



ENVISION

ICMA

A Report to the Membership

Multi-Year Strategic Plan

ABOUT THE ENVISION ICMA TASK FORCE

In early 2015, ICMA embarked on a process to develop a strategic plan that will guide the association's efforts in the years to come. Over a period of two years, a 40-member Strategic Planning Task Force actively engaged the membership and the ICMA Executive Board in refreshing the association's mission, vision, and strategic initiatives in order to ensure that ICMA continues to serve members of the profession effectively and stays relevant in today's environment of rapid, perpetual change.

Leading the Task Force were Sheryl Sculley, city manager of San Antonio, Texas, and Vice-Chair Lee Worsley, executive director of the Triangle J Council of Governments in North Carolina.

2015–17 STRATEGIC PLANNING TASK FORCE MEMBERS

Task Force Chair

Sheryl Sculley
City Manager, San Antonio, TX

Task Force Vice-Chair

Lee Worsley
Executive Director,
Triangle J Council of Governments, NC

Susane Aguilar
Management Analyst,
Western Municipal Water District
Riverside, CA

Elizabeth Anderson-Cadogan
Business Engagement Manager,
District of Columbia Office of
Contracting and Procurement

Christopher Anderson
City Administrator, Central City, NE

Creighton Avila
Principal Administrative Analyst,
El Dorado County, CA

Paolo Beltran
Assistant to the City Manager,
Lakewood, CA

Edward Benavides
Chief Executive Officer, Tricentennial
Commission,
San Antonio, TX

Martha Bennett
Chief Operating Officer,
The Metro Council, Portland, OR

Norton Bonaparte
City Manager, Sanford, FL

Olivia Burrell-Jackson
Local Government Management
Fellow, Decatur, GA

Eric Campbell
Assistant City Manager, Dallas, TX

Jane Christenson,
Deputy City Administrator,
Redmond, WA

Ricardo Cortes
Assistant City Manager, Seguin, TX

Kelly Cupit
Township Administrator,
Green Brook, NJ

Edwin Daley
Assistant City Manager, Emporia, VA

Allison Deitch
Assistant Village Manager, Flossmoor, IL

Simon Farbrother
Former City Manager,
Edmonton, Alberta, Canada

Robert Garza
Former City Manager, Las Cruces, NM

Magda Gonzalez
City Manager, Half Moon Bay, CA

Jorge Gonzalez
Village Manager, Bal Harbour, FL

Bridgette Gransden
County Administrator/Controller,
Midland County, MI

Clint Gridley
City Administrator, Woodbury, MN

Cheryl Harrison-Lee
City Administrator, Gardner, KS

Veda Hunter
Senior Budget & Management Analyst,
Prince George's County, MD

Christal Kliewer-Weber
Assistant City Manager,
Lee's Summit, MO

Yuejiao Liu
Project Manager Supervisor, Public
Works Department, Austin, TX

James Malloy
Town Manager, Westborough, MA

Tony Mazzucco
Town Administrator, Adams, MA

Kimbra McCarthy
Assistant City Manager –
Administrative Services,
Redwood City, CA

Amy McEwan
Deputy County Manager,
Lake County, IL

Alex McIntyre
City Manager, Menlo Park, CA

Peggy Merriss
City Manager, Decatur, GA

Emily Moon
Deputy City Administrator,
Issaquah, WA

Alison Ortowski
Assistant City Manager, Southlake, TX

Andrew Pederson
Village Manager, Bayside, WI

Wesley Pierson
City Manager, Addison, TX

Susan Sherman
Assistant City Manager, Olathe, KS

Pamela Wideman
Deputy Director, Neighborhood and
Business Services, Charlotte, NC

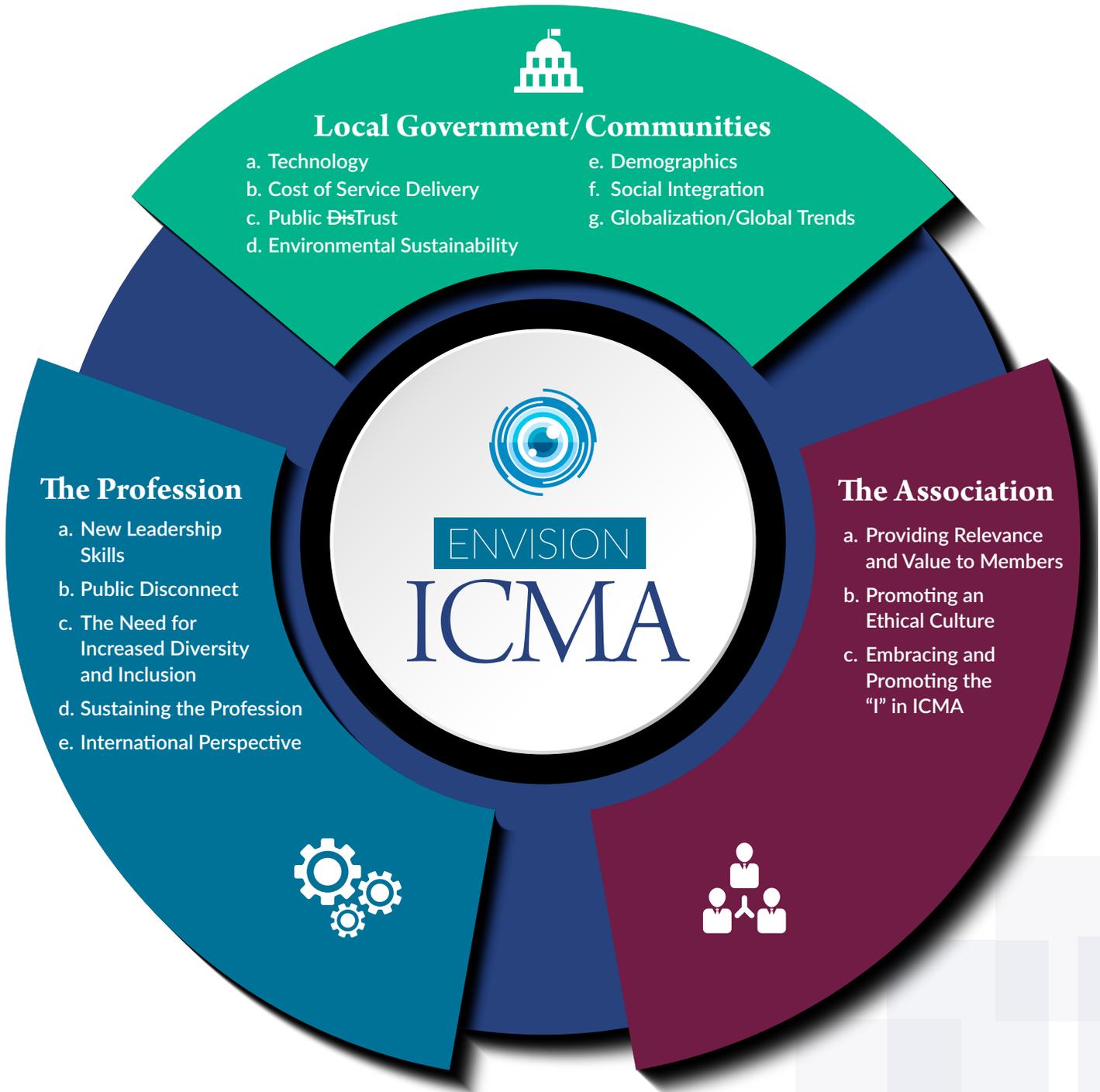
Michael Willis
Former City Manager, Shellharbour
City Council, New South Wales,
Australia

Alison Zelms
Deputy City Manager, Mankato, MN

Amber Snowden
Task Force Staff Liaison

CRITICAL STRATEGIC FACTORS

Local governments and management professionals worldwide will face a number of environmental forces, trends, and drivers in the years ahead. The Task Force grouped these critical strategic factors into three categories: those impacting local government/communities; those affecting the profession; and those affecting ICMA as an association.





THE IMPORTANCE OF OUR MEMBERS

ICMA members and stakeholders are essential to the success of ICMA's initiatives.

The Strategic Planning Task Force spent two years conducting focus groups and surveys; consulting members directly at the ICMA Annual Conference, regional summits, and other meetings; and participating in an online engagement platform that provided a discussion forum.

The data and feedback from these outreach efforts were an essential resource used by the Task Force, helping it identify five key priorities for the association and the strategies that ICMA should pursue to advance the state of the art and the state of the profession and to continue to provide value to its members.

The Task Force identified these key priorities:



**Member Benefits
and Growth**



**Learning
Community**



**Thought Leadership
and Resource Network**



**Advocacy and
Outreach**



**Governance
and Operations**

Now it's time to envision the future as we employ the strategies that will advance these key priorities.

MISSION & VISION

MISSION

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

VISION

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

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.



STRATEGIC INITIATIVES

The Priorities of

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THE MEMBERSHIP

STRATEGIES

- **GROWTH AND RETENTION.** ICMA will maintain an organizational priority to grow and retain a network of connected professionals around the world who value ICMA, starting by engaging future professionals when they are students.
- **EQUITY AND INCLUSION.** ICMA will offer increased opportunities for professional and leadership development and provide training and resources that encourage local governments to hire people of diverse backgrounds.
- **SUPPORT FOR ALL CAREER STAGES, GLOBALLY.** To support all members in both the U.S. and other countries, ICMA will continue to offer leadership and professional development programs, career resources, ethics education and advice, credentialing, networking opportunities, support for members in transition, and retirement planning through ICMA-RC.



TAKE ACTION

Help ICMA Make this Vision a Reality

- Join a membership task force
- Help nurture future professionals by hosting or supporting local government management fellows and international fellows



“The worldwide learning community“ initiative is important to ICMA for two main reasons. First, it recognizes that communities and local governments throughout the world share many of the same challenges — population change, economic change, environmental threats, and the effects of technology on our lives. Second, it provides real value to our members as it focuses on building the skills and abilities of local government professionals throughout their careers.

— Martha Bennett
Chief Operating Officer, The Metro Council, Portland, OR



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A WORLDWIDE LEARNING COMMUNITY

STRATEGIES

- **STRENGTHENED RELATIONSHIPS.** ICMA will strengthen its global presence with international affiliates and approach its programs and services with a global perspective.
- **CAREER DEVELOPMENT.** ICMA will deliver learning opportunities for every career stage to help professionals do their jobs well and stay updated on skills they need to succeed and grow.
- **CONNECTED COMMUNITIES.** A mechanism for mutual exchange of best practices will provide members with opportunities to engage, learn, and ultimately expand their knowledge and skills to meet challenges faced by their communities.



TAKE ACTION

Help ICMA Make this Vision a Reality

- Support your next generation leaders by proactively encouraging professional development
- Become a credentialed manager
- Share your successful practices with communities facing similar challenges around the world through ICMA's global opportunities

The importance of being an organization that supports and develops Future Ready leaders could not be overstated in the new Strategic Plan. The question always remained as to how ICMA would continue to embrace this.

— Alex D. McIntyre, City Manager, City of Menlo Park, CA





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FUTURE-READY LEADERS

STRATEGIES

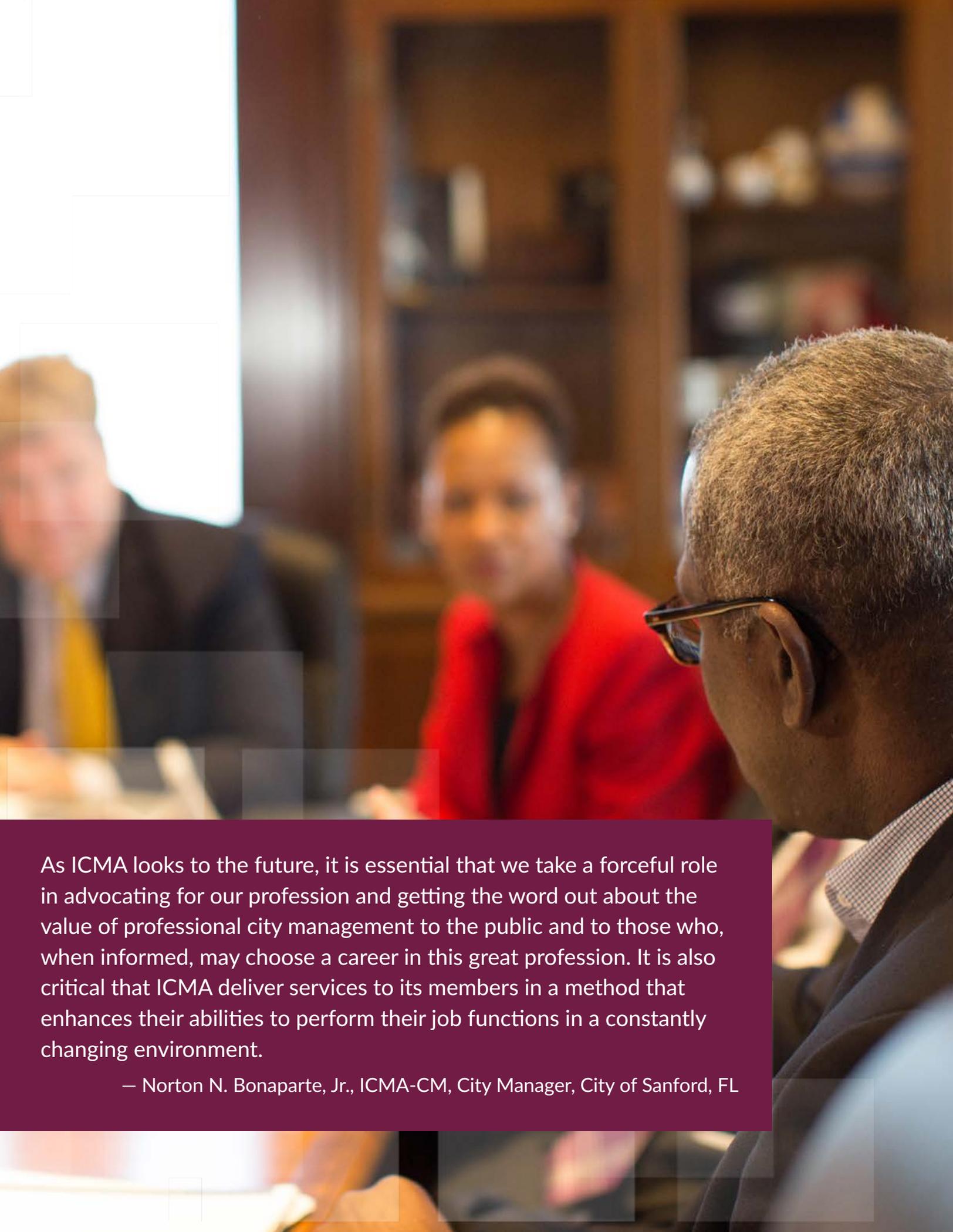
- **CONTINUOUS RESEARCH.** By identifying issues that will affect the profession down the road, playing an advocacy role in public policy discussions, and providing resources and training, ICMA will better prepare members for future challenges.
- **ICMA AS THE RESOURCE FOR LEADING PRACTICES.** ICMA will design and deliver leadership and professional development programs and provide other resources that prepare members to address the important trends, drivers, and issues affecting their communities.
- **TOTAL ACCESSIBILITY.** ICMA will capitalize on existing forms of content and delivery methods as well as test new approaches to reach audiences, no matter their location.



TAKE ACTION

Help ICMA Make this Vision a Reality

- Complete the surveys ICMA conducts to advance best practices
- Share your leading practices by participating in conference panels or developing case studies
- Participate in roundtables or online discussions about hot topics
- Share your conference experience with your staff and management team through the ICMA virtual conference



As ICMA looks to the future, it is essential that we take a forceful role in advocating for our profession and getting the word out about the value of professional city management to the public and to those who, when informed, may choose a career in this great profession. It is also critical that ICMA deliver services to its members in a method that enhances their abilities to perform their job functions in a constantly changing environment.

— Norton N. Bonaparte, Jr., ICMA-CM, City Manager, City of Sanford, FL



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A VALUED ORGANIZATION AND PROFESSION

STRATEGIES

- **PROMOTE THE PROFESSION.** To attract the next generation of professional managers and to promote the value of the profession, ICMA will expand its outreach to elected officials, educational institutions, and the public.
- **LEVERAGE TECHNOLOGY.** To meet the varying needs of members and stakeholders, ICMA will deliver purposeful content with current and relevant technology.
- **LAND THE JOB.** ICMA will continue to provide the tools members need to supercharge their job searches and their careers.



TAKE ACTION

Help ICMA Make this Vision a Reality

- Reach out to schools and civic organizations to advocate for the profession
- Sponsor an ICMA Student Chapter
- Share ideas, information, and career opportunities with your network by connecting through ICMA's social media and outreach channels



As a member service organization, the heart of ICMA's ability to effectively serve is its staff and a solid foundation for governance of the organization. The Strategic Plan addresses the importance of sound operational and financial practices; strategies to recruit and retain an outstanding and diverse ICMA staff; periodic review of our dues structure and an evaluation of the Executive Board's selection process.

— Lee Worsley, Executive Director, Triangle J Council of Governments, Durham, NC



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A STRONG, VITAL ORGANIZATION

STRATEGIES

- **ORGANIZATIONAL EXCELLENCE.** ICMA will focus on streamlining processes to ensure compliance with policies, increase efficiency, and minimize financial and legal risks.
- **DIVERSE WORKFORCE.** To attract and retain outstanding and diverse staff, ICMA will build on employee motivation, employee innovation, recruitment and retention strategies, and continuous quality improvement.
- **SOUND GOVERNANCE.** ICMA will work to ensure that its governance rules and practices are aligned with the association's strategic goals and core beliefs and that they are inclusive, clear, and well understood by the membership.
- **DIVERSE REVENUE STREAM.** ICMA will support a range of viable business lines to diversify the Association's revenue stream.



TAKE ACTION

Help ICMA Make this Vision a Reality

- Run for a position on the board of your state association or affiliate organization
- Run for the ICMA Executive Board
- Respond to requests for member feedback on issues related to ICMA's governance



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Here's how we're going to make Envision ICMA happen:

- ▶ The key priorities and strategies in the Strategic Plan will provide direction for ICMA's annual budgets and work plans going forward.
- ▶ Annually, the Board will provide members with a progress report on how the plan is being implemented and will review the Strategic Plan itself to ensure its continued relevance.
- ▶ Members will continue to be consulted on updating the plan and evaluating progress in achieving its objectives.

WE WELCOME YOUR FEEDBACK!

Share your thoughts and ideas about the future of ICMA and the Strategic Plan by joining the conversation on Twitter, using

#ENVISIONICMA