to provide invaluable support to first-time administrators, members in transition, and professionals seeking career advice.

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**Code of Ethics Update:** Members voted on whether to amend Tenets 1, 4, 9, and 11 to strengthen commitment to diversity, equity, and inclusion within the Code of Ethics. Via this special election ballot, 84% of corporate members voting approved the proposed changes. The board also voted to approve the changes to the associated guidelines at its June 2023 meeting.

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**Career Development:** With more than 120 student chapters worldwide, ICMA strengthens the future of our profession by providing a pipeline to future managers/administrators. ICMA placed approximately 30 recent graduates in management fellowships, launched a new internship for high school students to increase interest in local government career paths, and supported job platform hosting more than 2,600 local government recruitments. Supported more than 150 members per month who were transitioning between management appointments.

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## BY THE NUMBERS

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**13,092**

total members

**529**

new full members

**351**

new department director  
affiliate members

**553**

new entry/mid-level  
affiliate members

**Coaching & Training:** Through CoachConnect and coaching webinar programs offered at no cost to members and state association affiliates, ICMA expanded its reach for member development. IN FY2023, added 105 new learners and 14 coaches to CoachConnect with 138 scheduled coaching sessions. Maintained an average of 1,292 registrants and 332 attendees for webinars as we transitioned to new learning platform.

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**Veterans in Local Government:** ICMA's Military Programs continue to thrive with over 110 VLGMF host locations and 23 fellows placed in 2023, 9 of whom accepted local government positions.

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**Women in Leadership Positions:** SheLeadsGov expanded its reach by including a Cigna-sponsored virtual discussion, hosting the SheLeadsGov luncheon, and increasing authors for the Women in Leadership column in PM magazine. On International Women's Day (March 8), ICMA and the League of Women in Government hosted the third annual SheLeadsGov Virtual Forum created with event sponsor and ICMA strategic partner Cigna. More than 500 individuals participated.

# Advocacy

## ACCOMPLISHMENTS

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**Ithaca, New York:** Provided research and information regarding form of government. Spoke at public forums to inform the public on the distinctions in forms of government. Voters adopted council-manager form with 73% in favor.

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**Portland, Maine:** ICMA, with strong support and backing of MTMCA, successfully defended the council-manager form of government from those seeking to change to mayor-council system.

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**Portland, Oregon:** ICMA participated in Charter Review Commission meetings as technical experts on form of government. Although Portland ultimately decided to change from Commission form of government to a mayor-council form, they included the requirement of having a City Administrator to manage the operation of government. ICMA continues to work with the City in their implementation of the new structure.

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**Tarrant, Alabama:** City Council created city-manager position by resolution to strengthen the administration of government.

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**Salem, New Hampshire:** Salem sought to address concerns with citizen representation in local government. ICMA offered technical insight into implications of various forms of government. The council ultimately sought to adopt a village charter and elected council rather than the "Selectmen" structure of government. Voters approved adoption of the charter and the new form of government.

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## BY THE NUMBERS

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15

form of government  
campaigns

60%

success rate in all form of  
government campaigns

40%

success rate adopting new  
manager/administrator  
position

100%

success rate defending  
council-manager form

**Orland Park, Illinois:** The Mayor and Board sought to abolish the Village Manager form of government and adopt the "Trustee-Mayor" (Mayor-council) form of government. ICMA provided technical guidance, served as keynote speaker for community forum on form of government, and provided artwork and technical assistance. As a result of community support for council-manager the referendum was defeated.

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**Red Bank, New Jersey:** ICMA provided technical information and research to inform the community about the referendum seeking to change to council-manager form of government, which passed with 68% of voters in favor.

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# Professional & Leadership Development

## ACCOMPLISHMENTS

Leadership and professional development are key to building the capacity of our members and those hoping to lead local governments throughout the world.

**New Learning Management System:** Integrated and launched a new learning management system (LMS) that enabled ICMA to modernize and expand online learning delivery.

**Gettysburg Leadership Institute:** ICMA University delivered a successful Gettysburg Leadership Institute with 35 participants, plus a separate ICMA Gettysburg Leadership Institute for University of Tennessee with 13 participants.

**Professional Development:** Offerings catered to various career stages, including 6 online coaching webinars, and online and in-person certificate and micro certificate programs.

**Micro Certificates:** Produced and delivered 17 micro certificates at the annual conference to more than 500 participants.

## BY THE NUMBERS

### ICMA University

**21** webinars delivered

**58** participants joined the 3-part Budgeting Guide series

**58** new participants in Emerging Leaders Development Program

**747** local government professionals engaged with Effective Supervisory Practices webinar



# Conferences & Events

## ACCOMPLISHMENTS

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**Annual Conference:** ICMA held its 108th Annual Conference “Achieving Excellence Together,” September 17-21, 2022, in Columbus, Ohio. There was an in-person option, as well as a digital component with more than 203 learning opportunities and access to 17 live-streaming sessions (including all four general sessions, as well as education sessions). The conference had 4,305 attendees for the in-person and digital components of this event.

**Local Government Re-imagined:** The 2023 ICMA Local Government Re-imagined Conferences (formerly known as the ICMA Regional Conferences) brought more than 650 members and nonmembers together from around the world for these four events held in March and April 2023. Attendees discovered new leadership skills, strategies, and innovative solutions to help power their organizations and staff members to deliver success to their residents and communities.

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## BY THE NUMBERS

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**402** Equity Summit Participants

**650** Local Government Re-imagined Attendees

**4,305** Annual Conference Attendees (in-person & Digital)



# Research & Publications

## ACCOMPLISHMENTS

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ICMA's small research and publications team conducts research and leads other programming under the banner of the Local Government Re-imagined Initiative.

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**Local Government Re-imagined Initiative:** ICMA officially launched this new effort, focused on innovation in local government in 2022. In addition to supporting the startup the Local Government Re-imagined Conferences, other activities in FY23 primarily focused on launching and implementing a new program on economic mobility and opportunity supported with funding from the Bill & Melinda Gates Foundation.

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**Economic Mobility and Opportunity:** ICMA provided funding, training, and information resources to local government leaders on boosting upward economic mobility for their residents. Activities included working with a cohort of 10 communities, online workshops and webinars, training at ICMA's annual conference and the National Brownfields Training Conference, and a national survey of economic mobility policies and programs.

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**Cybersecurity and Local Governments:** ICMA Finalized a new survey data set and summary of local government cybersecurity policies and programs that again demonstrates the growing importance of cyber policies, programs, and training for local jurisdictions.

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**The Effective Local Government Manager.** Edited by two long time ICMA members, ICMA Published the fourth edition of our seminal work, The Effective Local Government Manager. The new book features six chapters on leadership, ethics, management practices, roles in service delivery, working with elected officials, and engagement with the community.

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**Effective Supervisory Practices.** ICMA produced the sixth edition of our current bestseller on Effective Supervisory Practices. First authored more than 40 years ago, this publication continues to provide updated advice for local government managers and supervisors, including new content necessary for today's workplace and workforce. The book also provides the framework for ICMA's supervisory training program offered by the association's professional development team.

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## KEY CYBERSECURITY SURVEY FINDINGS

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A majority of local governments do not have a written cybersecurity plan/strategy

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More than 85% of local governments carry cybersecurity insurance now as compared to less than half that in 2016

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Insufficient staff, lack of funding, and salary constraints were cited as the top-3 most urgent challenges for local government cybersecurity

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Public safety and communications platforms were cited as the highest priorities for upgrades in IT

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# Global Program Management (GPM)

## ACCOMPLISHMENTS

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**ERAT:** Works with government of Indonesia (GOI), six provinces, and 30 districts to improve service delivery at subnational level. Funded by USAID with ICMA as subawardee to The Asia Foundation,

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**CHANGE:** Project to strengthen democracy in the Philippines by making local governance more responsive, transparent, and accountable. ICMA is prime USAID contractor and works with several local subgrantees in the Philippines.

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**Clean Cities, Blue Ocean (CCBO):** Flagship program funded by USAID to implement policies and practices to prevent ocean plastic pollution by improving land-based solid waste treatment systems. ICMA is a subcontractor to Tetra Tech.

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**Central Tibetah Administration-Capacity Building and Sustainability Initiative (CTA-CBSI):** Funded by USAID and led by NDI with ICMA as major sub, the Urban Management Centre develops tools and service delivery improvements targeting data management, HR, and departmental capacity assessment and improvement for CTA.

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**Young Southeast Asian Leaders Initiative:** ICMA hosted 75 young professionals from 11 countries working in sustainable development and environmental protections ICMA is one of several subawardees to American Councils who leads the overall program, which is funded by the Department of State..

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**Solar@Scale:** This DOE funded project developed/produced several training events for local governments on planning for large scale solar projects in New Hampshire, Colorado, Texas, and Virginia. The 2nd edition of the Solar@Scale guidebook was released in March 2023.

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**SolSmart Program:** Designated 24 “SolSmart” communities recognizing them for implementing best practices in solar planning, policy and market development. The program trained more than 450 local leaders in solar permitting, inspection, planning, zoning, and related topics. The program is funded by Department of Energy.

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**National Brownfields Conference:** After a three-year hiatus due to the pandemic, the conference returned to Oklahoma City in Aug. 2022 with more than 150 educational opportunities. The conference is a partnership between ICMA and EPA since 2003, which has trained more than 45,000 attendees across 12 conferences.

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**Brownfields Technical Assistance:** With funding from the EPA, ICMA provides technical assistance to local communities in Kentucky, Tennessee, North Carolina, South Carolina, Georgia, Florida, Alabama, and Mississippi as they clean up and reuse former commercial and industrial properties.

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**City Health Dashboard:** Launched in 2018, the dashboard now offers data on over 40 measures of health and drivers of health for over 900 cities across the U.S. ICMA supports the program through communication and outreach. Funding is provided by the Robert Wood Johnson Foundation and is led by New York University to which ICMA is a subawardee.

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**New Awards:** In late FY23, ICMA was awarded a major new \$10 million grant from EPA to provide technical assistance to help local governments create thriving communities. Also is also a partner with the International Economic Development Council on a major U.S. Economic Development Administration funded initiative to place 65 “recovery” fellows in distressed communities across the United States.

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# Racial Equity & Social Justice

## ACCOMPLISHMENTS

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Launched the 3rd Equity Officer Cohort, bringing together individuals who serve as chief equity officers—or who have equity as an adjunct responsibility—to build a learning community for ICMA members on equity, inclusion, and social justice.

In partnership with the Kettering Foundation and National Civic League, the second cohort of ICMA's Leadership Institute on Race, Equity, and Social Justice is nearing completion as they are finalizing capstone projects to be presented at the ICMA Annual Conference in Columbus/Franklin County, Ohio

Launched the 2nd equity summit, "Ready or Not! Moving from Discourse to Action," a virtual learning event and a gathering of 358 diversity, equity, and inclusion officers (and those doing the work without the title), as well as other local government professionals interested in ideas and institutions to deepen strategies, shape actions, and create solutions.

## BY THE NUMBERS

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**358** attendees

**215** ICMA members

**143** nonmembers

**40** states + 1 province represented

**12** states had double digit participants

**182** unique organizations represented

**331** local governments, plus 1 state government, 1 tribal government

**8** universities

**26** other

# Outreach

## ACCOMPLISHMENTS

To achieve our goals of ensuring future-ready leaders and positioning ICMA as thought leaders, we continued to focus on creating more engaging content to attract members and their staff and to expand our outreach on priority topic areas.

ICMA's media outreach efforts have resulted in successful coverage of a broad spectrum of issues. Those topics with the greatest reach include commentary from ICMA on issues of mental health, value of professional management, and expertise on forms of local government.

## BY THE NUMBERS

### Leadership Matters e-newsletter

**30,560** subscribers

**20%** increase year-over-year

### PM Magazine

**22,000+**

print and digital subscribers  
(members, nonmembers, international)

### Media Impressions

**765** media placements

**16.5** billion  
potential reach

### Email Database

**150,504** possible email recipients

**55,590** possible local government recipients

### Website

**1.9M** page views

**428K** visitors

### Social Media

**100K** audience

**104K** engagements

**19%** engagement increase  
year-over-year

### Other Channels

**8,814** podcast total  
downloads/streams

**198,000** ICMA blog  
page views

**626** ICMA Connect  
Discussion Posts



# Global Engagement

## ACCOMPLISHMENTS

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Completed and presented dynamic roadmap for implementation of the Global Engagement strategy which was adopted June 2022 by the ICMA Executive Board.

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Completed internationalization training of all ICMA staff, Global Engagement Committee and ICMA Executive Board.

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Organized and held ICMA Executive Board meeting, Global Engagement Committee Meeting and study tour in the Philippines in March 2023.

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# FY2023 Statement of Activities

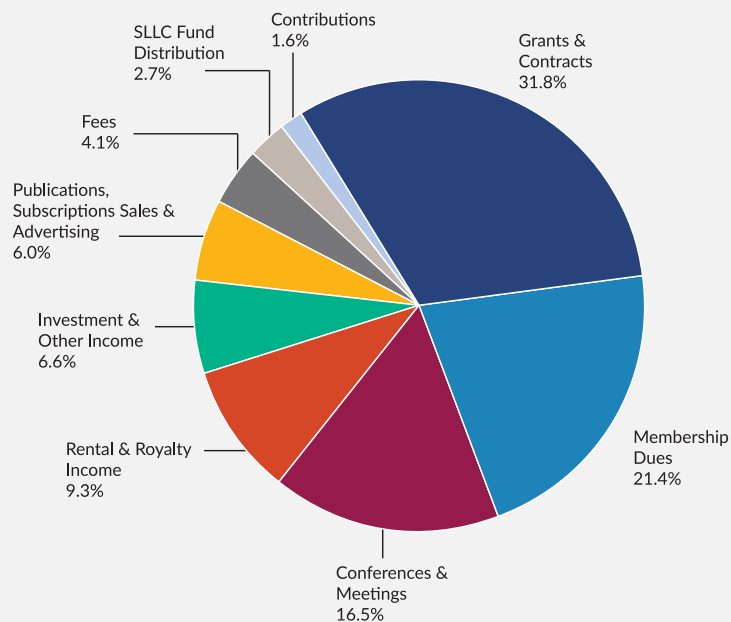
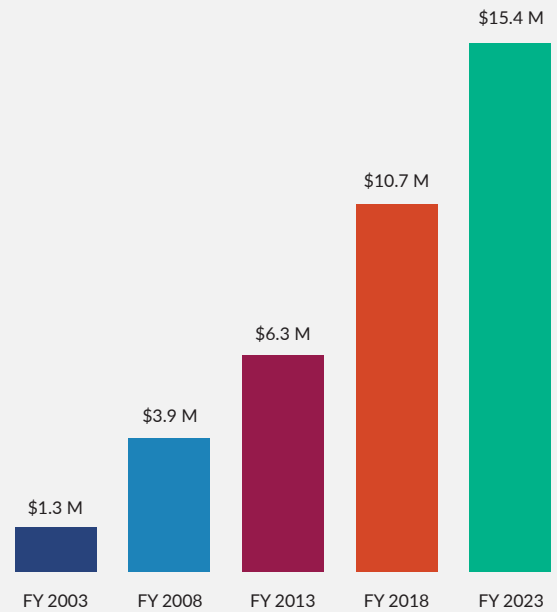
SUPPORT AND REVENUE	w/out DONOR RESTRICTIONS	w/ DONOR RESTRICTIONS	TOTAL
Grants, contracts, and cooperative agreements			
Government	\$7,832,927	-	\$7,832,927
Contributed services	566,336	-	566,336
Program Income	377,435	-	377,435
Non-government	552,312	-	552,312
Contributions	405,750	61,159	466,909
Membership dues	6,286,920	-	6,286,920
Publications, subscriptions sales, and advertising	1,758,465	-	1,758,465
Conferences and meetings	4,840,892	-	4,840,892
Fees	1,194,832	-	1,194,832
Subtenant rental income	114,741	-	114,741
Royalty income	2,611,463	-	2,611,463
Investment income, net	1,452,036	274,679	1,726,715
Other	220,351	-	220,351
Net assets released from donor restrictions	104,562	(104,562)	-
<b>Total support and revenue</b>	<b>28,319,022</b>	<b>231,276</b>	<b>28,550,298</b>
<b>EXPENSES</b>			
Program services	19,615,146	-	19,615,146
Management and general	8,602,199	-	8,602,199
<b>Total expenses</b>	<b>28,217,345</b>	<b>-</b>	<b>28,217,345</b>
Change in net assets before other item	101,677	231,276	332,953
<b>OTHER ITEM</b>			
SLLC fund distribution	795,337	-	795,337
Change in net assets	897,014	231,276	1,128,290
Net assets at beginning of year	14,530,504	3,806,347	18,336,851
<b>NET ASSETS AT END OF YEAR</b>	<b>\$15,427,518</b>	<b>\$4,037,623</b>	<b>\$19,465,141</b>

# FY2023 Results

## REVENUE SOURCES

Grants and contracts	31.1%	9,329,010
Membership dues	21.4%	6,286,920
Conferences & meetings	16.5%	4,840,892
Rental & royalty income	9.3%	2,726,204
Investment income	6.6%	1,726,715
Publications, subscriptions, & advertising	6.0%	1,758,465
Fees & other income	4.1%	1,415,183
SLLC fund distribution	2.7%	795,337
Contributions	1.6%	466,909
<b>Total revenue</b>	<b>100.0%</b>	<b>29,345,635</b>

## NET ASSETS BALANCE





# 2022–2023 ICMA Executive Board

## REGIONAL VICE PRESIDENTS

### PRESIDENT

#### Jeff Towery

City Manager  
McMinnville, Oregon

### PRESIDENT-ELECT

#### Lon Pluckhahn

Deputy City Manager  
Vancouver, Washington

### PAST-PRESIDENT

#### Troy Brown

City Manager  
Moorpark, California

### INTERNATIONAL REGION

#### Chris MacPherson

Former Chief Administrative Officer  
Fredericton, New Brunswick, Canada

#### Rebecca Ryan

General Manager  
Queanbeyan-Palerang Regional Council  
New South Wales, Australia

#### Colin Tom Beheydt

City Manager  
Bruges, Belgium

### U.S. MIDWEST REGION

#### Victor Cardenas

Assistant City Manager  
Novi, Michigan

#### Michael Sable

Assistant City Manager  
Bloomington, Minnesota

#### Corri Spiegel

City Administrator  
Davenport, Iowa

### U.S. MOUNTAIN PLAINS REGION

#### Diane Stoddard

Assistant City Manager  
Lawrence, Kansas

#### Dave Sleziekey

City Manager  
Kingfisher, Oklahoma

#### Kenneth Williams

Former City Manager  
Buda, Texas

### U.S. NORTHEAST REGION

#### William Fraser

City Manager  
Montpelier, Vermont

#### Scott W. Colby Jr.

Assistant Town Manager  
Windsor, Connecticut

#### Dennis Enslinger

Deputy City Manager  
Gaithersburg, Maryland

### U.S. SOUTHEAST REGION

#### Nate Pagan

City Manager  
Owensboro, Kentucky

#### Jorge Gonzalez

Village Manager  
Bal Harbour, Florida

#### Valmarie Turner

Assistant County Administrator  
Loudoun County, Virginia

### U.S. WEST COAST REGION

#### Roxanne Murphy

Operations Department Administrator  
Noosack Indian Tribe, Washington

#### Pam Antil

City Manager  
Encinitas, California

#### Jessi Bon

City Manager  
Mercer Island, Washington



INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION

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