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

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

STRATEGIC INITIATIVES
The Priorities of Envision ICMA

In 2017, the Executive Board adopted Envision ICMA, the strategic plan that sets priorities and provides a strategic roadmap to guide our activities in the years ahead. Here’s a look at the progress we’re making in advancing the strategies outlined in Envision ICMA guided by five priorities:

- Membership Benefits and Growth
- Learning Community
- Thought Leadership and Resource Network
- Advocacy and Outreach
- Governance and Operations
A Message from ICMA Executive Director Marc Ott

2019 was a remarkable year for ICMA; a year that left me feeling grateful for the commitment of our members to their communities, to the profession, and to ICMA. We called on you for your energy, your wisdom, and your ideas. In response, we had more members willing to volunteer their time and expertise than ever before in our 105-year history—serving on committees and advisory boards, working on international development projects, and serving as host communities for fellows, veterans, and emerging international leaders.

In my travels around the world, I met with our affiliates, student chapters, and member communities and listened to what they had to share. These conversations led to a profound realization that the challenges and the opportunities that communities and local governments face around the world are remarkably similar. The accelerating pace of change—technological, social, and environmental, among others—affects us all, and the need for public servant leaders to respond to those changes in the most effective manner is more important than ever. Therefore, there has never been a more challenging yet exciting time to be in local government.

As you read this year’s annual report, I hope you will get a sense of that excitement, as ICMA continues to be the leading local government association worldwide. In 2019, as part of our equity and inclusion initiatives, we embarked on a year-long membership outreach effort to identify ways to be a more diverse and inclusive organization. We expanded programs targeted to early career professionals; our reimagined regional conferences are one example of that. Valuable work involving topics of importance to members and communities, being produced by the first cohort of ICMA’s research fellows, will enhance our ongoing cutting-edge research and thought leadership. We conducted ethics training for local government professionals from Oregon to Palestine. Our newly created Chief Technology and Innovation office began developing innovative products and services that will enhance your ability to do your jobs more effectively. These are but few examples of what we accomplished in 2019.

Most impressive of all is the work you will see on nearly every page of this annual report that reflects our renewed commitment to the “I” in ICMA—the effort to share best practices from around the world and learn from each other.

As we look forward to 2020 and beyond, you can count on ICMA to support and inspire you as you lead your communities through these exciting times.

Marc A. Ott
Executive Director, ICMA
Priority 1
Membership Benefits & Growth

GOAL:
Diversify and Expand the Membership

DIVERSITY

ICMA Executive Board led a year-long member engagement journey to determine how best to diversify the membership and the board, which included:

» A national online focus group of 224+ members
» Discussions at all regional conferences and most state association meetings – 700+ members completed written workbooks
» 2000+ comments
» Results: Member guidance on ballot initiative to expand the number of voting members and streamline nominating process expected to occur in FY2020.

ICMA President Karen Pinkos leads the Executive Board in a discussion of Board diversity, February 8, 2019, in Long Beach, California

More on diversity:

» Recognition: The first ICMA Community Diversity and Inclusion Awards presented to Flossmoor, IL; Oakley, CA; and San Antonio, TX

» Professional Development: Added equity and inclusion track to Local Government 101 online certificate program

» Research: Recruitment and Retention of Underrepresented Minorities as City and County Managers.
MEMBERSHIP BY THE NUMBERS

MEMBERSHIP TREND

Total 2019 membership: 12,301

MEMBERSHIP BY JOB TITLE

- CAO: 30%
- Assistant CAO: 12%
- Department Director: 14%
- Entry- to Mid-Level Management: 14%
- Intern: 11%
- Student: 12%
- Professor: 1%
- Retired or Life Member: 1%
- Other, Non-Local Government: 9%
THE ICMA MANAGEMENT PIPELINE

98 Student Chapters

1,579 Student Members

98 Senior Advisors celebrating 45 years in service to ICMA

31 Local Government Management Fellows

21 new members Resulting from ICMA Coaching Program

70 Veterans

3 cohorts per year

MEMBERSHIP BY REGION

Southeast: 3%
Mountain Plains: 13%
Midwest: 18%
West Coast: 19%
Northeast: 21%
International: 26%

MEMBERSHIP BY COMMUNITY POPULATION

- Under 5,000: 11%
- 5,000–9,999: 11%
- 10,000–24,999: 12%
- 25,000–49,999: 19%
- 50,000–99,999: 15%
- 100,000–249,000: 14%
- 250,000 and higher: 12%
- Not Specified: 1%

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70 Veterans

3 cohorts per year

VETERANS LOCAL GOVERNMENT MANAGEMENT FELLOWSHIP

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- Not Specified: 1%
**GOAL:**

Improve and Sustain Collaborative Relationships with International and State Associations and Affiliates to Support, Align, and Advance Common Goals

**STATE ASSOCIATIONS**

Agreements in place with all 46 state associations.

**INTERNATIONAL AFFILIATES**

Formal agreements with 34 international affiliates, including two new affiliates: Association of Palestinian Local Authorities (APLA) and Instituto Centroamericano de Administración Pública (ICAP).

**NATIONAL AFFILIATES**

Added new affiliate GARE, focused on equity and inclusion.
Priority 2

Learning Community

GOAL:

Create a worldwide learning community of local government professionals and provide training programs for all career stages.

Annual Conference

The 2018 ICMA Annual Conference held in Baltimore, Maryland, attracted 3,413 participants, including 2,668 ICMA members—making it the third largest gathering ever of ICMA members. Plus, the Virtual Conference brought another 373 sites to the event.

Regional Conferences

The reimagined regional conferences attracted nearly 500 paid registrants. For the first time, the events were handled like a traditional conference with more robust educational opportunities, networking, and integration with the host cities and counties.
HIGHLIGHTS

» E-learning programs included a new Ethics course, and this year’s Local Government 101 and 201 certificate programs included 49 veterans.

» 299 participants enrolled in Leadership Development programs like Gettysburg and Williamsburg Leadership Institutes.

» More than 1,370 Credentialed Managers and Candidates (+4% over last year).

» Partnered with the Professional Development Academy to pilot an ICMA Cybersecurity Leadership Academy, which kicked off in September.

» Partnered with Cal-ICMA to offer Encore Resources.

» The new Athenian program welcomed 19 senior-level members.

GOAL:

Think Globally, Act Globally

Through 20 international and U.S. development projects, ICMA members volunteered the equivalent of nearly $40,000 in time and effort to improve governance worldwide.

11,149 participants around the globe have been trained through community and peer-to-peer exchanges, workshops, and technical assistance.
In 2019, ICMA celebrated 30 years of international development work, providing expert technical and management assistance in such areas as climate adaptation, public safety, service delivery, and disaster preparedness.

**Los Angeles, CA, USA**
Brownfields Conferences with the EPA through 2024.

**Madison, WI, USA**
311-CRM consulting support for the city of Madison, Wisconsin.

**New York, NY, USA**
City Health Dashboard with NYU.

**Baltimore, MD, USA**

**Dominican Republic**
Training for prosecutors, counselors, municipal staff, teachers, and students on strategies for the Prevention of Trafficking in Persons.

**Kosovo**
Leading Local Effective Governance project in Kosovo.

**Guatemala**
Measuring municipal capacity to promote local economic development in Guatemala.

**Honduras**
CityLinks™ exchanges from Louisville, Kentucky, to the Sula Valley Region of Honduras to share approaches to addressing challenges in local violence prevention.

**Mexico/Latin America**
Designed on-line ethical conduct system for public servants.
AFGHANISTAN
Strong Hubs for Afghan Hope and Resilience.

MONGOLIA
The Tranter-Leong Scholarship winner is providing peer-to-peer training and mentoring to a group of local government officials in Ulaanbaatar and throughout Mongolia.

UKRAINE
Study tour for 18 Ukrainian mayors and economic development leaders.

BANGLADESH
Working with the U.S. State Department on preventing terrorism through community-based interventions in Bangladesh.

TANZANIA
Addressing governance challenges to local economic development.

INDIA
Working with the Urban Management Center on a project with four Heritage Indian cities to address water and sanitation challenges.

CHINA
ICMA China Center study tours.

PHILIPPINES
Strengthening Urban Resilience for Growth with Equity (SURGE) Program, working with secondary cities in the Philippines and, in partnership with the private sector, helping jumpstart economic activities in Marawi.

MONGOLIA
The Tranter-Leong Scholarship winner is providing peer-to-peer training and mentoring to a group of local government officials in Ulaanbaatar and throughout Mongolia.

SOUTHEAST ASIA
Placed 15 Fellows from Southeast Asia in 11 local governments in 10 different states.
Priority 3

**Thought Leadership & Resource Network**

**GOALS:**

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

Be the principal resource for leadership and management in local government.

**SURVEY AND RESEARCH HIGHLIGHTS**

- Research paper focusing on the policies and ordinances for the growing number of places where marijuana is now legally purchased.
- Research report on police recruitment, training, and community engagement.
- Released *Disaster Recovery Essentials*, a tool to assist managers in preparing to face unexpected crises and *Leadership and Professional Local Government Managers: Before, During, and After a Disaster*.
- Surveys on Municipal Form of Government and Alternative Service Delivery.
- Survey on ethics to better understand the kinds of policies, programs, training, and staffing resources that are devoted to this topic area.
- Survey of local government policies and programs focused on immigrant populations.
ICMA Research Fellows

To augment research conducted by ICMA with partner universities, a competition was held to select an inaugural group of ICMA Research Fellows. Grant recipients and research topics are:

- **Beth Noveck** directs the Governance Lab (GovLab) and its MacArthur Research Network on Opening Governance - Promoting Local Leaders’ Innovation, Learning, and Effective Problem-Solving.
- **Kevin Desouza** is a professor of Business, Technology and Strategy in the School of Management at the QUT Business School - Digitization & Automation Impacts on Governance, Management, and Community Design.
- **Tom Carroll** is the village manager of Silverton, Ohio - Best Practices to Foster Revitalization in Modest First Suburbs.
- **Benoy Jacob** is an associate professor at UNLV's School of Public Policy and Leadership - Governing for Social Equity: Implementing Equity Measures for Local Government Performance Management Programs.

Sharing Thought Leadership

- **100 Years of Public Management (PM) magazine** with new digital edition, website, and newsletter.
- **Social media audience** now at 73,500.
- **454 million media views** with media value of $4.2 million. Cyberattacks, disaster recovery, ethics, and programs like SolSmart led the coverage.
- **ICMA.org** - 683,000 visitors and 5 million+ pageviews.
NEW RESOURCES


Research report on police recruitment, training, and community engagement.

Getting Started: Performance Management for Local Government.

Disaster Recovery Essentials, a tool to assist managers in preparing to face unexpected crises.

19 on 2019 Local Government & Immigrant Communities Survey


Blockchain White Paper

Ethics Matter! Advice for Public Managers.

Beyond Compliance: Recruitment and Retention of Underrepresented Minorities as City and County Managers.

Transformation and Innovation in the Wake of Devastation

Find all the latest resources at icma.org/research-reports-and-publications
ICMA and Cornell University partnered on this survey to better understand local government policies, programs, and practices. The survey focused on initiatives such as:

- Encouraging or requiring cultural competency training for local government employees.
- Giving preferential consideration to job applicants with multi-lingual skills.
- Maintaining a formal local government office devoted solely to immigrant affairs.

The survey found that few responding local governments have enacted or even considered local policies related to illegal immigration issues. The report presents key findings related to political and societal dynamics.

Approximately 1 in 3 local governments have studied the feasibility of adopting private service delivery. The top three obstacles for adopting private service delivery are opposition from local government employees, elected officials, and citizens. These obstacles are primarily focused on engaging with immigrant populations.

- NAACP.
- National Alliance of Mental Illness (NAMI).
- United Way.
- United Way 2020 Communities Project.
- Workforce Solutions Collaborative.
- Young Mothers Initiative.

The survey also highlighted the importance of cybersecurity in local governments. Over 90% of local governments use internal staff to deliver services. Citizens’ opposition to local government employees, elected officials, and citizens are the three most common obstacles. The survey further indicated that:

- Approximately 1 in 3 local governments have studied the feasibility of adopting private service delivery.
- The top three obstacles for adopting private service delivery are opposition from local government employees, elected officials, and citizens.
- The survey found that most local governments do not have an established process for reporting ethics issues.
- The survey did not find a significant difference in the percentage of local governments that have established an ethics policy in the past two years.

Additionally, the survey highlighted the importance of strengthening collaborative intergovernmental relations. The report includes research snapshots that discuss the local impacts of commercial cannabis, ethics in local government, and cybersecurity practices.

RESEARCH SNAPSHOT

Local government and immigrant communities; local impacts of commercial cannabis; ethics in local government; local government cybersecurity practices; alternative service delivery.
**Priority 4**

**Advocacy and Outreach**

**GOALS:**

**Promote the value of professional management and ICMA membership.**

**Reach members and other important stakeholders through expanded use of technology and emerging media.**

**ADVOCACY HIGHLIGHTS**

» Successfully supported St. Louis area managers battling a plan to consolidate 88 municipalities under council-manager form into one mayor-council Metropolitan City.

» **Support for:** Auburn, AL; Brownsville, IN; Clearwater, FL; Cleveland Heights, OH; Cudahy, WI; Danville, IL; Fairhope, AL; Hilliard, OH; Little Rock, AR; New Palz, NY; Oklahoma City, OK; San Antonio, TX; Springfield, IL; Streator, IL; Washington County, WI; Watertown, SD; West Haven, CT; and Weston, MO.

» Among other resources, **ICMA produced a video, “Local Government That Works,”** that explains the council-manager form of government.
Completed review of Tenet 4 of the ICMA Code of Ethics to reinforce the member’s responsibility to be inclusive and new proposed language for Tenets 1 and 2 for membership consideration in September 2019.

Released a member only e-book, *Ethics Matter! Advice for Public Managers*. 

**Ethics Highlights**

**Professional Development**

Professional development offered to state associations, via coaching webinars and online courses, and at the annual conference.

**International Ethics Training**

Conducted ethics training for the Association of Palestinian Local Authorities.
**OUR PRIORITIES**

**ENGAGING AUDIENCES IN NEW WAYS**

**ICMA Connect**
Private member networking app. Connects members to each other and to leading practices. Piloted in May with 600 members.

**Facts & Stats/Leading Edge Research Videos**
Instagram series explaining ICMA research in smaller bites.

**Story Maps**
Visualization tool to help put data in perspective.

**Local Gov Life Podcast**
Completed four seasons of ICMA podcast *Local Gov Life*, with themes such as Crisis and Resilience and “Notes to My Younger Self.”

**PM Magazine**
*PM* magazine is offered in a new digital edition format to engage new audiences and prospective members.

**ICMA @ SXSW**
To reach an alternative audience via new media, we introduced ICMA to the 300,000 attendees of the South by Southwest festival hosting 9 sessions focused on the work of International members and 1 panel hosted by CTIO Xavier Hughes. We held an event at city hall for prospective members and students.
Priority 5
Governance & Operations

GOALS:

Support the continued growth and development of ICMA’s business enterprises and operational resources.

Evaluate the governance of the Association to enhance alignment with ICMA’s strategic goals and core beliefs.

FINANCIALS

**REVENUE SOURCES**

- Grants and Contracts: 36%
- Membership Dues: 13%
- Professional Development: 5%
- Management Fee: 4%
- Publications, Advertising, and Sponsorships: 17%
- Rents and Royalties: 22%
- Investment Income: 3%

**NET ASSETS, 2003–2019**

<table>
<thead>
<tr>
<th>Year</th>
<th>Net Assets</th>
</tr>
</thead>
<tbody>
<tr>
<td>2003</td>
<td>$0</td>
</tr>
<tr>
<td>2008</td>
<td>$2,000,000</td>
</tr>
<tr>
<td>2013</td>
<td>$4,000,000</td>
</tr>
<tr>
<td>2014</td>
<td>$6,000,000</td>
</tr>
<tr>
<td>2015</td>
<td>$8,000,000</td>
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<tr>
<td>2016</td>
<td>$10,000,000</td>
</tr>
<tr>
<td>2017</td>
<td>$12,000,000</td>
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<tr>
<td>2018</td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td></td>
</tr>
</tbody>
</table>
## Statement of Activities – Year Ended June 30, 2019

### Support and Revenue:

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted</th>
<th>Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants and contracts</td>
<td>$10,368,013</td>
<td>$-</td>
<td>$10,368,013</td>
</tr>
<tr>
<td>Membership dues</td>
<td>5,927,820</td>
<td>$-</td>
<td>5,927,820</td>
</tr>
<tr>
<td>Publication, subscription sales, and advertising</td>
<td>1,298,338</td>
<td>$-</td>
<td>1,298,338</td>
</tr>
<tr>
<td>Conferences and meetings</td>
<td>3,708,253</td>
<td>$-</td>
<td>3,708,253</td>
</tr>
<tr>
<td>Fees</td>
<td>1,707,274</td>
<td>$-</td>
<td>1,707,274</td>
</tr>
<tr>
<td>Rental income</td>
<td>1,186,955</td>
<td>$-</td>
<td>1,186,955</td>
</tr>
<tr>
<td>Royalty income</td>
<td>2,443,254</td>
<td>$-</td>
<td>2,443,254</td>
</tr>
<tr>
<td>Investment income</td>
<td>772,408</td>
<td>205,708</td>
<td>978,117</td>
</tr>
<tr>
<td>Other</td>
<td>375,180</td>
<td>236,742</td>
<td>611,922</td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>295,670</td>
<td>$(295,670)</td>
<td>$-</td>
</tr>
<tr>
<td><strong>Total support and revenue</strong></td>
<td><strong>28,083,165</strong></td>
<td><strong>146,780</strong></td>
<td><strong>28,229,946</strong></td>
</tr>
</tbody>
</table>

### Expenses:

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Program services</td>
<td>20,008,746</td>
<td>$-</td>
<td>20,008,746</td>
</tr>
<tr>
<td>Management and general</td>
<td>7,779,752</td>
<td>$-</td>
<td>7,779,752</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td><strong>27,788,498</strong></td>
<td>$-</td>
<td><strong>27,788,498</strong></td>
</tr>
</tbody>
</table>

### Addition to Net Assets

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<tr>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Addition to net assets</strong></td>
<td><strong>294,667</strong></td>
<td><strong>146,780</strong></td>
<td><strong>441,448</strong></td>
</tr>
</tbody>
</table>

### Net Assets

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Net assets, beginning of year</td>
<td>10,711,709</td>
<td>3,048,027</td>
<td>13,759,736</td>
</tr>
<tr>
<td>Net assets, end of year</td>
<td>$11,006,377</td>
<td>$3,194,807</td>
<td>$14,201,184</td>
</tr>
</tbody>
</table>
OUR PRIORITIES

Developing an office space that is reflective of the culture of collaboration and innovation we are creating is a priority for ICMA. In 2019, we have undertaken a strategic review of real estate options and ways to achieve our vision for ICMA’s office space. As part of our real estate strategy, ICMA, together with two other owners of the building, has made a decision to place the building on the market, with the goal of maximizing the return on this investment and allowing for the flexibility that we need to achieve our vision.

Office Space Update

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HIGHLIGHTS

» Established a role of Chief People Officer, to lead our discussions on organizational transformation and becoming a more agile organization.

» The office of the recently appointed CTIO is taking the lead on developing local government technology solutions focused on data democratization and procurement management.

Strategic Partners

We couldn’t fulfill our mission without our 60+ strategic partners. ICMA-RC is our exclusive retirement services sponsor, and Cigna offers health care services. Through our partnerships with the Center for Public Safety Management, The National Research Center/Pollco, and now ZenCity, we offer services to members including public safety, survey research, and data-driven performance management.
The Executive Board works tirelessly on behalf of ICMA and its members around the country and around the world. This year, ICMA Board members participated in a four-day conference in Romania, sharing leading public administration practices, while also embarking on site visits. The visit coincided with the 25th anniversary of the fall of communism in that country.