

ICMA Strategic Plan

Vision Statement

We are the premier association of professional local government leaders building sustainable communities to improve lives worldwide.

Mission Statement

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

ICMA Core Beliefs

We believe in...

- Serving as stewards of representative democracy
- Practicing the highest standards of honesty and integrity in local governance, as expressed through ICMA's Code of Ethics
- Advocating for professional management as an integral component of effective local governance and community building with council-manager government as the preferred local government structure
- Building sustainable communities as a core responsibility of local government
- Networking and exchanging knowledge and skills across international boundaries
- Ensuring that local governments and the association reflect the diversity of the communities we serve
- Committing to lifelong learning and professional development
- Building up the quality of the profession and the association through an engaged network of members personally committed to that end

Outcomes and Strategies

LEADERSHIP

Local government management is a profession of innovative, competent, principled leaders committed to promoting the integrity of local governance, meaningful community participation, and representative democracy. Managers work with elected officials and in concert with citizens, and partners to facilitate community building and engage around issues that cross boundaries and borders. Professional local government managers are dedicated to sustainability; stewardship of public resources; and sound, results-based management principles to help create communities that improve the quality of life for everyone.

Professional local government management attracts and cultivates a diverse and talented group of individuals dedicated to these high ideals. Professional local government managers are the standard-bearers for ethical conduct and the

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advocates for professional management and principles of sound local governance. ICMA is the association of choice for members of the professional local government management community and a model of effective outreach and collaboration with other associations, institutions, and stakeholders.

Strategies

- Expand the current membership with an emphasis on attracting young people, women and minorities, entrants from other careers and other local government management professionals who are not members of ICMA.
- Raise awareness of the value that professional management brings to local governance and advocate council-manager government.
- Lead efforts to build sustainable communities by developing a recognized body of knowledge and expertise that focuses on balancing environmental stewardship, economic development, social equity, and financial and organizational viability.
- Promote, enforce, and celebrate the highest ethical standards of professional behavior.
- Initiate, strengthen, and leverage relationships with international, national, state, and local organizations to create excellence in local governance.
- Become more engaged in contributing to the public policy arena as it relates to local government.

PROFESSIONAL DEVELOPMENT

Professional local government managers seek continually to improve their capabilities. Renewing themselves through lifelong learning, managers acquire new expertise and develop their leadership skills to build better communities. ICMA serves as a source of professional development for its members throughout their careers in public service.

Strategies

- Establish a broad network of partners to develop and promote leading practices in professional and personal development.
- Ensure that ICMA serves as a vehicle for personal development and renewal.
- Create opportunities for participants with diverse backgrounds to engage in ICMA training and development activities and programs.
- Position ICMA at the forefront of local government leadership and professional development through the ICMA University.
- Become a leader in offering career services to local government professionals throughout their lives.
- Develop a formal path to credentialing that spans the career stages of a member.

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KNOWLEDGE SHARING

ICMA is the preeminent source for information about leadership and management of local government. ICMA promotes, supports, and engages in sharing member experiences and enthusiasm to create understanding and appreciation of national and global perspectives that can enhance local government, community building, and the effectiveness of public services.

Strategies

- Create a model of collaboration with other local government professional associations, affiliate organizations, members, and nonmembers that facilitates access to ICMA expertise and leadership development around professional management, ethical practices, and sustainability.
- Engage academics and subject matter experts (including the private sector and other research partners) in efforts to enhance the body of knowledge around preferred and best practices in local government management worldwide.
- Create innovative, worldwide opportunities connecting members to increase knowledge transfer and experience sharing around good local government management values and practices.
- Promote ICMA as the premier clearinghouse for information on local government management practices, community engagement, and service delivery.

MEMBER ENGAGEMENT AND SUPPORT

ICMA fosters an active and engaged membership dedicated to contributing to and improving the association. The association promotes and embraces diversity among its members, including a governing board that reflects ICMA's membership and the communities served. ICMA is a source of personal support and renewal for its members throughout their life in public service. The association is committed to strengthening strategic partnerships on behalf of members and providing the highest quality products and services to its members.

Strategies

- Enhance communication and dialogue to develop synergistic relationships with state and affiliate organizations and other professional associations.
- Foster inclusion, engagement, and support throughout a member's life of public service.
- Create opportunities to gain entry into the profession and into the association and its leadership.
- Promote work/life balance as part of attracting and retaining members and achieving organizational sustainability.