ICMA Mission, Vision and Core Beliefs

Vision: To be the leading association of local government professionals dedicated to creating vibrant and livable communities throughout the world.

Mission: To advance the best practices of professional local government management around the globe.

Core Beliefs:

We believe in:

- Serving as stewards of democratic principles and trustees of efficient and transparent use of public resources;
- Upholding the ICMA Code of Ethics to safeguard the public trust;
- Building successful communities as a core responsibility of local government leadership;
- Committing to lifelong learning and professional development for ourselves and future leaders;
- Networking and exchanging knowledge to build the local government community;
- Promoting inclusiveness to strengthen our communities, local governments, and our association;
- Ensuring the future of the association through capacity building and member engagement;
- Cultivating the public service profession through community education and development of future leaders;
- Advocating for professional local government management and promoting the council-manager form of government as the preferred local government structure;
- Advancing state of the art practices in local government in local government leadership and management.

Environmental Scan - Confirming the Major Forces and Drivers

The first phase of the Strategic Planning Task Force's work led to the development of an environmental scan. In December 2015, the Task Force and ICMA Executive Board met jointly to discuss the scan's findings and to develop consensus on the major forces and drivers affecting our profession, our communities and ICMA. Those major forces and drivers were:

Local Government/Communities:

- Environment (sustainability, resiliency)
- Social Integration (equity, inclusion, racial tension, diversity)
- Technology (communication/information sharing, social media, business practices)
- Cost of Service Delivery (fiscal health, resource constraints, resident expectations, mandates, infrastructure)

- Demographics (population trends, aging, racial diversity, ethnic diversity
- Public Dis/Trust (transparency, engagement)
- Globalization/Global Trends (impact of population trends/changes, terrorism, economy, immigration)

The Profession

- Need to Develop New Leadership Skills
- Public Disconnect in Understanding Our Profession
- Growing Expectation for Increased Diversity within the Profession
- Need to Fill the Pipeline with the Next Generation of Future Professional Local Government Managers
- Fostering Our International Perspective

The Task Force is now beginning the process of conducting a gap analysis of ICMA's current goals, strategies, and programs to assess how well the organization is poised to enable our members, their organizations, and their communities meet the future challenges imposed by the environment in which they operate. Please review the list of major forces and drivers and tell us your thoughts.

Proposed ICMA Strategic Plan Initiatives:

A. Provide thought leadership for the emerging and enduring challenges facing local governments

▪ Continue to support research identifying the most significant issues facing local governments;

▪ Expand the opportunities to engage practitioners and academics and support research on issues of significance to local governments;

▪ Implement a rapid response speaker's bureau to advance ICMA and local government professionals as the go-to resource for best practices in local government management;

▪ Sustain and develop communities of practice in areas such as resiliency, technology, performance management, and community engagement;

▪ Develop relevant research to support the public policy goals of ICMA membership and the Big 71

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

▪ Design and deliver programming to address the important trends, drivers, and issues affecting local government professionals;

▪ The Leadership Advisory Board and the Credentialing Advisory Board should continually assess the leadership and management skills required of local government professionals;

▪ Incorporate the concept of leadership in all professional development offerings;

▪ Promote leading practices in human resources to ensure local government's ability to attract and retain a talented and diverse workforce.

C. Create a worldwide learning community of local government professionals with opportunities at all career stages

▪ Expand opportunities for training and professional development for members at every career stage (i.e. Management 101, 102, etc.);

▪ Create opportunities for individuals with diverse career backgrounds to engage in training and professional development on local government;

▪ Create learning opportunities for members to share experiences from countries around the world;

▪ Create platforms to use ICMA material in different countries;

▪ Further expand the CAL-ICMA coaching program to all states;

▪ Continue to create professional development on management practices;

▪ Incorporate leadership content into all professional development offerings;

▪ Consider ways to market ICMA's professional development offerings to local government professionals who are not ICMA members;

1 The Big 7 is a collaboration of seven associations in Washington D.C. that represent their state and local government members from a broad and far-reaching perspective. Its members include: the National Governors Association (NGA), the National Conference of State Legislatures (NCSL), the Council of State Governments (CSG)

the National Association of Counties (NACo), the National League of Cities (NLC), the U.S. Conference of Mayors (USCoM), and ICMA

▪ Develop mechanisms to evaluate the effectiveness and impact of professional development programs;

▪ Enhance the job center platform to support member career advancement.

D. Diversify and expand the membership

▪ Maintain an organizational priority to grow the membership in order to support local government's ability to attract and retain talented professional managers;

▪ Implement the recommendations of the Task Forces on Diversity & Inclusion and Women in the Profession; (add report matrices as appendices to Final Report)

▪ Develop strategies to assist talented individuals in gaining entry into the profession

▪ Articulate the value of belonging to ICMA, State Associations, and Affiliates;

▪ Support the professional and personal needs of members at all life and career stages;

▪ Continue to expand the work with Student Chapters and their respective universities to highlight career opportunities in local government management.

E. Promote the value of professional management and ICMA membership

▪ Continue to support the strategic priorities of ethics, leadership, professional development, and member connection;

▪ Continue to articulate and demonstrate the value of ICMA membership;

▪ Create a program to educate elected officials on value of professional local government management;

▪ Continue to support programs in schools to explain local government and encourage careers in local government management;

▪ Expand the outreach to key stakeholders presenting the value of professional management either through the Life, Well Run program or an alternative successor strategy;

▪ Connect the profession's commitment to ethics to building public trust.

F. Think Globally, Act Globally

▪ Ensure that an international perspective is always incorporated into every issue under consideration;

▪ Develop a more robust learning network of US and International members;

▪ Continue to support ICMA's technical assistance internationally to foster professional management and create sustainable communities.

G. Maintain adaptable policies and practices that support the continued growth and development of ICMA's business enterprises and operational resources

▪ Maintain strong financial policies and practices to ensure the vitality of the Association;

▪ Develop strategies to attract and retain outstanding staff for ICMA;

▪ Support a range of different business lines to diversify the Association's revenue stream;

▪ Periodically review the dues policy to ensure that ICMA can attract, retain and grow membership;

▪ Maintain the strong relationship with ICMA-RC to support our members and their role in building great communities.

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

▪ Identify platforms that support distance learning for members;

▪ Use new technology platforms, digital/video media, and graphic design to engage members and deliver content;

▪ Continue to invest in developing the platform for the Knowledge Network;

▪ Expand the channels to deliver ICMA's message and content;

▪ Elevate the visibility of ICMA content and research on widely used search engines.

I. Improve and sustain collaborative relationships with state and international associations and affiliates to support, align, and advance common goals

▪ Develop a policy to continually review affiliate organizations and other organizations with similar missions/goals to ensure there is no duplication of effort or wasted resources

▪ Expand the Regional Directors to cover all regions to ensure fostering of relationships with state associations and the general membership;

▪ Establish deeper relationships with State Associations and affiliate membership organizations to develop a leadership pipeline to serve on the ICMA Executive Board

▪ Enhance communication and dialogue to develop synergistic relationships with state and affiliate organizations and other professional associations

▪ Explore and establish relationships with non-traditional organizations that could serve as partners in achieving ICMA's diversity goals

▪ Continue to work with IHN, NFBPA, and NACA on established joint recruitment goals and recruitment opportunities and amend the national affiliate agreements as appropriate to further our shared goals.

J. Regularly review the governance of the association to ensure that it aligns with ICMA's strategic goals and core beliefs

▪ Expand the Regional Directors to cover all regions

▪ Expand efforts to inform members on the role of the Executive Board and its election process

▪ Regularly review the Executive Board selection process, including regional protocols and geographic assignment of states;

▪ Review voting eligibility to ensure that it is consistent with the core beliefs and goals of the Association