



ENVISION

ICMA

FY 2018 BUDGET

July 1, 2017 – June 30, 2018

May 23, 2017

To: ICMA Executive Board
From: Executive Director Marc Ott
Re: FY 2018 ICMA Budget

INTERNATIONAL CITY/COUNTY
MANAGEMENT ASSOCIATION
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Dear Members of the ICMA Executive Board:

I am pleased to recommend the FY 2018 budget for your consideration.

This proposed budget includes approximately \$30 million in revenues, and while it is not anticipated to make an additional contribution to net assets, it is effectively a breakeven budget that allows us to live within our means while funding key association programs and priorities.

My first six months as executive director has been a time of discovery, and during that time, it has become clear to me that ICMA is an exceptionally complex organization. While we provide a wide range of services to our members, we also engage in several domestic and international business lines, and we do so notwithstanding significant financial stress. The organization's revenue structure is diverse but volatile in some areas. Of the proposed \$30 million in revenue, 44% is to be generated from grants- and contracts-funded activities, with the remaining 56% to be generated from the core membership activities and other sources.

There are inherent structural limitations caused by ICMA's reliance on grants- and contracts-funded activities to support our basic organizational infrastructure. To become a financially robust organization, we must reduce this reliance so that our core operations are not as susceptible to fluctuations in funding caused by external political influences outside our control.

Looking ahead, one of our objectives must be to aggressively pursue alternative revenue sources. At the same time, we will continue to pursue opportunities to expand our global programs while also ensuring that fluctuations in their funding do not significantly impact our core operations. I am committed to working with staff to enhance and further diversify our revenue sources and to build an organization of excellence from the inside out.

The strategic plan that was adopted by the Executive Board in February 2017 became the foundation upon which this FY 2018 budget was developed. It not only reflects the work we do enterprise-wide but also includes the resources required to focus on those strategies the board identified as high priorities.

I remain optimistic about the future of ICMA and our profession. The current political climate will put even more pressure on local governments to become increasingly innovative and self-sufficient. ICMA can play a key role in helping our members learn from each other and rise to meet these challenges. I envision our association as the standard bearer for leadership and excellence during these challenging times.

I look forward to working with all of you in the coming year as we lead our professional organization to even greater heights.

Sincerely,

A handwritten signature in black ink, appearing to read "Marc Ott", with a stylized flourish at the end.

Marc Ott
Executive Director, ICMA



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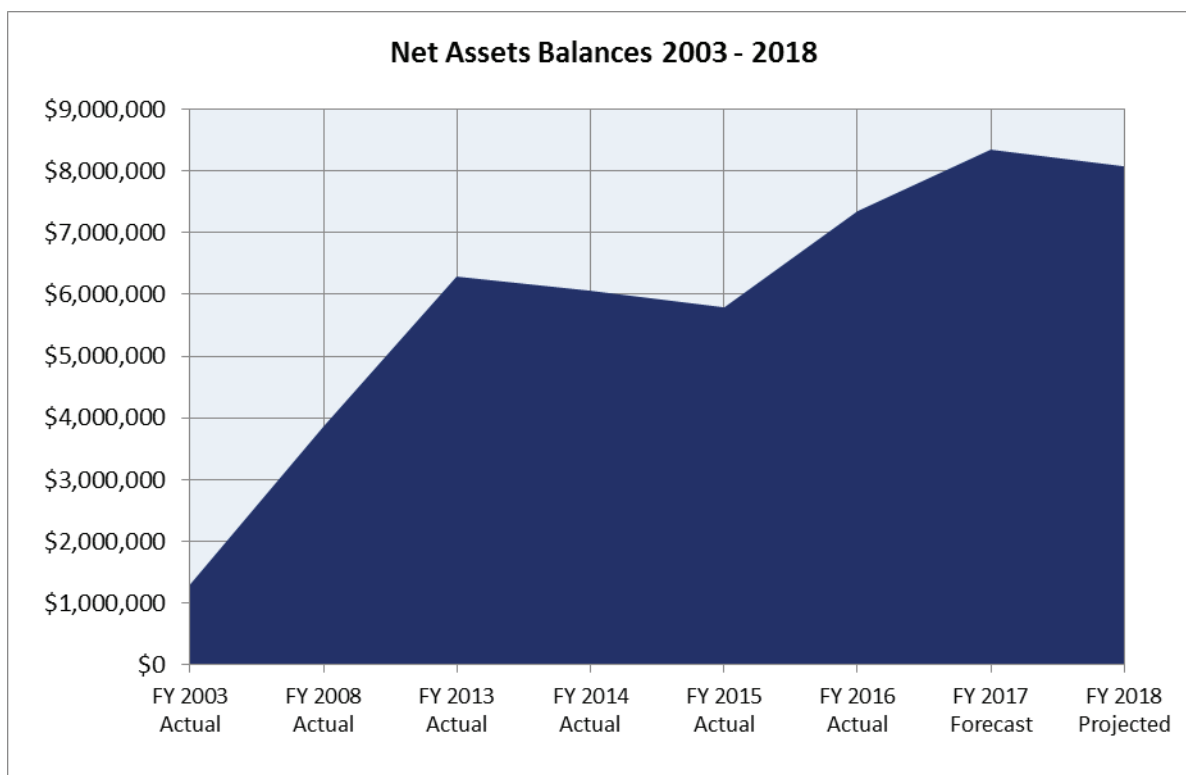
Budget Overview

Since FY 2003, when the Executive Board began setting net asset targets, ICMA has been building its net assets with steadfast fiscal discipline, growing from \$1.3 million in FY 2003 to a projected \$8.4 million at the end of FY 2017.

The strategic plan approved by the Executive Board in February 2017 (included as Appendix 1) serves as the foundation on which the FY 2018 budget is built. The proposed budget, with revenues and expenses of approximately \$30 million, includes resources to deliver on key strategic priorities while making no additional contributions to net assets from operations. In addition, the budget proposes funding the following one-time expenses totaling approximately \$274,000 directly from net asset reserves rather than from ongoing operations:

- \$100,000 investment in establishing ICMA's presence in Europe
- \$35,000 incremental cost of holding the February 2018 board meeting in an international location
- \$139,000 expense that represents the FY 2018 impact of the projected \$2.5 million capital investment in ICMA's office space.

With these assumptions, net asset balance is expected to be in excess of \$8 million at the end of FY 2018, as shown below.

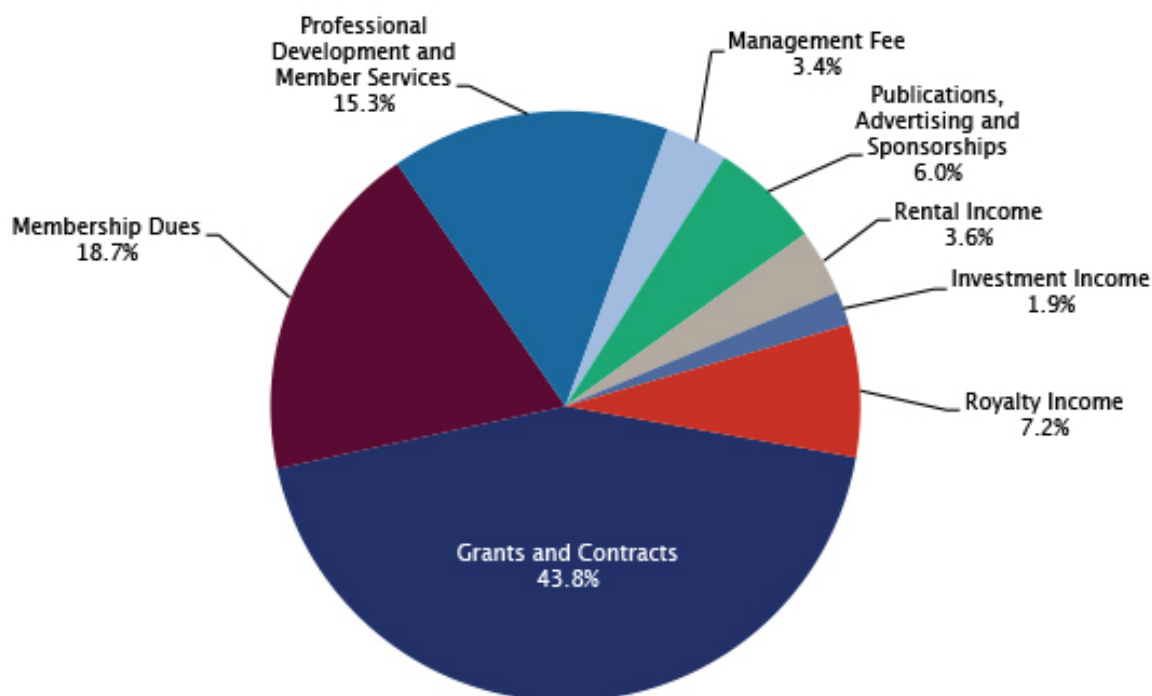


The following strategic priorities are funded in the FY 2018 budget:

- Continue ongoing key activities that support the mission.
- Review and enhance member benefits for various member segments.
- Recruit a regional director for the Northeast region and expand state recruitment strategies to all regions.
- Enhance ICMA's presence in Europe by establishing the position of International Regional Director.
- Build on the successes of the coaching program and continue its expansion.
- Promote leading practices to ensure local government's ability to attract and retain a talented and diverse workforce.
- Review and enhance ICMA professional development offerings.
- Explore and secure foundation funding for research and other projects.
- Explore technology platforms to enhance member engagement and content sharing globally.
- Continue enhancing internal process efficiencies and compliance.

The pie charts below show the FY 2018 budgeted sources of revenue and the allocation of these resources to the priority outcomes:

FY 2018 Budgeted Sources of ICMA Revenue



FY 2018 Allocation of ICMA Resources to Priority Outcomes



Budget Summary by Teams

ICMA is organized with teams focused on delivering key resources, products, and services worldwide in support of its mission. Teams are charged with developing budgets to accomplish their priorities, which are mapped to the strategic plan initiatives.

The following table summarizes the FY 2018 budget:

Budgeted Results by Team	FTEs	Revenues	Expenses	Net Contribution
Membership Dues	-	\$5,575,000	-	5,575,000
Member Services	16.77	850,004	3,577,314	(2,727,310)
Professional Development	10.50	3,702,826	3,192,548	510,278
Research and Policy	4.62	685,000	1,068,876	(383,876)
Outreach	7.51	367,000	1,295,208	(928,208)
Other	3.47	4,649,663	1,762,672	2,886,992
Strategic Development	3.76	735,000	673,976	61,024
Global Program Management	27.10	13,036,797	11,985,588	1,051,209
Organizational Support	18.73	152,350	6,197,460	(6,045,110)
Net Results from Operations	92.45	29,753,641	29,753,641	(0)
One-time Expenses	-	-	273,889	(273,889)
Net Contribution to / (use from) Reserves	92.45	\$29,753,641	30,027,530	(273,889)

Budget Assumptions

Revenue Estimates

-  **Membership dues** are budgeted to be higher than in FY 2017. This reflects the combined effect of growing salaries of the full member population and the increasing membership count, which is a positive result of the recent implementation of the flat dues rate for department directors and other successful recruitment strategies.
-  **Annual conference** revenues are budgeted to be higher than in FY 2017. This reflects projected increased attendance levels for the San Antonio conference, modest increases to registration fees, ICMA's growing membership, and the analysis of the historical conference attendance patterns.
-  **Other professional development offerings** revenue is budgeted at approximately the same level as in FY 2017.
-  **Research and Policy revenues** are budgeted at approximately the same level as in FY 2017.

- ↑ **Partnerships** revenues are projected to be higher than in FY 2017. This reflects sponsorship revenues from the Brownfields Conference, which was not held in FY 2017, and increased revenues from the Strategic Partner program.
- ↓ **Grants and Contracts** revenues are budgeted at \$13 million, compared with the FY 2017 budget of \$21.4 million and the year-end forecast of \$18 million. This reduction is a result of the delays in funding for SURGE, ICMA's largest contract, and the completion of several other projects.
- ↑ **Other revenues** are budgeted higher than in FY 2017. This is primarily because of the increase in royalties received from ICMA-RC per the renegotiated agreement that took effect in FY 2017.

Expense Estimates

The FY 2018 budget includes resources to maintain ongoing services and to deliver on the key priorities identified by the Executive Board from the new ICMA Strategic Plan adopted in February 2017. In addition, the FY 2018 budget includes investment in staff for professional development and an average 3% total compensation increase.

Risks

Risks inherent in the FY 2018 budget that may affect actual results include:

- The level of attendance for the San Antonio conference may be lower than budgeted, affecting conference revenues adversely.
- Local governments' restrictions or freezes on discretionary spending continue to be a risk because they might adversely affect membership dues, participation in professional development programs, and members' and communities' ability to participate in direct technical assistance activities.

Grants and contracts (G&C) revenues, which comprise 44% of total ICMA budgeted revenues, carry several risks:

- Continued reliance on funding from one primary source, USAID, for international G&C work is an area of high risk, as this funding source is volatile, influenced by changing political environments and other factors outside of ICMA's control, and comes at a high cost of compliance. Heavy reliance on revenues from a single project, SURGE (budgeted at \$3.3 million in FY 2018 and accounting for 25% of the budgeted G&C revenue and 11% of the total ICMA budgeted revenue), further exacerbates this risk. ICMA's ability to meet budgeted financial targets will be at risk if our SURGE project work in the Philippines is interrupted or stopped and the contract is cancelled due to funding or project implementation challenges, political or security environment, or other factors.
- Risks associated with federal audits of funded programs continue to be high. A Special Inspector General for Afghanistan Reconstruction (SIGAR) audit of a major project in Afghanistan is still open, awaiting USAID's decision regarding the \$1.8 million in questioned costs.
- Budgeted revenues from grants and contracts typically include projects in hand and an unfunded portion for projects that we expect to win during the year. The amount of unfunded G&C revenue included in the budget is approximately \$3.9 million, which is 30% of the total budgeted G&C funding, higher than the 20% average. The unfunded amount

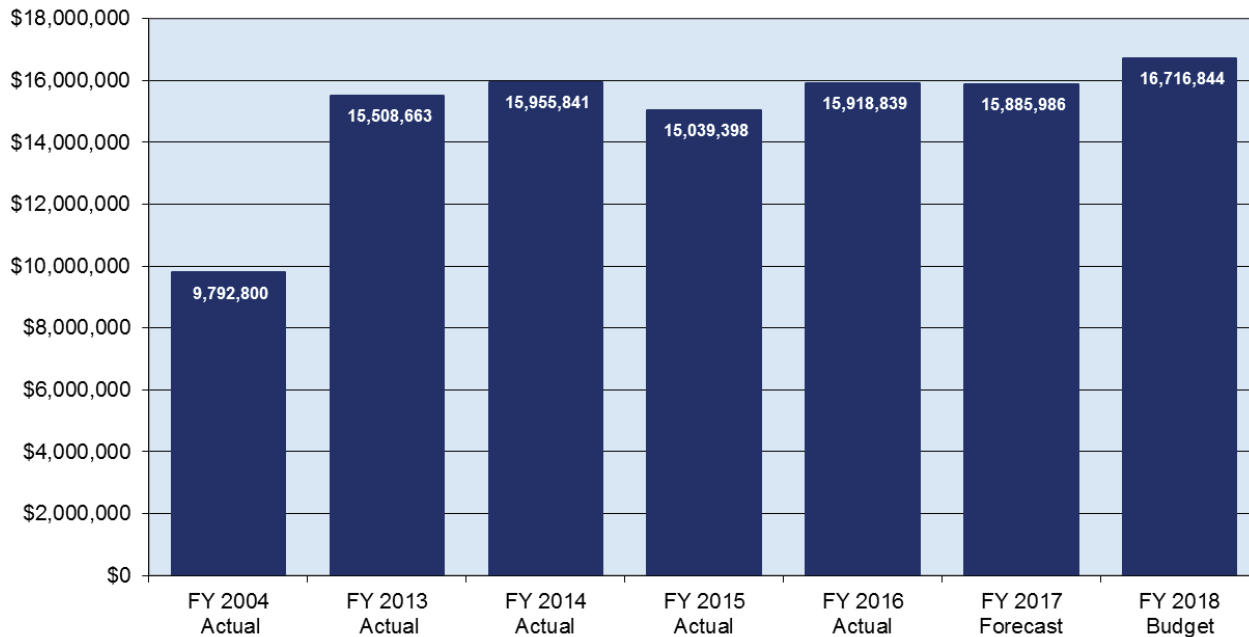
fluctuates each year based on awards in hand and our average win rate applied to outstanding or pending proposals.

Risk Mitigation

ICMA takes several measures to mitigate against the risks described above, including:

- Continue monitoring progress against key metrics, making course adjustments as needed.
- Invest in compliance activities to reduce risks of program audit findings.
- Pursue new sources of revenue and enhance revenues from existing non-G&C activities to reduce reliance on G&C funding. This strategy has been successful, as revenues from the non-G&C areas increased from less than \$10 million in FY 2004 to over \$16 million budgeted in FY 2018.

Revenues from Non-G&C-Funded Activities



FY 2018 Team Priorities and Budgets

With membership at its core, ICMA is organized with teams focused on delivering key resources, products, and services worldwide in support of its mission. The directors of each of these teams form ICMA's Leadership Team.



The next pages describe the FY 2018 priorities, budgeted revenues, expenses, net contribution, and number of full-time equivalent positions for each of these teams.

Member Services and Support

	FTEs	Revenues	Expenses	Net
Membership Dues Revenue	-	\$ 5,575,000	-	5,575,000
Member Recruitment, Retention, and Services	8.34	30,000	1,347,852	(1,317,852)
Ethics	1.12	10,000	201,086	(191,086)
Career Services	2.24	631,000	510,670	120,330
Relationship Management	4.63	179,004	1,189,121	(1,010,117)
Executive Board	0.44	-	328,585	(328,585)
	16.77	850,004	3,577,314	(2,727,310)
Allocation of Membership Dues	-	2,727,310	-	2,727,310
	16.77	\$ 3,577,314	3,577,314	-

Mission

The mission of Member Services and Support is to serve the members and to make ICMA the indispensable association for those who demonstrate a commitment to the highest standards of honesty and integrity, while seeking the best solutions in local government leadership and management worldwide. Through a variety of programs, this team also provides outreach beyond members to support professionalism in local government and provide partnerships that support our members.

FY 2018 Priorities

- Assist talented individuals in gaining entry into the profession.
- Expand and diversify the membership.
- Support the professional needs of all members.
- Strengthen international relations and member connections.
- Improve and sustain collaborative relationships with state and affiliate organizations.
- Promote equity and inclusion.
- Connect the profession's commitment to ethics to building public trust.
- Expand efforts to inform members about the role of the Executive Board and its election process.

Professional Development

	FTEs	Revenues	Expenses	Net
Annual Conference	4.67	\$ 2,838,429	1,957,335	881,094
Training, Education, and Leadership Development	5.83	864,397	1,235,212	(370,815)
	<u>10.50</u>	<u>\$ 3,702,826</u>	<u>3,192,548</u>	<u>510,278</u>

Mission

The mission of Professional Development is to develop and enhance the leadership and management capacity of members and local government professionals through a comprehensive array of high-quality programs delivered in a variety of formats to address needs of various career stages.

FY 2018 Priorities

- Recruit and retain members through professional development programs.
- Hold an energizing and successful annual conference.
- Continue implementing the Leadership Task Force recommendations.
- Expand LG 101 and 201 online certificate programs.
- Continue to improve the credentialing program.
- Continue and expand programming on diversity and inclusion.
- Increase awareness of ICMA's professional development programs.
- Maintain and improve existing professional development programs.

Research and Policy

	FTEs	Revenues	Expenses	Net
Public Policy	0.32	\$ -	94,718	(94,718)
Research and Content	4.30	685,000	974,158	(289,158)
	4.62	685,000	1,068,876	(383,876)
Allocation of Membership Dues	-	383,876	-	383,876
	4.62	\$ 1,068,876	1,068,876	-

Mission

The mission of the Research and Policy team is to identify trends and issues affecting local governments and to conduct research and develop information resources important to local government professionals and government leaders.

FY 2018 Priorities

- Conduct applied local government research and produce useful research-based content.
- Manage ICMA's digital and print publications business line.
- Advocate for public policy issues as they impact local governments and ICMA's members.
- Coordinate ICMA's performance management and analytics thought leadership, partnerships, and technical assistance.

Outreach

	FTEs	Revenues	Expenses	Net
Form of Government/Advocacy	0.20	\$ -	10,265	(10,265)
PM Magazine	0.87	223,500	345,777	(122,277)
Outreach and Communications	6.44	143,500	939,166	(795,666)
	7.51	367,000	1,295,208	(928,208)
Allocation of Membership Dues	-	928,208	-	928,208
	7.51	\$ 1,295,208	1,295,208	-

Mission

The mission of the Outreach team is to build awareness and the reputation of ICMA and the profession globally through effective packaging and dissemination of local government thought leadership content, leading to increased demand for membership, partnerships, and resources.

FY 2018 Priorities

- Develop and disseminate high-value content and resources.
- Optimize outreach channels.
- Expand the way ICMA delivers its message.
- Maintain the new website as a highly effective local government leadership, management, and ICMA brand hub.
- Ensure an effective online presence for ICMA through the website, mobile apps, and other social media channels.
- Promote ICMA thought leadership through media and content partners.
- Build awareness of the importance of the CAO role and the Council-Manager form of government.
- Attract and retain talented professionals as ICMA members.

Strategic Development

	FTEs	Revenues	Expenses	Net
Strategic Partners	0.89	\$ 735,000	164,991	570,009
Business Development	2.88	-	508,985	(508,985)
	<u>3.76</u>	<u>\$ 735,000</u>	<u>673,976</u>	<u>61,024</u>

Mission

The mission of the Strategic Development team is to generate business opportunities/innovations that boost membership value and foster professional local government management by identifying and aligning resources with the association's strategic goals, and to help ICMA business lines achieve their business capture and revenue targets.

FY 2018 Priorities

- Maintain a steady stream of funding for ICMA's technical assistance activities.
- Maintain a strong network of strategic partners who work with ICMA on content and provide financial support.
- Encourage contributions to ICMA's Future of Professional Management fund.
- Implement the foundation strategy and secure foundation funding for research and other projects.

Global Programs

	FTEs	Revenues	Expenses	Net
Team Management and Support	6.41	\$ -	1,069,811	(1,069,811)
Domestic Programs	3.22	859,988	687,990	171,998
International Programs	7.98	8,320,422	6,497,244	1,823,178
Anticipated Funding	5.05	3,270,195	2,600,752	669,443
ICMA China	1.60	586,192	572,464	13,728
Bids and Proposals	2.83	-	557,327	(557,327)
	<u>27.10</u>	<u>\$ 13,036,797</u>	<u>11,985,588</u>	<u>1,051,209</u>

Mission

The mission of the Global Programs team is to deliver high-quality technical assistance to local governments globally and to encourage sharing and replication of leading practices through peer exchanges and hands-on, practical training. The focus is on increasing institutional capacity, more effective and efficient service delivery, and greater citizen participation in the work of government.

FY 2018 Priorities

- Create learning opportunities for members to share experiences from countries around the world.
- Promote member interest and maintain member engagement in funded programs and activities.
- Implement funded programs in compliance, on budget, on time, and efficiently and effectively.

Organizational Support

	FTEs	Revenues	Expenses	Net
Executive Office	2.61	\$ -	1,070,922	(1,070,922)
Facilities and Administration	1.73	132,000	1,665,240	(1,533,240)
Finance	5.81	350	972,213	(971,863)
Information Technology	6.86	20,000	1,943,909	(1,923,909)
Human Resources	1.72	-	545,176	(545,176)
	18.73	\$ 152,350	6,197,460	(6,045,110)

Mission

The organizational support teams provide the program teams with the right people, technology, and resources needed to achieve their priorities and meet their performance objectives. The support teams are charged with ensuring organizational sustainability and an integrated commitment to the mission, vision, and core beliefs of the association.

FY 2018 Priorities

- Ensure ICMA's financial resiliency.
- Ensure alignment of teams' priorities to the strategic plan and support their achievement.
- Pursue opportunities to enhance ICMA's revenues.
- Ensure ICMA's work space is reflective of who we aspire to be and is a place that inspires staff creativity and productivity.
- Ensure effective use of data from all systems through business intelligence and data analytics.
- Ensure efficient operations of support teams to provide timely and reliable services.
- Review and automate processes to enhance efficiencies.
- Ensure compliance with laws and regulations.
- Ensure a clean FY 2017 annual audit.
- Increase recruiting effectiveness.
- Retain staff by providing fair compensation, competitive benefits, an engaging orientation program, and ongoing career development opportunities.
- Ensure all information technology infrastructure is robust and secure.
- Ensure that applications are being utilized effectively across the organization.

Other

	FTEs	Revenues	Expenses	Net
SLGE Management	3.47	\$ 871,668	650,022	221,646
ICMA-RC Royalty	-	2,151,000	-	2,151,000
Subtenant Space	-	1,071,995	1,112,650	(40,655)
REIT Dividend	-	525,000	-	525,000
Investment Income	-	30,000	-	30,000
	3.47	\$ 4,649,663	1,762,672	2,886,992

Center of State and Local Government Excellence (SLGE) Management

ICMA provides staffing to SLGE for management and oversight. SLGE reimburses ICMA for all direct and related indirect costs incurred in providing this support.

ICMA-RC Royalty

In accordance with the recently renegotiated license agreement with ICMA-RC, dated January 1, 2017, ICMA-RC pays ICMA a royalty for use of the association's name. This agreement is effective through December 31, 2036. The annual payment is calculated as 1.15% of ICMA-RC's consolidated gross revenues of up to \$200 million plus .75% of such revenues in excess of \$200 million. The total royalty revenue for FY 2018 is estimated at \$2,376,000, of which \$225,000 has been reserved for the *Life, Well Run* campaign activities and is not reflected in the FY 2018 operating budget.

Subtenant Space

ICMA leases 49,419 square feet in the headquarters building, of which ICMA occupies 26,388 square feet. Of the remaining 23,031 square feet available for sublease, 93% is currently subleased. Current subleases expire between March 31, 2018 and July, 31, 2022. Depending on how ICMA decides to move forward with its office space plans, as subleases expire and space becomes available, some of it may be repurposed to temporarily house ICMA staff.

REIT Dividend and Other Investment Income

REIT dividend is the dividend income expected from the Real Estate Investment Trust (REIT) investment in the building. Investment income is the earnings estimated on operating cash reserves.

Appendices

1. Strategic Plan Linkage to FY 2018 Budget
2. Financial Goals
3. Capital Investments and Depreciation
4. Comparative Budget

ICMA Strategic Plan Linkage to FY 2018 Budget

Vision:

To be the leading association of local government professionals dedicated to creating and sustaining thriving communities throughout the world.

Mission:

To advance professional local government through leadership, management, innovation, and ethics.

Core Beliefs – We Believe In:

1. **Public Service:** including the stewardship of democratic principles and the efficient and transparent use of public resources
2. **Ethics:** as the core of professionalism in local government leadership and management as outlined in the ICMA Code of Ethics
3. **Council-Manager Form of Government and Professional Management:** as the preferred local government structure
4. **Equity and Inclusion:** ensuring that local governments are inclusive and mirror the diversity in communities
5. **The Continuous Pursuit of Excellence:** including professional development, life-long learning, networking, capacity building, knowledge sharing, and engagement
6. **Stewardship:** balancing resources including people, financial, social capital, and environmental so that communities are better than we found them
7. **Leadership:** developing leadership capacity and attracting and developing future generations of leaders.

PRIORITY I: Membership Benefits and Growth**Strategic Initiative A: Diversify and expand the membership.**

Strategy Number	Strategies	FY 2018 Budget Priority and team taking the lead	Pg #
A.1	Maintain an organizational priority to grow and retain the membership in order to support local government's ability to attract and retain talented professionals.	Membership Team: - o Assist talented individuals in gaining entry into the profession through programs such as Student Chapters, Local Government Management Fellows, and Military - o Expand and diversify the membership - o Improve and sustain collaborative relationships with state and affiliate organizations - o Promote equity and inclusion Professional Development Team: - o Recruit and retain members through professional development programs	<u>9</u> <u>10</u>
A.2	Implement board approved recommendations of the Task Forces on Diversity & Inclusion and Women in the Profession	Membership Team: - o Promote equity and inclusion Professional Development Team: - o Hold an energizing and successful annual conference that includes topics on diversity and inclusion - o Continue and expand programming on diversity and inclusion Research and Policy Team: - o Conduct applied local government research and produce useful research based content	<u>9</u> <u>11</u>
A.3	Develop strategies to assist talented individuals in gaining entry into the profession	Membership Team: - o Assist talented individuals in gaining entry into the profession through programs such as Student Chapters, Local Government Management Fellows, and Military Professional Development Team: - o Recruit and retain members through professional development programs	<u>9</u> <u>10</u>
A.4	Define and promote the value of belonging to ICMA	Membership Team: - o Expand and diversify the membership - o Support the professional needs of all members	<u>9</u>

Strategy Number	Strategies	FY 2018 Budget Priority and team taking the lead	Pg #
	in addition to State Associations, International and other Affiliates, and related professional organizations.	- Strengthen International Relations and Member Connections - Improve and sustain collaborative relationships with state and affiliate organizations	
A.5	Support the professional and personal needs of members at all life and career stages	Membership Team: - Support the professional needs of all members - Connect the profession's commitment to ethics to building public trust Professional Development Team: - Recruit and retain members through professional development programs - Hold an energizing and successful annual conference - Continue implementing the Leadership Task Force recommendations - Continue to improve the Credentialing Program - Increase awareness of PD programs	9 10
A.6	Continue to expand the relevance of Student Chapters and their respective universities to highlight career opportunities in local government management	Membership Team: Assist talented individuals in gaining entry into the profession through programs such as Student Chapters, Local Government Management Fellows, and Military	9
A.7	Work with elected official organizations to develop and implement training to facilitate the increase of a more diverse pool of executives	Professional Development Team: - Continue and expand programming on diversity and inclusion Outreach Team: - Build awareness of the importance of CAO role and C-M Form of Govt.	10
A.8	Identify and promote member services that are relevant to the	Membership Team: Strengthen International Relations and Member Connections	9

Strategy Number	Strategies	FY 2018 Budget Priority and team taking the lead	Pg #
	international community	Global Program Management Team: ○ Create learning opportunities for members to share experiences from countries around the world.	14

PRIORITY I: Membership Benefits and Growth

Strategic Initiative B: Improve and sustain collaborative relationships with international and state associations and affiliates to support, align, and advance common goals.

Strategy Number	Strategies	FY 2018 Budget Priority and team taking the lead	Pg #
B.1	Strengthen and formalize relationships with organizations that have similar missions to leverage resources for the benefit of the profession.	Membership Team: ○ Strengthen International Relations and Member Connections ○ Improve and sustain collaborative relationships with state and affiliate organizations ○ Promote equity and inclusion	9
B.2	Expand the Regional Directors so that at least one director covers each region to foster relationships with international and state associations and the general membership	Membership Team: ○ Strengthen International Relations and Member Connections ○ Improve and sustain collaborative relationships with state and affiliate organizations	9
B.3	Establish deeper relationships with international, state associations and affiliate membership organizations to develop a leadership pipeline to serve on the ICMA Executive Board	Membership Team: ○ Improve and sustain collaborative relationships with state and affiliate organizations	9
B.4	Enhance communication and	Membership Team:	9

Strategy Number	Strategies	FY 2018 Budget Priority and team taking the lead	Pg #
	dialogue to develop synergistic relationships with international, state and affiliate organizations and other professional associations	○ Improve and sustain collaborative relationships with state and affiliate organizations ○ Promote equity and inclusion	
B.5	Explore and establish relationships with non-traditional organizations that could serve as partners in achieving ICMA's diversity goals	Membership Team: ○ Improve and sustain collaborative relationships with state and affiliate organizations ○ Promote equity and inclusion	<u>9</u>
B.6	Advance work with IHN, NFBPA, and NACA and other organizations on establishing joint recruitment goals and recruitment opportunities and amend the national affiliate agreements as appropriate to further our shared goals	Membership Team: ○ Improve and sustain collaborative relationships with state and affiliate organizations	<u>9</u>

Strategy Number	Strategies	FY 2018 Budget Priority and team taking the lead	Pg #
C.5	Further expand the ICMA coaching program and Local Government Management Fellowship program	Membership Team: - Assist talented individuals in gaining entry into the profession - Support the professional needs of all members	9
C.6	Continue to create professional development content on management practices	Professional Development Team: Maintain and improve existing PD programs	10
C.7	Consider ways to market ICMA's professional development programs to local government professionals who are not ICMA members	Professional Development Team: - Increase awareness of PD programs Outreach Team: - Expand the way ICMA delivers its message - New Website is highly effective local government leadership, management and ICMA brand hub	10 12
C.8	Develop mechanisms to evaluate the effectiveness and impact of professional development programs	Professional Development Team: - Continue implementing the Leadership Task Force recommendations - Continue to improve the Credentialing Program	10

PRIORITY II: Learning Community

Strategic Initiative D: Think globally, act globally.

Strategy Number	Strategies	FY 2018 Budget Priority and team taking the lead	Pg #
D.1	Develop coordinated strategy to increase brand awareness of ICMA and its benefits to international	Membership Team: Strengthen International Relations and Member Connections Global Program Management Team:	9 14

Strategy Number	Strategies	FY 2018 Budget Priority and team taking the lead	Pg #
	affiliates.	○ Create learning opportunities for members to share experiences from countries around the world.	
D.2	Promote international awareness and perspective of the local impact of globalization	Membership Team: ○ Strengthen International Relations and Member Connections Research and Policy Team: ○ Conduct applied local government research and produce useful research based content	9 11
D.3	Develop a more robust learning network of US and International members	Professional Development Team: ○ Expand LG 101 and 201 online certificate programs Research and Policy Team: ○ Conduct applied local government research and produce useful research based content Global Program Management Team: ○ Create learning opportunities for members to share experiences from countries around the world. ○ Promote member interest and maintain member engagement in funded programs and activities.	10 11 14
D.4	Sustain ICMA's technical assistance globally to foster professional management and create sustainable communities	Strategic Development Team: ○ Maintain a steady stream of funding for ICMA's technical assistance activities ○ Maintain a strong network of strategic partners that work with ICMA on content and provide financial support Global Program Management Team: ○ Promote member interest and maintain member engagement in funded programs and activities.	13 14

PRIORITY III: Thought Leadership and Resource Network

Strategic Initiative E: Ensure future-ready leaders by providing thought leadership for the emerging and enduring challenges facing local governments.

Strategy Number	Strategies	FY 2018 Budget Priority and team taking the lead	Pg #
E.1	Continue to support and highlight academic and practitioner research identifying the most significant issues facing local governments	Research and Policy Team: ○ Conduct applied local government research and produce useful research based content Outreach Team: ○ Develop and Disseminate high value content and resources ○ Expand the way ICMA delivers its message	11 12
E.2	Partner with the Big 7 (NLC, USCM, NGA, NCSL, NACO, ICMA, CSG) and other related organizations to collectively respond to public policy issues impacting local governments	Research and Policy Team: ○ Advocate for public policy issues as they impact local governments and our members	11

PRIORITY III: Thought Leadership and Resource Network

Strategic Initiative F: Be the principal resource for leadership and management in local government.

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[illegible]

Strategy Number	Strategies	FY 2018 Budget Priority and team taking the lead	Pg #
		government leadership, management and ICMA brand hub ○ Promote ICMA Thought Leadership through Media and Content Partners	
F.6	Organize and deliver content so it is easily accessible and fresh.	Outreach Team: ○ Expand the way ICMA delivers its message ○ Ensure new Website is a highly effective local government leadership, management and ICMA brand hub ○ Promote ICMA Thought Leadership through Media and Content Partners	12

PRIORITY IV: Advocacy and Outreach**Strategic Initiative G: Promote the value of professional management and ICMA membership.**

Strategy Number	Strategies	FY 2018 Budget Priority and team taking the lead	Pg #
G.1	Focus prioritization on ethics, leadership, professional development, and member connection	Membership Team: ○ Support the professional needs of all members ○ Connect the profession's commitment to ethics to building public trust Professional Development Team: ○ Hold an energizing and successful annual conference ○ Continue implementing the Leadership Task Force recommendations	9 10
G.2	Find new ways to articulate the value of ICMA membership	Membership Team: ○ Support the professional needs of all members Outreach Team: ○ Optimize Outreach Channels ○ Attract and retain talented professionals	9 12
G.3	Educate elected officials on the value of professional local government management	Research and Policy Team: ○ Conduct applied local government research and produce useful research based content Outreach Team: ○ Promote ICMA Thought Leadership through Media and Content Partners ○ Advocacy- build awareness of the importance of CAO role and C-M Form of Govt.	11 12
G.4	Expand programs in schools to explain local government and encourage careers in local government management	Membership Team: ○ Assist talented individuals in gaining entry into the profession Outreach Team: ○ Advocacy- build awareness of the importance of CAO role and C-M Form of Govt.	9 12
G.5	Educate the public on the council-manager form of	Outreach Team: ○ Advocacy- build awareness of the importance of CAO role and C-M Form of Govt.	12

Strategy Number	Strategies	FY 2018 Budget Priority and team taking the lead	Pg #
	government		
G.6	Expand the outreach to community members presenting value of professional management	Outreach Team: Advocacy- build awareness of the importance of CAO role and C-M Form of Govt.	12
G.7	Connect the profession's commitment to ethics to building public trust	Membership Team: Connect the profession's commitment to ethics to building public trust	9
G.8	Enhance the Job Center platform to support member career advancement	Membership Team: Support the professional needs of all members	9

PRIORITY IV: Advocacy and Outreach

Strategic Initiative H: Reach members and other important stakeholders through expanded use of technology and emerging media.

Strategy Number	Strategies	FY 2018 Budget Priority and team taking the lead	Pg #
H.1	Identify ways to support distance learning for members	Professional Development Team: - Continue implementing the Leadership Task Force recommendations - Expand LG 101 and 201 online certificate programs - Manage ICMA's digital and print publications business line	10
H.2	Use new technology, digital/video media, and graphic design to engage members and deliver content	Outreach Team: - Expand the way ICMA delivers its message - Ensure new Website is a highly effective local government leadership, management and ICMA brand hub	12
H.3	Continue to invest in developing a platform to share content and to encourage peer learning and	Outreach Team: - Expand the way ICMA delivers its message - Ensure new Website is a highly effective local government leadership, management and ICMA brand hub	12

Strategy Number	Strategies	FY 2018 Budget Priority and team taking the lead	Pg #
	discussions		
H.4	Identify business partners to help leverage technology and media capability	Outreach Team: ○ Promote ICMA Thought Leadership through Media and Content Partners	12
H.5	Expand the way ICMA delivers its message and content	Outreach Team: ○ Optimize Outreach Channels ○ Expand the way ICMA delivers its message ○ Promote ICMA Thought Leadership through Media and Content Partners	12

PRIORITY V: Governance and Operations

Strategic Initiative I: Support the continued growth and development of ICMA's business enterprises and operational resources.

Strategy Number	Strategies	FY 2018 Budget Priority and team taking the lead	Pg #
I.1	Maintain strong financial and operational policies and practices to ensure the vitality of the Association	Executive Team: - o Ensure financial resiliency Support Teams: - o Ensure compliance on all regulations - o Ensure efficient operations to provide timely and reliable services - o Ensure all IT infrastructure is robust and secure - o Ensure that applications are being utilized effectively - o Ensure an effective online presence for ICMA through the website, mobile apps, and other social media channels - o Ensure integration between systems and process efficiencies - o Review and automate processes to enhance efficiencies	15
I.2	Develop strategies to attract and retain outstanding and diverse staff for ICMA	Human Resources Team: - o Increase Recruiting Effectiveness: Time to Hire, Quality of hire, Pre-Hire Assessments, Focus on Diversity - o Retain staff by providing fair compensation, competitive benefits, an engaging orientation program and ongoing career development opportunities - o Implement strategies to enhance opportunities for staff to grow within ICMA.	15
I.3	Support a range of viable business lines to diversify the Association's revenue stream	Executive Team: - o Continue to look for opportunities to enhance ICMA's revenue stream Strategic Development Team: - o Maintain a steady stream of funding for ICMA's technical assistance activities - o Maintain a strong network of strategic partners that work with ICMA on content and provide financial support	15 13

Strategy Number	Strategies	FY 2018 Budget Priority and team taking the lead	Pg #
I.4	Periodically review the dues policy to ensure that ICMA can attract, retain and grow membership	Membership Team and Finance Team: Review dues policy as part of the FY 2018 budget.	9
I.5	Maintain the strong relationship with ICMA-RC to support ICMA's members and their role in building great communities	Strategic Development Team: Maintain a strong network of strategic partners that work with ICMA on content and provide financial support	13

PRIORITY V: Governance and Operations

Strategic Initiative J: Evaluate the governance of the Association to enhance alignment with ICMA's strategic goals and core beliefs.

Strategy Number	Strategies	FY 2018 Budget Priority and team taking the lead	Pg #
J.1	Expand efforts to inform members about the role of the Executive Board and its election process	Membership Team: Expand efforts to inform members about the role of the Executive Board and its election process	9
J.2	Evaluate the Executive Board selection process, including regional protocols and geographic assignment of states so that it aligns with ICMA's Core Beliefs and goals	Membership Team: Expand efforts to inform members about the role of the Executive Board and its election process	9
J.3	Review voting eligibility so that it is consistent with the core beliefs and goals of the Association	Note: This strategy requires more discussion to reach agreement on the desired outcome, followed by a well-thought-out approach to conduct such a review.	

Financial Goals

Net Assets

Net assets represent accumulated earnings of an organization and are increased or decreased as a result of annual operating surpluses or deficits. It is a measure of an organization's long-term financial stability and capacity and is calculated as assets less liabilities. The median net assets balance of nonprofit organizations, as reported by the American Society of Association Executives, is approximately 50% of the average operating budget.

Net assets are built to help manage transitions and to make investments in the future as necessary. The net assets targets are reviewed and adjusted annually based on actual performance. The overall net assets are further divided to ensure that reserves are set up for various kinds of risks and purposes.

The table below shows the net assets goal and the incremental target for FY 2018:

Composition of Net Assets	Net Assets Goal	FY 2016 Net Assets Balance	FY 2018 Net Assets Target
Non-G&C expenses (6 months)	\$9,700,000	\$4,851,416	\$5,331,000
Reserve for capital investments	2,500,000	1,254,000	1,378,000
High risk G&C contingency (2.5% of total awards)	2,500,000	1,248,000	1,371,000
TOTAL	\$14,700,000	\$7,353,416	\$8,080,000
Net assets as a percentage of average annual expenses of \$30 million	49%	25%	27%
Net assets balance as a percentage of total net assets goal		50%	55%

Cash and Investments

The cash reserves goal (different from the net assets goal), which includes operating cash and investments reserves, is to provide ICMA with the resources needed to continue delivery of its programs in the event of delayed payments from funders and to prevent ICMA from making expensive short-term crisis-based decisions and focus on sound long-term decision making. The minimum cash reserve suggested by the Nonprofit Operating Reserves Initiative Workgroup is 25%, or three months of the annual operating expense budget. ICMA's cash and investments balance is projected to be at 32% at the end of FY 2017.

Capital Investments and Depreciation

As part of the annual budgeting process, capital investments are reviewed to determine the equipment, software, and other capital assets that must to be replaced over the next three years. Capital expenditures are depreciated over the useful life of the asset. Decisions on financing capital investments are based on available and required operating cash and reserves. Currently, ICMA has no investments that are financed through debt arrangements as it has used its available cash to fund existing capital investments.

In FY 2018, ICMA is planning to undertake a review of various available options with respect to modernizing our office space, with the goal of creating an office environment that fosters creativity, collaboration, and productivity. Although at this time accurate estimates of the capital investment related to this project are not available, the FY 2018 budget contains a \$2.5 million “placeholder”, to be depreciated over the remaining period of the lease (9 years). The actual financial impact of this project will depend on the future analysis of available options.

The table below shows the existing capital assets and investments projected to be made in FY 2018 – FY 2019, with the related depreciation costs.

Capital Asset	Acquisition Year	Cost	Life in Years	Depreciation Expense		
				FY 2017	FY 2018	FY 2019
Furniture	FY 2002-2016	115,081	10	10,043	8,216	8,216
SUBTOTAL Furniture				10,043	8,216	8,216
Office equipment	FY 2011-2014	7,594	5	450	-	-
SUBTOTAL Office Equipment				450	-	-
IT Hardware & Copiers	FY 2015-2017	397,062	3-5	68,856	51,626	33,258
IT Hardware and infrastructure upgrade	FY 2018	445,000	3-5	-	50,167	100,333
IT Hardware	FY 2019	65,000	3	-	-	10,833
VOIP	FY 2014	355,542	7	50,792	50,792	50,792
Stutz conference room audio upgrade	FY 2016-2017	35,501	7	4,530	5,288	5,288
SUBTOTAL IT Hardware				124,178	157,873	200,504
Website redesign	FY 2016-2018	316,467	2-5	37,781	42,114	46,448
Sharepoint	FY 2015-2017	87,540	7	8,667	12,506	12,506
Association management software (netFORUM)	FY 2013-2019	2,377,928	10	196,945	231,818	261,267
Software upgrades	FY 2015-2018	57,221	3	9,074	10,266	10,729
Software enhancements	FY 2018-2019	300,000	7	-	10,714	32,143
Document management software	FY 2019	150,000	7	-	-	10,714
Budgeting and forecasting solution	FY 2019	100,000	7	-	-	7,143
Other software	FY 2017-2019	154,134	3-7	4,022	8,878	21,021
SUBTOTAL Software				256,490	316,296	401,970
Leasehold improvements	FY 2002-2016	203,884	10	21,393	15,688	15,688
Investment in office space	FY 2018	2,500,000	9	-	138,889	277,778
SUBTOTAL Leasehold Improvements				21,393	154,577	293,466
TOTAL				412,554	636,962	904,156

Comparative Budget

The following tables present the revenues, expenses, and net contributions for each of the major programs within each business line, with the FY 2016 actual results, FY 2017 budget, FY 2017 year-end forecast, and FY 2018 proposed budget. The last table shows the full-time equivalent positions (FTEs) budgeted for FY 2016, FY 2017, and FY 2018.

FY 2018 revenues are budgeted at \$29.8 million, compared to FY 2017 projected revenues of \$33.8 million. While revenues from most non-grants and contracts activities are projected to increase, revenues from grants and contracts are budgeted at significantly lower level than FY 2017 budget and year-end forecast. This reflects ICMA's current funding situation, with contracts in hand and outstanding proposals, and the concerns and uncertainties related to the future of federal funding in light of the new presidential administration's policies and priorities. The revenue assumptions for FY 2018 compared to prior years have been discussed in previous sections of this document.

FY 2018 expenses are budgeted at approximately \$30 million, compared to FY 2017 projected expenses of \$32.8 million. The FY 2018 budget includes expenses to accomplish the priorities discussed in the previous sections of this document and to deliver on funded projects.

FY 2018 net contribution from operations is at break-even, with the identified one-time expenses to be funded directly from reserves. The net impact is a use from reserves of \$273,889 in FY 2018.

FY 2018 FTEs are budgeted at 106, a reduction of 4 FTEs compared with the FY 2017 budget. This is a net impact of decreases in program management staffing related to the reduced grants and contracts portfolio and the reallocation of resources to accomplish key priorities.

New positions funded in the FY 2018 budget are a part-time position of the Northeast Regional Director, to help reach membership recruitment and retention goals in that region; a part-time position of the International Regional Director (as a consultant); an assistant program manager for the Membership team, to assist with the expansion of the career services and next generation activities; and two interns, to assist with research and with ICMA-China activities.

REVENUES		Actual FY 2016	Budget FY 2017	Forecast FY 2017	Budget FY 2018
MEMBERSHIP DUES	\$	5,326,141	5,200,000	5,425,000	5,575,000
Member Recruitment, Retention, and Services		145,327	155,504	165,504	219,004
Career Services		563,526	579,000	579,000	631,000
Executive Board		-	-	-	-
TOTAL MEMBER SERVICES		708,853	734,504	744,504	850,004
Annual Conference		2,783,923	2,576,739	2,692,744	2,838,429
Training, Education, and Leadership Development		894,945	866,485	802,590	864,397
TOTAL PROFESSIONAL DEVELOPMENT		3,678,868	3,443,224	3,495,334	3,702,826
Public Policy		-	-	-	-
Research and Content		653,457	691,000	550,000	685,000
TOTAL RESEARCH AND POLICY		653,457	691,000	550,000	685,000
PM Magazine		171,923	198,075	162,000	223,500
Communications, Advocacy, and Outreach		81,304	96,572	96,572	143,500
TOTAL OUTREACH		253,228	294,647	258,572	367,000
Preferred Provider Partnerships		149,813	140,000	175,000	310,000
Strategic Partners		568,091	350,000	450,000	425,000
Business Development		-	-	-	-
TOTAL STRATEGIC DEVELOPMENT		717,904	490,000	625,000	735,000
TOTAL ICMA INSIGHTS		417,547	713,000	187,855	-
Team Management and Support		-	-	-	-
Grants and Contracts		17,835,639	21,201,269	17,836,745	12,450,605
ICMA Latin America		105,289	78,747	29,662	-
ICMA China		127,000	100,000	79,100	586,192
Bids and Proposals		-	-	-	-
TOTAL GLOBAL PROGRAM MANAGEMENT		18,067,928	21,380,016	17,945,507	13,036,797
Executive Office		-	-	-	-
Facilities and Administration		132,000	132,000	132,000	132,000
Human Resources		-	-	-	-
Information Technology		-	-	-	20,000
Finance		262	-	750	350
Contingency/Other		-	-	-	-
TOTAL ORGANIZATIONAL SUPPORT		132,262	132,000	132,750	152,350
CSLGE Management		777,972	848,971	848,971	871,668
ICMA-RC Royalty		1,615,769	1,648,500	1,857,000	2,151,000
Subtenant Space		1,062,517	1,125,084	1,056,000	1,071,995
Investment Income		574,320	577,000	705,000	555,000
TOTAL OTHER		4,030,578	4,199,555	4,466,971	4,649,663
ASSOCIATION TOTALS - REVENUES	\$	33,986,767	37,277,947	33,831,493	29,753,641

EXPENSES		Actual FY 2016	Budget FY 2017	Forecast FY 2017	Budget FY 2018
MEMBERSHIP DUES	\$	-	-	-	-
Member Recruitment, Retention, and Services		2,224,196	2,509,364	2,481,447	2,838,059
Career Services		350,006	412,084	412,084	510,670
Executive Board		407,359	327,295	327,295	363,585
TOTAL MEMBER SERVICES		2,981,562	3,248,743	3,220,826	3,712,314
Annual Conference		1,940,528	1,916,060	1,892,272	1,957,335
Training, Education, and Leadership Development		943,138	1,155,897	1,108,991	1,235,212
TOTAL PROFESSIONAL DEVELOPMENT		2,883,665	3,071,956	3,001,263	3,192,548
Public Policy		94,331	100,557	100,557	94,718
Research and Content		558,355	908,563	739,884	974,158
TOTAL RESEARCH AND POLICY		652,686	1,009,120	840,441	1,068,876
PM Magazine		337,393	342,180	369,000	345,777
Communications, Advocacy, and Outreach		855,546	784,045	784,045	949,431
TOTAL OUTREACH		1,192,939	1,126,225	1,153,045	1,295,208
Preferred Provider Partnerships		56,197	22,318	22,318	-
Strategic Partners		131,468	158,345	158,345	164,991
Business Development		334,621	329,369	336,079	508,985
TOTAL STRATEGIC DEVELOPMENT		522,286	510,031	516,741	673,976
TOTAL ICMA INSIGHTS		1,027,722	963,000	150,000	-
Team Management and Support		636,748	820,705	820,705	1,069,811
Grants and Contracts		13,879,344	17,144,206	14,261,574	9,785,987
ICMA Latin America		88,900	78,747	28,309	-
ICMA China		180,966	98,949	182,000	572,464
Bids and Proposals		278,217	428,696	428,696	557,327
TOTAL GLOBAL PROGRAM MANAGEMENT		15,064,175	18,571,304	15,721,285	11,985,588
Executive Office		972,512	954,367	1,077,752	1,070,922
Facilities and Administration		1,476,072	1,738,202	1,595,196	1,804,128
Human Resources		547,303	562,061	700,677	545,176
Information Technology		1,748,484	1,998,205	1,998,205	1,943,909
Finance		1,233,283	951,739	951,739	972,213
Contingency/Other		449,567	64,800	220,494	-
TOTAL ORGANIZATIONAL SUPPORT		6,427,221	6,269,374	6,544,063	6,336,349
CSLGE Management		582,754	633,109	633,109	650,022
ICMA-RC Royalty		-	-	-	-
Subtenant Space		1,098,271	1,125,084	1,050,720	1,112,650
Investment Income		-	-	-	-
TOTAL OTHER		1,681,025	1,758,193	1,683,829	1,762,672
ASSOCIATION TOTALS - EXPENSES	\$	32,433,282	36,527,947	32,831,493	30,027,530

NET CONTRIBUTION		Actual FY 2016	Budget FY 2017	Forecast FY 2017	Budget FY 2018
MEMBER DUES	\$	5,326,141	5,200,000	5,425,000	5,575,000
Member Recruitment, Retention, and Services		(2,078,869)	(2,353,859)	(2,315,943)	(2,619,055)
Career Services		213,520	166,916	166,916	120,330
Executive Board		(407,359)	(327,295)	(327,295)	(363,585)
TOTAL MEMBER SERVICES		(2,272,709)	(2,514,238)	(2,476,322)	(2,862,310)
Annual Conference		843,395	660,679	800,471	881,094
Training, Education, and Leadership Development		(48,192)	(289,412)	(306,401)	(370,815)
TOTAL PROFESSIONAL DEVELOPMENT		795,203	371,268	494,071	510,278
Public Policy		(94,331)	(100,557)	(100,557)	(94,718)
Research and Content		95,102	(217,563)	(189,884)	(289,158)
TOTAL RESEARCH AND POLICY		771	(318,120)	(290,441)	(383,876)
PM Magazine		(165,469)	(144,105)	(207,000)	(122,277)
Communications, Advocacy, and Outreach		(774,242)	(687,473)	(687,473)	(805,931)
TOTAL OUTREACH		(939,711)	(831,578)	(894,473)	(928,208)
Preferred Provider Partnerships		93,616	117,682	152,682	310,000
Strategic Partners		436,623	191,655	291,655	260,009
Business Development		(334,621)	(329,369)	(336,079)	(508,985)
TOTAL STRATEGIC DEVELOPMENT		195,618	(20,031)	108,259	61,024
TOTAL ICMA INSIGHTS		(610,175)	(250,000)	37,855	-
Team Management and Support		(636,748)	(820,705)	(820,705)	(1,069,811)
Grants and Contracts		3,956,295	4,057,063	3,575,171	2,664,618
ICMA Latin America		16,389	-	1,353	-
ICMA China		(53,966)	1,051	(102,900)	13,728
Bids and Proposals		(278,217)	(428,696)	(428,696)	(557,327)
TOTAL GLOBAL PROGRAM MANAGEMENT		3,003,753	2,808,712	2,224,222	1,051,209
Executive Office		(972,512)	(954,367)	(1,077,752)	(1,070,922)
Facilities and Administration		(1,344,072)	(1,606,202)	(1,463,196)	(1,672,128)
Human Resources		(547,303)	(562,061)	(700,677)	(545,176)
Information Technology		(1,748,484)	(1,998,205)	(1,998,205)	(1,923,909)
Finance		(1,233,021)	(951,739)	(950,989)	(971,863)
Contingency/Other		(449,567)	(64,800)	(220,494)	-
TOTAL ORGANIZATIONAL SUPPORT		(6,294,959)	(6,137,374)	(6,411,313)	(6,183,999)
CSLGE Management		195,218	215,862	215,862	221,646
ICMA-RC Royalty		1,615,769	1,648,500	1,857,000	2,151,000
Subtenant Space		(35,754)	-	5,280	(40,655)
Investment Income		574,320	577,000	705,000	555,000
TOTAL OTHER		2,349,553	2,441,362	2,783,142	2,886,992
ASSOCIATION TOTALS - NET CONTRIBUTION	\$	1,553,485	750,000	1,000,000	(273,889)

FTEs	Budget	Budget	Budget	Budget
	FY 2015	FY 2016	FY 2017	FY 2018
Member Recruitment, Retention, and Services	11.81	12.70	14.16	14.09
Career Services	1.34	1.30	1.21	2.24
Executive Board	0.57	0.38	0.46	0.44
TOTAL MEMBER SERVICES	13.72	14.38	15.83	16.77
Annual Conference	4.11	4.00	4.25	4.67
Training, Education, and Leadership Development	5.43	5.04	5.62	5.83
TOTAL PROFESSIONAL DEVELOPMENT	9.54	9.04	9.87	10.50
Public Policy	0.66	0.41	0.25	0.32
Research and Content	3.42	3.57	3.33	4.30
TOTAL RESEARCH AND POLICY	4.08	3.98	3.58	4.62
PM Magazine	0.84	0.86	0.92	0.87
Communications, Advocacy, and Outreach	8.21	7.46	6.01	6.64
TOTAL OUTREACH	9.05	8.32	6.92	7.51
CMS Partnerships	1.43	-	0.09	-
Strategic Partners	1.46	1.13	0.87	0.89
Business Development	1.88	2.10	1.99	2.88
TOTAL STRATEGIC DEVELOPMENT	4.76	3.23	2.95	3.76
TOTAL ICMA INSIGHTS	3.16	3.24	2.90	-
Team Management and Support	7.02	5.20	6.87	8.41
Grants and Contracts	17.85	16.68	21.55	14.24
ICMA Latin America	0.45	0.87	0.48	-
ICMA China	-	0.50	0.60	1.60
Bids and Proposals	3.75	2.28	2.23	2.83
TOTAL GLOBAL PROGRAM MANAGEMENT	29.07	25.53	31.73	27.08
Executive Office	2.59	2.59	2.61	2.61
Facilities and Administration	1.59	1.30	2.52	1.73
Human Resources	2.11	1.74	2.07	1.72
Information Technology	6.45	5.96	6.47	6.86
Finance	4.63	4.86	5.16	5.81
TOTAL ORGANIZATIONAL SUPPORT	17.37	16.45	18.82	18.73
CSLGE Management	2.81	2.94	3.32	3.47
Compensated Absences (Holidays, Sick leave, Annual leave)	13.75	12.36	14.01	13.46
TOTAL OTHER	16.56	15.30	17.33	16.92
ASSOCIATION TOTALS - FTEs	107.30	99.48	109.92	105.89

ABOUT ICMA

ICMA, the International City/County Management Association, advances professional local government worldwide. The organization's mission is to advance professional local government through leadership, management, innovation, and ethics.

Our vision is to be the leading association of local government professionals dedicated to creating and sustaining thriving communities throughout the world. We provide services, research, publications, data and information, peer and results-oriented assistance, and training and professional development to thousands of city, town, and county leaders and other individuals and organizations throughout the world. The management decisions made by ICMA's members affect millions of people living in thousands of communities, ranging in size from small towns to large metropolitan areas.



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