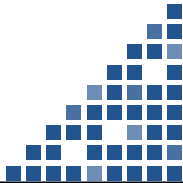


ICMA
Leaders at the Core of Better Communities

ICMA 2008 Strategic Plan



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

ICMA's Mission
To create excellence in local governance by developing and fostering professional local government management.



ICMA Core Values

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

ICMA Core Values

We believe in...

- 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.

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 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.

Leadership Strategies

- Promote, enforce, and celebrate the highest ethical standards of professional behavior.
- Raise awareness of the value that professional management brings to local governance and advocate council-manager government.

Leadership Strategies

- 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.
- 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.

Leadership Strategies

- Become more engaged in contributing to the public policy arena as it relates to local government.
- Initiate, strengthen, and leverage relationships with international, national, state, and local organizations to create excellence in local governance.

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.

Professional Development Strategies

- Position ICMA at the forefront of local government leadership and professional development through the ICMA University.
- Establish a broad network of partners to develop and promote leading practices in professional and personal development.

Professional Development Strategies

- Create opportunities for participants with diverse backgrounds to engage in ICMA training and development activities and programs.
- Develop a formal path to credentialing that spans the career stages of a member.
- Ensure that ICMA serves as a vehicle for personal development and renewal.

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.

Knowledge Sharing Strategies

- Promote ICMA as the premier clearinghouse for information on local government management practices.
- Create innovative, worldwide opportunities connecting members to increase knowledge transfer and experience sharing around good local government management values and practices.

Knowledge Sharing 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.

Knowledge Sharing Strategies

- 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.

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.

Member Engagement and Support Strategies

- Create opportunities to gain entry into the profession and into the association and its leadership.
- Enhance communication and dialogue to develop synergistic relationships with state and affiliate organizations and other professional associations.

Member Engagement and Support Strategies

- Foster inclusion, engagement, and support throughout a member's life of public service.
- Be the leader in offering career services to local government professionals throughout their lives.
- Promote work/life balance as part of attracting and retaining members and achieving organizational sustainability.

Governance Update

- Conversation sprung out of strategic plan
- Task Force on Organizational Structure and Governance
- 2010 Regional Summit discussion results
- Board support:
 - Advisory Council
 - Third International Vice-President
- Seek member feedback

