

**ICMA
2000 STRATEGIC PLAN**

**ACCOMPLISHMENTS
FY2001-2006**

ICMA STRATEGIC PLAN

Adopted by the ICMA Executive Board in July 2000

The Strategic Plan provides a framework for ICMA programs and activities in the coming years. This framework is expressed through:

- A **mission** statement that describes the essence of what ICMA is about.
- A set of **core beliefs** that reflect ICMA's ideals and values and guide how ICMA pursues every objective.
- Five **objectives** to direct ICMA's work in carrying out the mission and supporting the beliefs.
- A series of **strategies** that describe how ICMA will pursue the mission and accomplish the objectives.

There is no implied hierarchy to the plan either in the listing of the core beliefs or in the sequence of objectives or strategies.

MISSION

To create excellence in local governance by developing and fostering professional local government management worldwide

CORE BELIEFS

We believe in ...

Representative democracy

The highest standards of honesty and integrity in local governance as expressed in the ICMA Code of Ethics

The value of professional management as an integral component of effective local government

The council-manager form of government as the preferred form

The value of international association

Ensuring diversity in local government and in the association

HOW ICMA ADDRESSED THE STRATEGIC PLAN FY 2001-FY 2006

OBJECTIVES AND STRATEGIES

I. ADVOCACY – Advocate for and communicate the value of professional management and council-manager government

A. Build the Fund for Professional Management to finance efforts to promote, adopt and retain council-manager government

- Worked with members to improve fundraising strategies with a total of \$427,535 contributed to the Fund in FY 2001-2006; implemented new fundraising software; increased the corpus of the Fund from \$734,776 to \$1.1 million in the FY 2001-2006 period.
- Provided \$180,370 in financial support to help strengthen adoption or retention campaigns in 33 local governments; gave Fund moneys to state organizations in Kentucky, Michigan, and Massachusetts to help underwrite public education and school curriculum materials.
- The number of council-manager governments increased from 3,683 in FY 2001 to 3,877 in FY 2006; G-M governments increased from 1,568 to 1,622.

B. Develop targeted programs to raise awareness of the value that professional management brings to local governance

- Launched a major campaign to “rebrand” the association and better communicate the role of members as “leaders at the core of better communities”; began to monitor and quantify media “impressions” of ICMA and its members.
- Developed and publicized a multimedia toolkit, *It's No Small Chore*, to help members educate the public about the value of professional management, based on research into the messages, materials, and tools that would be most helpful; distributed 1,000 copies.
- Developed a new ICMA University workshop, “The ‘Performance Dividend’ of Professional Management” for presentation at the San Diego conference, at state association meetings, and to local government employees.
- Established a task force on civics education programs to capture and share the experiences of states that have embarked on curriculum development projects.

C. Strengthen partnerships with associations of elected and appointed officials, and develop new partnerships with opinion leaders

- Coordinated communication with Big 7 state and local government organizations on policy issues of concern to local government management.
- Participated in the revision of the Model Charter at the invitation of the National Civic League.

- With the Innovation Groups (IG), created the Alliance for Innovation to identify and share major trends and accelerate the introduction of innovations into the standards of the profession; selected Arizona State University as the university partner.
- Reached out to state municipal leagues and the Big 7 organizations to identify issues of importance for ICMA policy research papers: emergency management and telecommunications in 2006.

D. Assist communities interested in creating and filling professional management positions

- Unveiled the Web-based ICMA JobCenter (*jobs.icma.org*) featuring services for job seekers and employers: full search capability of job listings, online job ad data entry for employers, and job search resources.
- Updated *Recruitment Guidelines Handbook* and made it available on the Web site.
- Distributed *Responsive Local Government* and *Responsive County Government* packets; provided other resources and advice to help local governments create professional management positions.

E. Represent local government concerns in the public policy arena, especially as they relate to management

- Restructured and expanded the ICMA Governmental Affairs and Policy Committee to focus on public safety/homeland security, policy/administration/finance, human and leisure services, planning and community development, and public works; included state municipal league and county association directors as the steering arm of the committee.
- Provided feedback to standard-setting organizations: National Fire Protection Association (NFPA) standards 1710 and 1720, Governmental Accounting Standards Board (GASB) proposals, and others.
- Pursued improvements in the U.S. emergency management system by promoting new strategies and advice to leaders at the Department of Homeland Security, the Department of Defense, the National Emergency Management Association and EMAC. Worked in partnership with colleagues in state associations and at the National League of Cities and National Association of Counties, and Corporate Partners, including the Public Entity Risk Institute.
- Helped the ICMA Retirement Corporation develop the ICMA-RC Center for Excellence in State and Local Government, whose purpose is to attract and retain talented, committed, and prepared individuals who are dedicated to state and local government service. The Center will direct an aggressive research agenda, initially focused on retirement, health care, and other employment benefits.

II. PROFESSIONAL DEVELOPMENT – Advance the profession by providing opportunities for learning and skills enhancement

A. Adopt emerging technologies to increase access to quality training

- Presented dozens of “virtual seminar” Web casts that participants can access from their offices or conference rooms, using Internet and telephone technology; posted Web casts from the annual conference on the *icma.org* site for members.
- Revised *So Now You’re a Trainer*, a manual for new trainers, and posted it online for free download; developed online supplements to several texts and handbooks to benefit trainers, professors, and managers in small communities.
- Offered an online system that enables credentialed managers to track their professional development activities and submit annual updates.
- Created Internet-based versions of the Applied Knowledge Assessment and the Performance-Based Assessment to replace paper instruments.

B. Establish a voluntary credentialing program to define and recognize professional local government managers and to promote lifelong learning

- Launched the Voluntary Credentialing Program, appointed a Credentialing Advisory Board, and granted credentialed manager or candidate status to 953 ICMA members as of June 2006.

C. Position ICMA as the leader in local government professional development through conferences, ICMA University, publications and other offerings

- Continued to provide an annual conference that is nationally recognized as one of the best in the field of public administration and management.
- Provided ICMA University workshops at annual conferences, state association meetings, and other venues.
- Provided annual leading practices conferences in the spring using a case-study approach.
- Published training packages on performance measurement, customer service, hiring and retaining employees, effective supervision, and other topics; provided self-study courses to accompany texts on fire and rescue services, finance, and police management.
- Published textbooks on a wide range of topics, including fire and rescue services, economic development, police management, local government finance, capital budgeting, revenue, service delivery management, human resources management, and supervisory practices.

D. Promote the ethics, values and ideals of the profession

- Issued 19 public censures and 29 private censures; assisted 48 state fact-finding committees; closed 38 cases; responded with information and advice to hundreds of ethics inquiries.
- Conducted ethics workshops and presentations at the annual conference, state association meetings, and other venues; published ethics advice regularly in *PM* magazine.
- Brought ICMA's ethics expertise to local governments with new fee-based workshops to promote an ethical culture in their organizations.
- Added a guideline to Tenet 7 of the Code of Ethics on running for elected office and amended the guideline on political activity; amended the guideline to Tenet 11 on equal opportunity; created a new guideline for Tenet 3 to encourage reporting of ethics violations.
- Published a revised edition of *The Ethics Edge* book and promoted the book along with *Ethics in Action* and *Ethos* training packages.
- Organized ICMA's ethics advice by topic on *icma.org* with recent *PM* ethics columns and articles from the *ICMA Newsletter*.

E. Create partnerships with state and national associations, universities and other organizations to expand professional development opportunities

- Initiated a partnership with NLC and NACo to create Restoration 2006, a national conference on restoring communities after a disaster, held in New Orleans in 2006.
- Coordinated with associations in Australia and New Zealand to conduct the first ICMA International Best Practices Symposium in Sydney, Australia, which attracted 200 attendees from 13 countries.
- Conducted dozens of ICMA University workshops around the country in partnership with state associations, affiliates, and other organizations.
- Continued a partnership with the Andrew Young School of Policy Studies at Georgia State University to score the Management Practices Assessment and provide feedback to participants until assessments were automated.
- Provided opportunities for professional development by coordinating the International Management Exchange Program involving members in exchanges with colleagues in other countries; facilitated study tours in partnership with organizations in Japan, the Czech Republic, Hungary, Slovakia, and Ireland.
- Developed new partners in professional development and offered nonmembers the opportunity to experience ICMA professional development through two successful leading practices conferences in 2006: "Before Disaster Strikes" in Charleston, SC, and the Performance Management Leading Practices Conference held in conjunction with ASPA.

III. MEMBERSHIP – Build and sustain a dynamic network of engaged members

A. Provide support to our varied membership while employed or in transition

- Appointed and staffed member task forces on small communities, employment agreements, acting managers, e-governance, job-hunting resources, and civics education; implemented recommendations to assist members.
- Provided complimentary benefits to hundreds of members in transition (MITs); contacted them periodically; augmented the member in transition section of *icma.org*; facilitated conference session for MITs; maintained a clearinghouse of state MIT activities and resources.
- Provided career advice and guidance through senior staff and by tapping the talents and experience of 70-plus Range Riders in more than 20 states.
- Created a new Senior Advisor Program to tap the talents of retired members or members who have left the profession to assist with a broad range of activities based on individualized agreements; involved 11 senior advisors as of 2006.
- Provided staff support to the International Hispanic Network for ongoing membership development efforts, annual conference planning, attraction of Hispanics to the local government management profession, and further establishment of the new non-profit entity; worked with the organization's board and local planning committees to present annual conferences in San Antonio (2001), Phoenix (2003), Oxnard (2004), Taos (2005), and Laredo (2006); served as liaison to the ICMA Retirement Corporation in its role as a founding corporate sponsor of the Network.
- Maintained affiliation with the National Forum for Black Public Administrators through sharing publications and information and through attendance and participation in each other's annual conferences.
- Provided financial management and staff support for the National Association of County Administrators, including a newsletter, membership directory, business meetings and idea exchanges, the development of a listserv, and membership marketing.

B. Employ advanced technology in the service of members and the association

- Established listservs for county administrators, adjunct faculty, assistants, and other groups with shared interests.
- Provided members-only resources in password-protected areas of the Web site, including the *Who's Who* directories, handouts from annual conference sessions, access to the Local Government Management Listserv and archive, information on local government salaries, and publications.
- Provided members in service with free access to ICMA's electronic library of local government documents and free use of GovSearch, an online tool that permits users to search local government Web sites for such items as ordinances, citizens' guides and handbooks, and technology plans and policies.
- Implemented an online version of *PM* magazine, with a searchable index.

- Communicated timely information to members through the *Management InSite* e-newsletter, with links to news, member services, databases, and documents on the Web site.
- Used online “quick polls” to gather information on homeland security for the Department of Homeland Security and on form of government issues.
- Increased the ability of members to conduct ICMA business online: personal history and contact updates, conference registration, conference evaluation, dues renewal.

C. Ensure full and open decision-making on association issues

- Communicated Executive Board meeting dates and locations, election processes, agendas, actions, and minutes in a timely manner through the *ICMA Newsletter* and a special section of the Web site.
- Engaged members in roundtable discussions on implementing the 2000 Strategic Plan at the Cincinnati conference; solicited feedback through multiple channels on a draft report of the Task Force on Financing ICMA.
- Used technology to conduct periodic surveys of members to build a greater sense of ownership in ICMA and to gather additional information on which to base decisions.
- Put constitutional amendments before the membership to eliminate the Associate Membership Corporate category and to discontinue the requirement of two endorsement signatures; amendments passed by 88% of those voting.
- Expanded the involvement of past state leaders in association business; held Regional Summits in the Northeast, Midwest, and Southeast regions, where current and past leaders engaged in a conversation with the executive director.

D. Enhance and expand partnerships with state associations, other U.S. affiliates and national associations

- Provided staff or executive board presence at 90% of state association and affiliate meetings; conducted annual state officers’ roundtable at the conference; maintained database of state leaders and communicated with them through *StateSide* on association policy.
- Worked with managers’ and assistants’ groups in California to create Cal-ICMA, an ICMA affiliate in California that brings together city managers, county CAOs, two assistants’ groups, and COG directors under a single umbrella.
- Conducted an online survey for international members about service preferences; solicited feedback from ICMA’s affiliated international organizations on how to work more effectively together; staffed a task force on international affiliations and collaboration.

E. Develop new ways of recruiting individuals into the profession and the association

- Launched a major initiative to influence the career choices of young adults and attract members of the next generation to local government management and to ICMA: conducted surveys and focus groups, developed the Emerging Leaders Development Program and Leadership ICMA, developed a NextGen Web site, encouraged professors to invite managers to address classes, presented workshops on local government at university career fairs throughout the U.S., prepared (in partnership with the City Managers Department of the League of California Cities) a publication designed to help managers prepare the next generation.
- Partnered with the National Association of Schools of Public Affairs and Administration (NASPAA), the National Forum for Black Public Administrators (NFBPA), and the International Hispanic Network to launch the Local Government Management Fellowship (LGMF), designed to attract young people to careers in professional management through a competitive, one- to one-and-a-half-year experience working in local governments; partnered with Ohio's Wittenberg University to promote a Local Government Management Internship Program.
- Partnered with NASPAA professors and career advisors to promote student membership by offering free conference registration, low dues, and electronic access to ICMA resources.
- Offered special conference rates and membership discounts to attract nonmember managers.
- Simplified the membership application process by dropping the requirement for member signatures; changed eligibility requirements so that voting membership continues to rely on the authority and responsibility of the CAO position, but no longer requires jurisdiction recognition.
- Implemented the membership recommendations of the ICMA Task Force on Financing ICMA, including a \$175,000 cap on salary-based dues; a revised dues structure for Life Members; an all-electronic \$25 membership for students, interns, and affiliate in-service members enrolled in a full-time academic program; and the reduced 0.05% of salary dues rate for new affiliate members as of the July 2005 dues cycle.
- Organized participation by representatives of executive recruitment firms and state associations in two Executive Recruiter Summits focusing on the shift in the talent pool for local government positions and its impact on market realities.
- Sought feedback from members, nonmembers, and former members on the value of membership to help focus ICMA's recruitment approaches.
- Negotiated membership incentive pilots with in four states.
- Approved recommendations from the Credentialing Advisory Board to expand eligibility for credentialing to Corporate members whose primary managerial experience was in the private sector, the military, or in local government departments (experience credited on a two-for-one basis as long as the last three years of experience are in local government at the senior executive level).
- Increased membership from 7,713 in June 2000 to 8,157 in June 2006.

F. Identify and implement ways to enhance personal connections between members and with the Association

- Recognized member accomplishments and service to the profession the annual awards program; presented service awards to over 4,500 members; provided letters of recognition for retirement celebrations; publicized member accomplishments.
- Encouraged networking by maintaining current contact information on members, including education and employment histories, service and annual award information, and other data in individual member records.
- Began announcing new members through the *Management InSite* e-newsletter on a monthly basis.
- Established and staffed a task force on membership connections; engaged the Executive Board in fostering connections in their states.
- Provided information, support, and networking opportunities for members' partners through conference sessions, a conference assistance scholarship, and resources on *icma.org*.
- Managed the peer-to-peer learning and exchange activities of the Geographic Information Systems Consortia, Smart Growth advisory group, and Vacant Properties Management and Redevelopment Network; launched peer assistance projects in seven communities; organized two regional peer assistance forums serving twenty-five local governments.

IV. RESEARCH AND INFORMATION – Position ICMA as the authority on professional local government management

A. Establish ICMA as the premier clearinghouse for information on local government practices

- Published books, reports, and subscriptions on the full range of local government management topics; discontinued the InQuery Service and made the ICMA e-library available to all members in service and to student members; sold many items in downloadable e-document format.
- Continuously improved and expanded the Center for Performance Measurement, a rigorous program in comparative performance measurement providing onsite training, custom data-collection templates, data cleaning, personalized staff assistance, a private Web site, and numerous mechanisms for identifying and publicizing effective management practices; increased participation from 115 cities and counties in FY 2001 to 160 in FY 2006; promoted the importance of performance management to the public administration community at large.
- Through a partnership with the National Research Center, Inc., provided local governments with access to a high-quality, low-cost National Citizen Survey as a means to get feedback from residents regarding the quality of local government services; provided data for comparing local results to survey results from over 350 communities nationwide.
- Conducted surveys of local government practices, including city and county personnel and salaries, police and fire salaries, city form of government, parks and

recreation services, e-government, alternative service delivery, economic development, GIS, homeland security, and other topics; disseminated results through the ICMA Web site, the *Municipal Year Book*, and other vehicles.

- Launched the *ICMA InfoWire* opt-in e-mail newsletter that provides readers with information on topics they select.

B. Pursue revenue-supported research and corporate partnerships to help address the needs and priorities of the membership and the profession

Domestic programs

- Sponsored and managed the nation's premier brownfields conference, growing attendance from 2,000 to more than 6,000 attendees from government, community, and the private sector.
- Conducted research on leading practices in brownfields clean-up and redevelopment, risk communications and assessment, public participation, and environmental justice.
- Organized and managed LGEAN (Local Government Environmental Assistance Network) an award-winning comprehensive online resource for environmental management and regulatory information for local governments.
- Organized the Smart Growth Network, a network of organizations and individuals who encourage development that serves the economy, community, and environment.
- Provided guidance to military base host communities on managing such community/base related issues as base closure, realignment, and encroachment.
- Managed a series of community-oriented public service trainings, workshops, and consultations to promote a customer service and results oriented approach to local service delivery and governance.
- Managed a series of national homeland security trainings for water systems.
- Developed a series of free grant- and contract-funded publications, reports, Web sites, tools, and articles for local governments available online and through the ICMA e-library.

International programs

- Developed and managed contracts and cooperative agreements in over 25 countries funded by international donor organizations, including the U.S. Agency for International Development, the World Bank, the Asia Development Bank, and the Inter-American Development Bank, through which ICMA International provided technical assistance and training in budgeting and financial management; local economic development strategic planning; infrastructure development planning and implementation; service delivery planning and implementation; performance measurement; association development; policy planning and analysis; and development and presentation of best practices through conferences, study tours, and similar training to officials and employees of local, regional, and central governments as well as members of nongovernmental organizations and citizens.

C. Encourage and shape the agenda for academic research on professional local government management

- Participated in editorial direction for *Public Administration Review* through the work of a senior staff member who served on the editorial board.
- Worked with the University of Kansas to plan the Hansell Symposium, which brought managers together with professors to discuss research and perspectives on professional management; published *The Future of Local Government Administration* based on the symposium.
- Provided the *Academic Exchange* newsletter to members of the academic community; sought to strengthen links with NASPAA through the Advisory Board on Graduate Education.
- Enhanced the “Resources for Professors” section of the online bookstore.

V. OPERATIONS – Ensure a fiscally sound and responsive association

A. Establish priorities for funding implementation of the strategic plan

- With board approval, invested in major strategic plan initiatives: credentialing, public information, and technology improvements.

B. Operate with a balanced budget and adequate reserves

- Generated results from operations that were better than budget from FY 2001-2006.
- Established goals to double net assets and cash balances as of June 30, 2003, over the subsequent five years. As of FY 2006, the Association was well ahead of the net asset and cash goals to be achieved by the end of FY 2008.
- Consolidated staff at headquarters space onto one floor and sublet remainder of space at market rates, generating additional rental income.

C. Develop private-sector partnerships as a funding source

- Entered into and renewed corporate partnerships with corporations and associations representing various industries; secured corporate funding and sponsorships totaling over \$4,500,000 to help support conferences, publications, next generation initiatives, focus groups, Web casts, best practice case development, and other ICMA activities between 2001 and 2006.
- Launched the GovOffice partnership with the League of Minnesota Cities and commercial partner Avenet to provide local governments with an easy-to-use Web site creation and management tool; developed a customer base of over 900 cities, counties, and other entities.
- Partnered with the Waters Consulting Group, Inc., a Corporate Partner, to offer a Web-based version of the ICMA Annual Salary Survey, which is constantly updated and enhanced with the addition of fringe benefit data, enabling local governments to compare total compensation packages.

- Entered into a partnership with NACo Financial Services to engage jointly in delivering a variety of entrepreneurial products and services to local governments.
- Entered into a new three-year renewable partnership with the ICMA Retirement Corporation in which ICMA-RC committed \$500,000 annually to help ICMA expand its high-quality professional development and continuing education programs through the ICMA University and annual conference, with a focus on the next generation of local government leaders.
- Developed partnership with CIGNA to examine such issues as wellness programs and other best practices for health care in local governments.
- Developed a Friends of the Profession Program to attract organizations that do not have the resources to become Corporate Partners but that want to support and be affiliated with ICMA.

D Attract and retain professional, innovative and high-quality staff at all levels

- Provided strategic direction and vision to the staff, fostering team management and staff development, with the objective of transforming ICMA into a high-performance organization.
- Administered an annual merit pool based on individual and team performance; provided additional increases based on overall ICMA financial performance.
- Provided onsite training in team-building, high-performance organizations, technology, and other high-priority areas; prioritized and supported requests for funds for external workshops, conferences, courses, and other professional development activities.
- Conducted an annual “ICMA report card” to capture staff attitudes and issues.
- Implemented an online performance appraisal system that includes peer reviews; moved the organization toward a 360-degree appraisal system.

E. Provide responsive customer service and monitor member satisfaction on a regular basis

- Established a Customer Contact Center to centralize and improve customer service; established and documented processes for handling phone and e-mail requests and inquiries; established systems for monitoring service quality and responsiveness; employed technology tools to route phone calls, assign e-mail messages to appropriate staff for response, and track e-mail volume and response times.
- Regularly solicited feedback from members and customers on whether ICMA is meeting customer service expectations through mailed and online surveys and focus groups; added a “Give Us Your Feedback” button to the online bookstore.