

The community you need...



...for the community that needs you

**ICMA**

*Leaders at the Core of Better Communities*

STUDENT

EARLY CAREER

MID-CAREER

EXECUTIVE

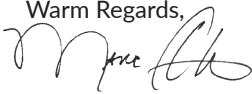
ENCORE CAREER

## Greetings,

As a local government professional, I'm sure you experience the speed at which change and evolution are occurring in your organization, your community, and your profession. Local government professionals are operating in a complex environment in which budgets are tight, technologies are ever-changing, and constituents rarely unplug. Just as these challenges change the way our communities move, grow, and shift, so, too, do the solutions. Providing everything from local government leading practices to a comprehensive career development center, ICMA partners with our members to ensure that they have access to the tools, leadership development, data, resources, and networking opportunities they need to sustain excellence and foster innovation in concert with elected officials.

ICMA is positioned to provide the support you need to serve your community. I invite you to join thousands of your peers from across the country and around the globe who are leading the effort to build stronger communities.

Warm Regards,



Marc Ott  
Executive Director  
ICMA, the International City/County Management  
Association





# What is ICMA?

Founded in 1914, ICMA, the International City/County Management Association, is the world's premier local government leadership and management organization. ICMA strives to build better, more livable communities by advancing the professional management of local governments worldwide. ICMA's core values continue to be rooted in a stringently enforced Code of Ethics and commitment to representative democracy.

ICMA exists to serve professionals like you who work continuously to advance excellence in local governance and improve quality of life. Programs, resources, and services are provided that identify leading practices and address the needs of the nearly 40,000 city, county, and town governments and several million employees serving communities throughout the United States and around the world. ICMA also represent directors of state associations of local governments as well as academics, students, and strategic partners who share our interest in improving local governance.

ICMA supports local government professionals worldwide, the communities they serve, and the profession they value.

**From big cities to small communities,  
local government professionals need support in  
making the difference they know is possible.  
Get the tools and contacts you need at:**

**[icma.org/membership](https://icma.org/membership)**



# The Value of Membership

ICMA supports local government professionals worldwide, the communities they serve, and the profession they value.

## How ICMA Helps You as a Professional:

- The ICMA Code of Ethics as a framework for professional conduct
- Networking and knowledge sharing with peers across service, state, and national boundaries both online and at an unparalleled annual professional conference
- Member support through the *Members in Transition* program, Career Network, and partnering with state associations
- Local government-focused professional development resources on leadership and in a wide variety of technical areas

“Working in local government is exciting, rewarding, and at times challenging. I am pleased to be part of an organization that places a high value on ethics and, through the Code of Ethics, helps guide me and my colleagues to do the right thing—not the easy thing.”

**Magda Gonzalez, Half Moon Bay, California**

“A major value of my participation in ICMA is having access to a clear and direct Code of Ethics which guides me in my decision-making process. Our profession benefits when we are held to a higher standard as public servants which, in turn, benefits the citizens that we serve.”

**Steven C. Whitlock, Executive Director, Oklahoma Municipal Management Services**



## How ICMA Helps Your Community:

- Access to a wide array of information and resources—including thousands of documents through the online *Knowledge Network*—on leading ideas in local government that make organizations and communities successful
- A manager and staff who are required to perform in adherence to the ICMA Code of Ethics, which enables a community to demonstrate its commitment to high standards of professional local government management
- Leading ICMA survey data and research
- A platform for problem solving and information sharing between and among local government communities worldwide

## How ICMA Helps Your Profession:

- Ethics advocacy and the enforcement of a professional Code of Ethics
- Support of professionals in local government management across the country and around the globe
- The *Life, Well Run* campaign, which promotes understanding of the value of professional local government management
- Development of the next generation of local government professionals

“In this ever-changing world, city and county managers have a vital role in making our communities better. With ICMA’s help, I am a part of a large network of local government managers who demonstrate the highest level of dedication and value for professional excellence. ICMA provides the means to share our experiences and lean on each other for advice. It is this experience that makes us better managers!”

**Jason A. Gage, City Manager, Springfield, Missouri**

# ICMA Support at Every Stage of Your Career

As you move through the various stages of your career in local government management, your needs and interests will vary, as will your level of responsibility to provide effective, efficient solutions for your community.

At every point in your journey, your membership in ICMA will provide you with the resources and connections you need to succeed and promote local government excellence.

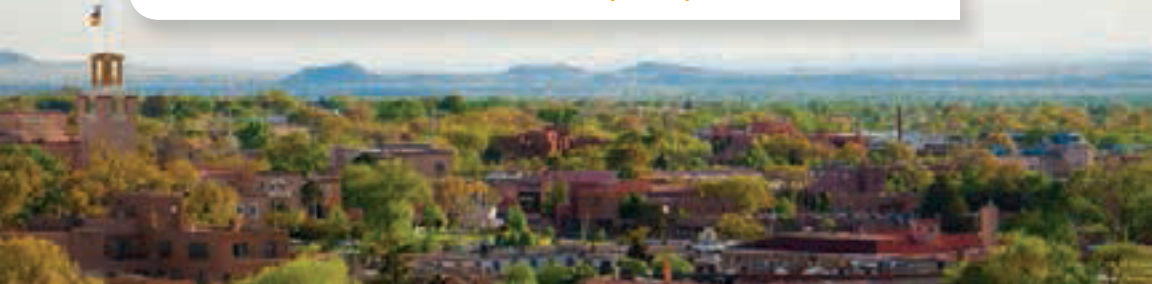
Explore the career stages and associated membership benefits in the pages ahead, and discover how ICMA can support you in your local government management role today and in the years to come.

"ICMA has been a tremendous resource to me for more than 30 years in city management in three cities and states. The access to local government best practices, innovation, and professional networking is invaluable to new and seasoned managers. The ICMA Code of Ethics is the foundation for managers to build community confidence in local government."

**Sheryl Sculley, City Manager, San Antonio, Texas**

"There is nothing more invigorating than sharing both successes and challenges of our work with those whose common interest is to build better communities. No organization encourages and facilitates that dialogue better than ICMA."

**Lee Feldman, City Manager, Gainesville, Florida**



## A Guide to the Career Stages

To quickly access the information that is most relevant to you in your current career stage, look for the icons below on our website, at events, and on our printed materials.



**Student**



**Early Career Professional**



**Mid-Career Manager**



**Executive**



**Encore Career Professional**

**Greater resources. More industry education. Added connections.**  
Join now and get the career and community tools designed for you at

[icma.org/membership](https://icma.org/membership)





# Student



**What you learn in the classroom today is vital to your success in the local government of the future. But what if you could step beyond the textbook into real-world experiences and develop personal connections with local government experts and prospective employers?**



With many baby boomers moving into encore careers and retirement, the profession needs you. Leverage your ICMA membership and take charge of your future career path by using the ICMA student programs and services that can jump-start your job search:

- Career resources such as the *Job Hunting Handbook*, as well as job opportunity postings on the ICMA website
- Online tools such as the *Knowledge Network*, which provides leading practices regarding what local government professionals are doing right now to improve their communities
- Programs such as the *ICMA Student Chapters* and *Local Government Management Fellowship*
- In-person and virtual events, including free attendance at the *ICMA Annual Conference* and numerous low-cost webinars, which create great learning experiences as well as outstanding networking possibilities
- The *ICMA Code of Ethics*, which outlines principles of conduct and decision-making that merit the trust of the public.

"The most defining characteristic of excellent leaders is an ongoing commitment to self improvement and enhancing what they bring to any task. ICMA gives all of its members virtually unlimited access to experience ideas, mentors, and peers who together with training are tools for success. ICMA membership is an investment in the future for both individuals and the communities they serve."

**For more information, visit**

**[icma.org/student](http://icma.org/student)**



# Early Career Professional

**From professional development opportunities to members-only resources, ICMA provides early career professionals with the tools to thrive in the jobs they have or to find the jobs they want.**







In the early stages of a local government career, however, the costs involved with gaining access to needed resources and networking connections can be particularly challenging. ICMA provides the comprehensive, affordable solution to framing your professional identity and managing your career and community effectively with tools such as

- The comprehensive *ICMA Career Network*, which is packed with resources like the *Job Hunting Handbook*, *Model Employment Agreement* and career opportunities with local governments
- The *Knowledge Network* and other ICMA social media channels, which provide real-time news, solutions to pressing local government issues, and online networking with your peers in other local governments
- Professional development programs such as the *Emerging Leaders Development Program*, through which participants are matched with city manager mentors, and *Leadership ICMA*, designed to cultivate key competencies needed for successful leadership at all levels of local government management
- In-person and virtual networking and learning opportunities with your peers, who are facing similar challenges, as well as with the local government leaders you aspire to emulate
- The *First-Time Administrator's Handbook*, ethics advice and training (based on the *ICMA Code of Ethics*), and other valuable resources.

"Since becoming a member of ICMA, I have found the peer-to-peer networking and the mentorship by senior members to be invaluable. The level of professionalism exemplified by senior members inspires excellence for those of us that are relatively new to the profession. I very much appreciate the sharing of best practices and the commitment that is the hallmark of this prestigious organization."

Lore L. Chambers, Ph.D.,  
Consultant, Chambers Business Services

**For more information, visit**

[icma.org/earlycareer](https://icma.org/earlycareer)



# Mid-Career Manager



**Working toward becoming the head of your department? Thriving as an assistant manager? Transitioning to local government management from a completely different career path?**



Whatever your mid-career situation, ICMA provides the tools, training, and networking you need to take your community and your career to the next level. ICMA membership provides innumerable benefits to help you expand your resources beyond your state lines and national borders, including

- In-person and virtual networking and learning opportunities with your peers and local government leaders, who can share helpful perspectives and experiences
- Career coaching and the comprehensive ICMA *Career Network*, which is packed with resources such as the *Job Hunting Handbook* and career opportunities with local governments
- Professional development programs like the *Mid-Career Manager's Institute*
- Helpful resources like *Public Management (PM) magazine*, the *Acting Manager's Handbook*, and ethics advice and training (based on the *ICMA Code of Ethics*)
- The *Knowledge Network* and other ICMA social media channels, which provide real-time news; solutions to pressing local government issues; and online networking with your peers in other local governments.

"In these times of greater demand for services with fewer resources, it is our responsibility to manage our profession, and to keep ourselves balanced as we move forward. ICMA is central in these efforts. We cannot take for granted the value that professional management has on a life well run."

**Juliana A. Maller, City Manager,**  
**Hanover Park, Illinois**

***For more information, visit***

**[icma.org/midcareer](https://icma.org/midcareer)**





# Executive

**Building vibrant communities that improve people's lives is both a privilege and a challenge, and ICMA is honored to support the local government senior administrators who rise to this occasion every day.**





Access to information, trends, data, and other resources from around the country and across the globe is vital to helping you effectively solve community challenges. Some of our local government professionals' favorite ICMA benefits include

- Networking with other members who have faced similar challenges and whose perspectives and experiences can help you reach a workable solution in less time and with greater success
- A reliable and consistent approach to ethics, including the framework contained in the *ICMA Code of Ethics*, ethics enforcement, and personalized ICMA ethics guidance and training
- Member support through programs such as *Members in Transition* (for professionals during their search for new employment) and professional development opportunities
- The recognition of your education and experience, adherence to high standards of integrity, and commitment to lifelong learning through the *ICMA Voluntary Credentialing Program*
- Access to premium data and resources, such as the *Model Employment Agreement* and the daily ICMA news briefing
- Opportunities to actively contribute to your profession through volunteerism and mentorship of the next generation
- Support for managers who seek to build skills for the future, meet new challenges that arise mid-career, and plan for their next phase of life.

"Professional management skills are at the heart of strong civic leadership. ICMA has been a partner in my own personal journey as I've progressed in my career as a City Manager. It's a forum to exchange ideas and learn from others' experience in their municipalities.

**Simon Farbrother, City Manager,  
Spruce Grove, Alberta, Canada**

**For more information, visit**

**[icma.org/executive](https://icma.org/executive)**



# Encore Career Professional



**After a long career in local government management, you have seen it all. But just because you have retired from your leadership role doesn't mean that you're ready to stop leading.**





ICMA offers many ways for encore and retired local government managers to stay connected to the profession, each other, and the next generation of professionals who depend on their insights and experience. These ways include

- Serving as a mentor through ICMA formal coaching programs or informal connections forged with ICMA colleagues
- Domestic volunteer opportunities through the *Range Rider* program, as well as international volunteer opportunities to help build emerging local governments overseas
- The ICMA daily news briefing, *Public Management (PM)* magazine, and the ICMA *Leadership Matters* newsletter, which keep you up-to-date on emerging local government management issues
- Coaching and support for transitioning between management and encore careers as you explore teaching, nonprofit work, consulting, interim assignments, or retirement
- Opportunities to network with friends and colleagues for personal support and idea-sharing for how to continue to contribute to your life's work.

"The strong focus of ICMA on professional, ethical local government management has been a critical element in my success as a leader in my community and the profession, and a mentor and coach for the next generation of leaders. The network of peers that I have formed through ICMA has been invaluable in guiding me as a professional. I cannot imagine my career without the support of ICMA in providing opportunities to build my skills, keeping me current on creative and innovative ideas and supporting me."

**Linda Barton, Life Member,  
Livermore, California**

**For more information, visit**

**[icma.org/encorecareer](https://icma.org/encorecareer)**



## Join the community you need for the community that needs you.

ICMA membership distinguishes you as a professional who is committed to the highest ethical standards, to lifelong learning, and to building communities that improve lives today and tomorrow.

Explore how ICMA membership can help you make the difference. Log onto [icma.org/membership](http://icma.org/membership), contact Member Services at [membership@icma.org](mailto:membership@icma.org), or call (800) 745-8780 (or (202) 962-3680 outside the U.S.).

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