ENVISION ICMA

FY 2025 BUDGET

ICMA

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Transmittal Letter

A MESSAGE FROM THE CEO/EXECUTIVE DIRECTOR

Dear President Pluckhahn and Members of the ICMA Executive Board,

It is my pleasure to offer the fiscal year 2025 budget recommendation for your consideration and approval. This budget reflects our ongoing commitment to sound financial management while at the same time continuing to make thoughtful and strategic investments in our priorities.

In FY 2025, ICMA plans to continue its efforts in advancing several significant initiatives and priorities. The primary goal is to transform ICMA into a truly global organization, serving as a source of best practices, thought leadership, professional development, and technical assistance for local government professionals worldwide. This transformation has already required several investments in the past few years, and in FY 2025 we plan to build on the progress made to date. For instance, we have invested in a new, state-of-the-art learning management system, which will facilitate global engagement and make it easier for individuals and organizations worldwide to access ICMA's learning experiences. In the upcoming year, we plan to continue modernizing and enhancing our professional development offerings and designing new ones to equip local government professionals with the skills and abilities they need to excel. We have made significant progress in reimagining our engagement with like-minded organizations globally, and we will continue to advance this effort in FY 2025 through the implementation of the board-approved relationship model. We have also begun the strategic effort of reimagining the organization's structure and governance to align them with the new global operating model, and this work will also continue in the next fiscal year. Additionally, we have invested in developing a pricing model and tool to strategically price our offerings and compete more effectively in the domestic and international marketplaces. In the upcoming year, we plan to use this tool to ensure our offerings are priced to add value while positioning ICMA for a financially sustainable future. These are but a few examples of the strategic investments in ongoing priorities, many of which are multi-year efforts that will extend to and beyond FY 2025.

In addition to our ongoing efforts, we are also poised to undertake new initiatives, such as creating a new strategic plan for ICMA that takes into account our organization's transformative work and global journey. Despite facing significant challenges, such as increased expenses and lean staffing, we are able to continue all of this work. Also, we are still feeling the impact of reduced revenues due to reductions in dues rates, but we project growth in dues revenue in FY 2025 and beyond. We believe that the value ICMA delivers, combined with reduced dues rates, will attract more members in the future.

To summarize, the FY 2025 budget, like the past several budget cycles, is focused on being thoughtful and strategic about the future of ICMA and the investments we make to further our goals and objectives. The budget we recommend reflects reasonable investment in the goals and priorities established by the ICMA Executive Board. We look to the future with great enthusiasm and optimism for ICMA, our members, and our staff.

None of this would be possible without the guidance, support, and collective wisdom of the ICMA Executive Board and the Finance Committee, as well as the commitment and dedication of ICMA's leadership team and staff.

Respectfully submitted,

Marc A. Ott

CEO/Executive Director

Budget Overview

Summary

The FY 2025 budget recommendation continues to demonstrate ICMA's long-standing commitment to being a leading provider of relevant and timely support, professional development, and resources to its members and their communities. In addition, this budget builds on the work accomplished to date on the implementation of the *Envision ICMA Strategic Plan,* the global engagement strategy, and other priorities that have emerged in recent years. The budget reflects our best estimates of the revenues to be generated in the upcoming fiscal year through our programs and services, as well as the allocation of resources the organization will need to maintain its operating capacity to accomplish its goals and objectives in FY 2025.

The FY 2025 budget recommendation includes projected revenues from programs and services of approximately $33.6 million. Budgeted revenues are discussed in greater detail in the "Revenue Estimates" section of this document (page 8). The proposed budget also includes an estimate of total operating expenses of approximately $34.55 million—resources necessary for ICMA to deliver on its goals and objectives. FY 2025 budgeted operating expenses are allocated to various functions and outcome areas. The "Expense Estimates" section of this document (page 11) provides additional details regarding the FY 2025 allocation of resources.

This budget recommendation assumes the use of net assets of $942,447 to supplement projected revenues in order to fund operations in FY 2025. This amount is necessary to cover the temporary shortfall in membership dues revenue because of the recent implementation of the new dues structure, as well as to continue funding the initial stages of the global engagement strategy implementation in a manner that will position ICMA for a financially sustainable future through the generation of additional revenues from global markets in subsequent years.

In addition, the proposed budget contains $937,000 in one-time expenses that are not included in the operating budget and are to be funded directly from net assets. Additional details regarding the nature of these expenses are provided in the "Direct Uses from Net Assets" section of this document (page 12).

Figure 1, FY 2025 budget summary, illustrates budgeted sources of revenue and allocation of resources to strategic outcome areas.

FIGURE 1

	FY 2025 BUDGET
REVENUE	
Grants and contracts	13,703,682
Membership dues	6,100,000
Member support and professional development	1,206,280
Conferences, events, and sponsorships	6,544,317
Publications, subscriptions, and advertising	1,743,980
Royalty income	2,650,000
Investment income	1,390,000
Management fees	154,350
Subtenant rental income	115,379
Total revenue	33,607,988
OPERATING EXPENSES	
Grants and contracts	11,762,578
Member support and professional development	4,455,507
Conferences, events, and sponsorships	5,267,884
Research and publications	662,039
Outreach, marketing, and communications	2,003,238
Global engagement	790,651
Other programs	596,301
Excess space	663,051
Organizational support	8,349,187
Total operating expenses	34,550,435
Net from operations	(942,447)
DIRECT USES FROM NET ASSETS	
ICMA governance model	62,000
Strategic plan update	75,000
Organizational design to align with the global operating model	200,000
Certification program market analysis	150,000
Future of ICMA's international technical assistance programs	50,000
African American City Managers documentary	100,000
Digital archiving of ICMA's print materials	50,000
Strategic communication and brand management	100,000
CEO/executive director's contingency reserve	150,000
Total direct uses from net assets	937,000
TOTAL CHANGE IN NET ASSETS	**(1,879,447)**

Comparative Budget

Figure 2 displays the FY 2025 proposed budget in comparison with the FY 2023 actual results and the FY 2024 approved budget.

FIGURE 2

	FY 2023 ACTUAL	FY 2024 BUDGET	FY 2025 BUDGET
REVENUE			
Grants and contracts	8,762,674	11,762,448	13,703,682
Membership dues	6,286,920	5,637,250	6,100,000
Member support and professional development	923,425	1,125,676	1,206,280
Conferences, events, and sponsorships	5,437,669	6,591,947	6,544,317
Publications, subscriptions, and advertising	1,894,965	1,712,540	1,743,980
Royalty income	2,611,463	2,602,161	2,650,000
Investment income	1,452,035	925,000	1,390,000
Management fees	164,230	157,350	154,350
Subtenant rental income	114,741	113,875	115,379
Total revenue	27,648,123	30,628,247	33,607,988
OPERATING EXPENSES			
Grants and contracts	7,338,088	9,991,336	11,762,578
Member support and professional development	3,668,446	4,211,178	4,455,507
Conferences, events, and sponsorships	4,235,826	4,949,188	5,267,884
Research and publications	578,166	633,135	662,039
Outreach, marketing, and communications	1,816,783	1,877,438	2,003,238
Global engagement	489,144	699,429	790,651
Other programs	295,548	771,623	596,301
Excess space	659,863	670,534	663,051
Organizational support	8,205,036	8,012,386	8,349,187
Total operating expenses	27,286,899	31,816,246	34,550,435
Net from operations	361,223	(1,188,000)	(942,447)
Direct additions to/(uses from) net assets	535,785	(252,000)	(937,000)
TOTAL CHANGE IN NET ASSETS	**897,008**	**(1,440,000)**	**(1,879,447)**

Figure 3 illustrates full-time equivalent positions (FTEs) budgeted for FY 2023, FY 2024, and FY 2025.

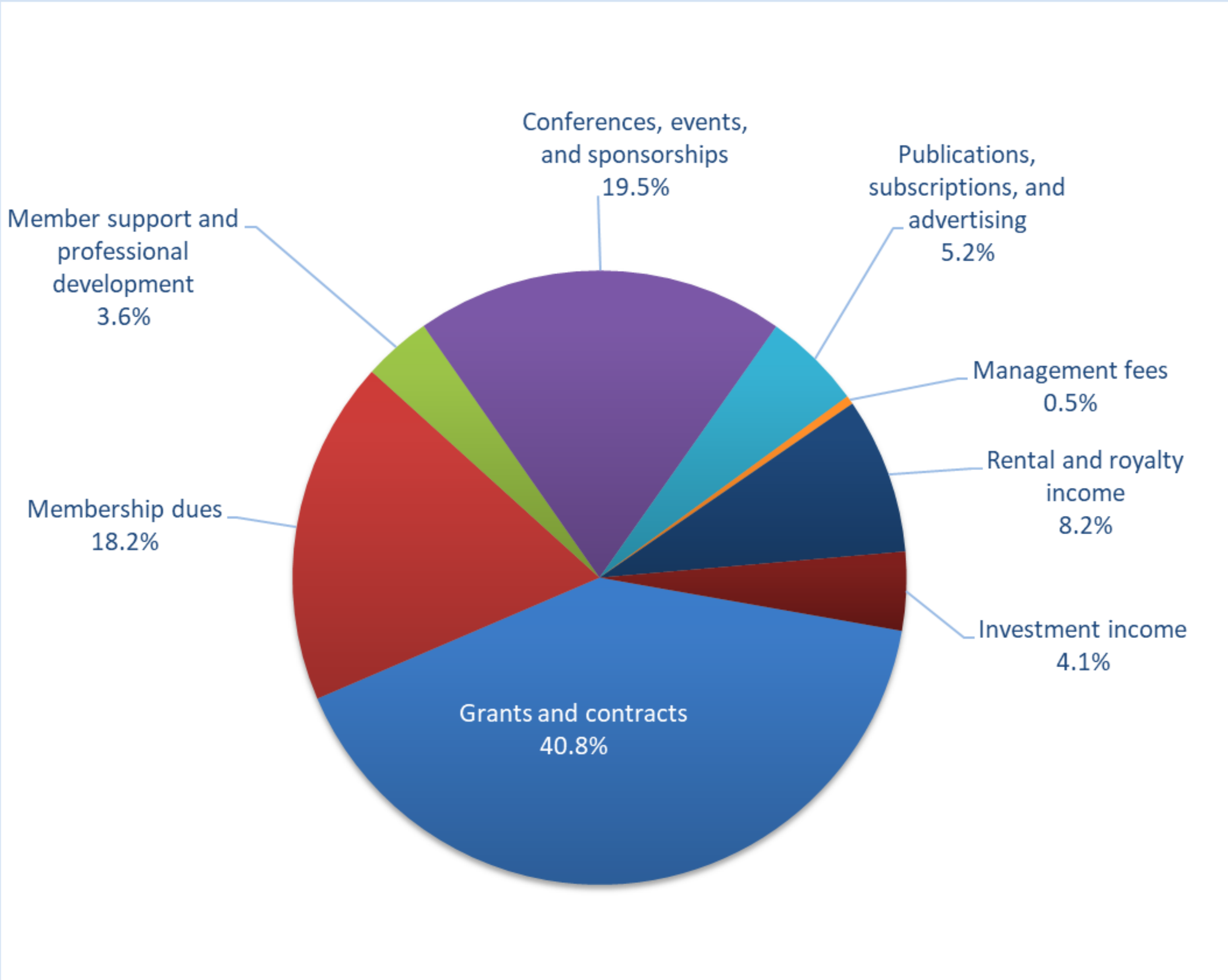
FIGURE 3

FTEs	FY 2023 budget	FY 2024 budget	FY 2025 budget
Non-grants and contracts programs			
Member services	15.1	13.5	14.3
Professional development	7.0	7.8	8.6
Conferences, events, and sponsorships	6.1	5.7	6.1
Research and publications	3.4	2.5	2.3
Outreach	9.8	8.7	8.5
Global engagement	2.2	3.1	3.5
Organizational support	20.2	20.6	21.2
Other	2.6	3.3	2.7
Total non-grants and contracts programs	66.3	65.2	67.2
Grants and contracts	19.5	21.6	27.3
Compensated absences	13.7	13.0	14.1
Total FTEs	**99.5**	**99.8**	**108.6**

Revenue Estimates

Figure 4 illustrates the FY 2025 budgeted sources of revenue.

FIGURE 4



Membership dues are expected to comprise 18.2 percent of total ICMA revenues in FY 2025. After the initial reduction in revenue because of the new dues structure, which was implemented in FY 2023 and featured reduced dues rates and a new discount for members in small communities, we expect dues revenue growth in FY 2025. With the renewed focus on member recruitment, retention, and active promotion of member value, it is expected that lower dues rates will gradually lead to increased member recruitment, resulting in revenue growth in the next few years.

Professional development consists of the ICMA Voluntary Credentialing Program, as well as other learning experiences in a variety of formats, from in-person, instructor-led trainings to online courses, workshops, and webinars. The recent implementation of a new learning management system, ICMA Learning Lab, is a critical element of the organization's ongoing efforts to modernize and grow this business line and to transform it into a significant source of engaging and interactive learning experiences for local government professionals at all career stages, both in the United States and internationally. In addition to revenues from the continued offering of existing professional development and leadership programs, the FY 2025 budget proposal assumes revenues from new, enhanced, or redesigned professional development offerings.

Conferences, events, and sponsorships include the ICMA Annual Conference, Local Government Reimagined conferences, the ICMA Annual Partner Program, and other partnerships and sponsor relationships.

Registration revenue for the 2024 annual conference in Pittsburgh, Pennsylvania, is budgeted based on the assumption that paid attendance will be the same as the record-setting 2023 conference in Austin, Texas. ICMA has not held a conference in Pittsburgh since 2007. The plan is to continue to strive to grow attendance through effective marketing, while at the same time budgeting for an attainable registration revenue budget for Pittsburgh.

Exhibit hall revenues are budgeted with an increase of 10 percent relative to the previous year's conference, based on strong pre-show exhibit booth sales. Sponsorship revenues are budgeted at an increase of 20 percent based on an elevated level of interest in sponsorships from both current and prospective sponsors, as well as the year-round partners. In addition, for those unable to attend the Pittsburgh conference, a selected offering of 30 educational sessions will be recorded and available for purchase after the conference in an on-demand format in the ICMA Learning Lab.

In addition to the annual conference, ICMA plans to hold two Local Government Reimagined conferences between January and June 2025. The budget assumes break-even results from these events.

Revenues from the ICMA Annual Partner Program are budgeted approximately at the same level as in the previous two years.

Publications, subscriptions, and advertising, which include sales of print and electronic publications and advertising revenues, are projected to remain at approximately the same levels as in prior years.

Management fees consist of revenues derived from management and administrative services provided to certain organizations and are expected to remain at the same level as in prior years.

Rental income consists of revenue derived from subleasing a small portion of the space leased by ICMA at the headquarters building pursuant to the lease agreement that expires on December 31, 2026. While ICMA continues to market the vacant space for subleasing, given the extremely challenging commercial real estate market in the Washington, D.C. area, the budget assumes no additional rental income in FY 2025 beyond the revenue from the one sublease currently in effect.

Royalty income includes licensing fees from ICMA-RC (dba MissionSquare Retirement[1]) for the use of ICMA's name and brand. Per the licensing agreement between ICMA and MissionSquare Retirement, the amount of revenue is calculated as a percentage of MissionSquare Retirement's gross revenues. The amount of royalty income budgeted for FY 2025 is in line with previous years.

Investment income consists of the annual Real Estate Investment Trust (REIT) distribution pertaining to ICMA's ownership interest in the headquarters building, as well as interest, dividends, and realized and unrealized gains and losses from the cash reserves invested in accordance with ICMA's Investment Policy Statement. The REIT dividend amount is derived from the building's operating budget. The investment income is budgeted based on the target return rate for the investment portfolio.

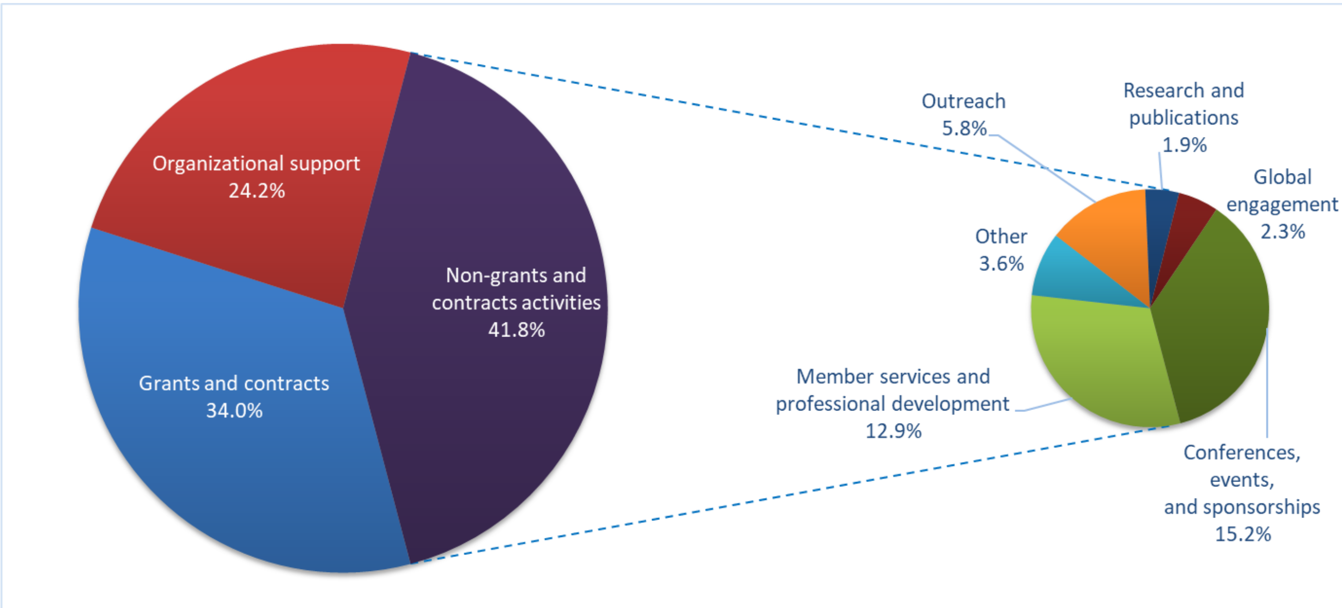
Grants and contracts revenues are budgeted at approximately $13.7 million, or 40.8 percent of total revenues from all sources. The current grants and contracts portfolio consists of several geographically diverse awards of various sizes, both prime and subawards. Approximately 5.8 percent of total budgeted grants and contracts revenue is expected to come from new, yet-to-be awarded projects. This estimate is based on the number and size of proposals currently in development or under consideration by funders, combined with our expectation of the probability of new wins.

[1] In the spring of 2021, as a result of a rebranding effort, ICMA-RC began doing business as MissionSquare Retirement.

Expense Estimates

Figure 5 illustrates the allocation of resources to the three major outcome areas of ICMA's operations: non-grants and contracts activities, grants and contracts, and organizational support. In addition, non-grants and contracts activities are further broken down into member services and professional development; conferences, events, and sponsorships; research and publications; marketing and communications (outreach); global engagement, and other activities.

FIGURE 5



The FY 2025 budget reflects allocation of resources to ensure ICMA can sustain its operational capacity and meet its key objectives. It incorporates strategic investments in critical areas like global engagement, promoting the new dues model, enhancing professional development offerings, and maintaining ICMA's position as a leading source of knowledge and tools for local government professionals. These investments aim to fulfill various priorities while bolstering ICMA's financial well-being and stability. Additionally, the budget provides for staff compensation increases in line with market trends, with an anticipated overall increase of 3 percent, which may be used for market, merit, cost of living, and other compensation adjustments.

Direct Uses from Net Assets

In addition to maintaining ongoing operations and services, the FY 2025 budget identifies several items that are to be funded directly from the net assets rather than being absorbed in general operations. Figure 6 lists these items.

FIGURE 6

Net assets-funded items	Revenues	Expenses	Net
ICMA governance model	-	62,000	(62,000)
Strategic plan update	-	75,000	(75,000)
Organizational design to align with the global operating model	-	200,000	(200,000)
Certification program market analysis	-	150,000	(150,000)
Future of ICMA's international technical assistance programs	-	50,000	(50,000)
African American City Managers documentary	-	100,000	(100,000)
Digital archiving of ICMA's print materials	-	50,000	(50,000)
Strategic communication and brand management	-	100,000	(100,000)
CEO/executive director's contingency reserve	-	150,000	(150,000)
Total net assets-funded items	**-**	**937,000**	**(937,000)**

ICMA governance model: At its December 2022 meeting, the ICMA Executive Board approved a net assets allocation of up to $125,000 to address issues related to the board's global and U.S. regional representation, including the makeup, diversity, procedures, and future realignment process, and to develop recommendations. ICMA has engaged an external consultant and established a member task force to assist with this initiative. The scope of this activity was later expanded to include engagement with state associations, affiliate organizations, and other partners with the goal of incorporating their feedback into the final recommendations. It is anticipated that, due to the expansion of the scope of this activity, its cost will increase to approximately $167,000, with the last $62,000 to be expended in FY 2025.

Strategic plan update: ICMA's current strategic plan was adopted in 2017, prior to the COVID-19 pandemic and prior to ICMA's adoption of the global engagement strategy. As such, it does not reflect many of the changes that have occurred and continue to occur in and around ICMA, as well as in the local government landscape. To align the organization's strategic plan with the changing reality and to better serve the needs of ICMA's members and other local government stakeholders around the world, ICMA plans to engage in a new strategic planning process. At this time, the cost of this effort is estimated at $150,000 over the course of the next two years.

Organizational design to align with the global operating model: Following the adoption of the global engagement strategy and the global operating model, ICMA plans to engage a consultant with expertise in organizational design and change management, with the goal of ensuring that ICMA's organizational and management structures are aligned to best support the envisioned outcomes of the global operating model. This effort, to be undertaken in FY 2025, is expected to cost approximately $200,000.

Certification program market analysis: At its March 2023 meeting in Manila, the Philippines, the ICMA Executive Board was presented with a proposed concept of the certification program for early and mid-career local government professionals, which would be based on ICMA's 14 Practices for Effective Local Government Management and Leadership. At its December 2023 meeting in Bentonville, Arizona, the board approved an allocation of up to $100,000 of net assets to secure a subject matter expert to assist with this project. The consultant would partner with ICMA staff to conduct market analysis, design the product, and build a business plan to help with the decision making regarding the feasibility of such a program. Having conducted a competitive procurement process, ICMA staff have determined that the cost of this engagement will be higher than originally anticipated. This phase of the project is expected to be implemented in FY 2025 at a cost of up to $150,000.

Future of ICMA's international technical assistance programs: As the international grants and contracts landscape becomes increasingly more and more competitive, ICMA plans to conduct a deep dive into how the organization pursues and implements these awards, study the factors that impact ICMA's competitiveness, and benchmark ICMA against other implementers of international technical assistance projects, with the goal of determining the future of ICMA's international grants and contracts business line. For this purpose, $100,000 of net assets have been set aside, with the first $50,000 to be utilized in FY 2025.

African American City Managers documentary: In March 2024, the ICMA Executive Board approved the creation of a new endowed fund dedicated to the research and production of a documentary about the emergence, from 1968 to 1983, of the first generation of African American city and county managers and the efforts of ICMA during that time and beyond to encourage greater diversity in the profession. Now that the fund has been established, an effort to raise contributions to fund this work will begin in earnest. In the meantime, the FY 2025 budget proposal includes a $100,000 allocation of net assets as "seed money" to support this effort.

Digital archiving of ICMA's print materials: In the 110 years of its existence, ICMA has produced and accumulated vast amounts of valuable information (books, magazines, articles, etc.), much of which preceded the digital age. While the need to digitize ICMA's print assets has been on the organization's radar for several years, now that the office lease expiration date is approaching, to avoid losing valuable materials, ICMA plans to begin the digital archiving process as early as FY 2025. The budget proposal includes $50,000 of net assets set aside for this purpose.

Strategic communication and brand management: ICMA has entered into an agreement with a consulting firm to provide public relations support in our efforts to advance ICMA's brand identity grounded in the Code of Ethics, which celebrates its 100th year of guiding professional local government administration. ICMA plans to continue this engagement through FY 2025, at a cost of $100,000.

CEO/executive director's contingency reserve: Based on the board's Governance Subcommittee's recommendation, the FY 2025 budget proposal includes a $150,000 reserve, to be used at the CEO/executive director's discretion, for expenditures not otherwise included in the operating budget. Updates regarding usage of these funds are provided to the board in the quarterly financial updates.

Risks and Opportunities

The risks associated with most of ICMA's revenue sources have been rising due to various factors; however, some of these high-risk areas also offer the potential for greater impact and revenue generation. While the FY 2025 budget is based on the most accurate assumptions available at the time of its development, actual results may differ significantly. The following paragraphs provide a brief overview of the risk factors and potential opportunities associated with major activities and revenue sources in FY 2025.

Membership dues revenue is projected to be approximately 8.2 percent higher than the budgeted amount for FY 2024. Despite the fact that many of ICMA's members now pay lower dues rates, it is assumed that new member recruitment will increase in the coming years due to the extensive promotion of the new dues structure and its greater affordability, particularly for managers and assistants from smaller jurisdictions. While there is a risk associated with these assumptions, it also presents a potential growth opportunity for ICMA.

Annual conference: The assumptions for paid attendance at the Pittsburgh conference, as well as the underlying assumptions for exhibit hall and sponsorship revenues, are reasonable but not without risks. Additionally, with the recent trend of rising costs for such conference expenses as labor, food and beverage, and technology, the risk level for the budgeted net contribution from the annual conference is now higher than in the years before the COVID-19 pandemic. The challenge lies in balancing the expectations of ICMA members for an exceptional attendee experience with delivering financial results that align with ICMA's policy and budgetary expectations.

Local Government Reimagined conferences carry a significant level of uncertainty as ICMA continues to reshape these events into a program that is both valuable to members and financially sustainable. ICMA plans to hold two such events in the latter half of the fiscal year, as it did in FY 2024. These conferences will feature new and innovative programming to attract more attendees and sponsorships. The aim is to generate enough revenue to cover the direct expenses associated with these conferences by employing various business and marketing strategies. However, there is still a risk that, despite our best efforts, achieving break-even results will be challenging.

Professional development presents a significant opportunity to enhance ICMA's value to members at all career stages and in all geographic locations, while also positioning ICMA for long-term financial success. This function is also crucial in implementing the board-approved global engagement strategy. With the new learning management system now operational, the budget includes increased staff capacity to develop new learning experiences and to enhance existing professional development programs. The budget assumes higher revenues than in previous years, but revenues from newer programs carry a higher risk than those from established programs.

ICMA Annual Partner Program will continue to evolve in its "reimagined" form in FY 2025. ICMA's goal is to renew existing agreements while actively pursuing relationships with new partners and sponsors. This will be achieved by promoting year-round engagement opportunities centered around thought leadership and other sponsorship opportunities. While the revenue for FY 2025 is not expected to see significant growth compared to the previous year, this area continues to present a significant opportunity to drive additional revenue for ICMA.

Global engagement: The implementation of ICMA's global engagement strategy is expected to result in a gradual expansion of the organization's reach, extending to markets beyond the United States. The FY 2025 budget includes the allocation of resources to support various activities in line with this strategy, many of which are detailed in the Envision ICMA Implementation Plan found in Appendix 1. While the specific programs and services that will be most relevant to global markets will be informed by work that will be done in the coming years, the goal is to undertake this transition in a financially responsible and sustainable manner. ICMA's long-term financial objective is to generate additional revenue as a result of this expansion through various offerings, including membership dues, training and professional development, and sponsorships. This presents both a high level of risk and a significant opportunity for ICMA.

Royalty revenue is budgeted based on the current licensing agreement with ICMA-RC, now doing business as MissionSquare Retirement. Since ICMA's royalty income is calculated using a formula applied to MissionSquare Retirement's gross revenue, the financial risk associated with this funding source depends on the accuracy of these revenue estimates as well as market fluctuations.

Grants and contracts: Risks related to grants and contracts revenue—which accounts for 40.8 percent of total budgeted revenues from all sources—include increased competition, staffing challenges, risks related to operating in developing countries, and various other factors. Additional details are provided in the “Risk Analysis of Federal and Non-Federal Grants and Contracts (G&C) Support” document prepared in conjunction with the FY 2025 budget and provided to the ICMA Executive Board as a management report.

To mitigate the risks and to pursue opportunities described in this section, ICMA utilizes various strategies, including

- Continuous monitoring of progress against key financial and programmatic metrics and making course adjustments, as needed.
- Enhanced marketing of programs, products, and services, aimed at attracting new and returning customers, sponsors, and partners.
- Continued investment in business development, to ensure a pipeline of new technical assistance projects in order to meet grants and contracts revenue targets.
- Continued focus on diversifying revenue sources.

Financial Goals

Net assets

Net assets represent an organization's accumulated earnings. The net assets balance changes based on annual operating surpluses or deficits. Net assets are an indicator of the organization's long-term financial stability and capacity and are calculated by subtracting total liabilities from total assets. Net assets help organizations manage transitions, economic uncertainty, and fund new investments. As a best practice, nonprofit organizations strive to maintain a net assets balance of at least 50 percent of their average annual operating budget.

The ICMA Executive Board determines the overall net assets goal based on best practice, while also considering the unique mix of ICMA's business lines, risks, and opportunities. In addition, the executive board establishes interim net assets targets in five-year intervals. These targets are reviewed and adjusted annually based on ICMA's actual and expected financial performance, as well as potential investments in priorities and programs that are on the horizon.

The board set a target of $14 million for ICMA's net assets in FY 2028. This interim target was established with the understanding that, while past financial results helped grow ICMA's net assets, in the future funds will be needed to invest in new initiatives and opportunities.

Given the number of priorities and initiatives ICMA is currently implementing, including those with a high revenue generating potential in future years, ICMA will not be in a position to generate a contribution to net assets in FY 2025. Rather, this budget assumes the use of $942,447 of net assets for operations as well as $937,000 for one-time items. With these assumptions, the net assets balance at the end of FY 2025 is expected to be at approximately $13.1 million, as illustrated in Figure 7.

FIGURE 7

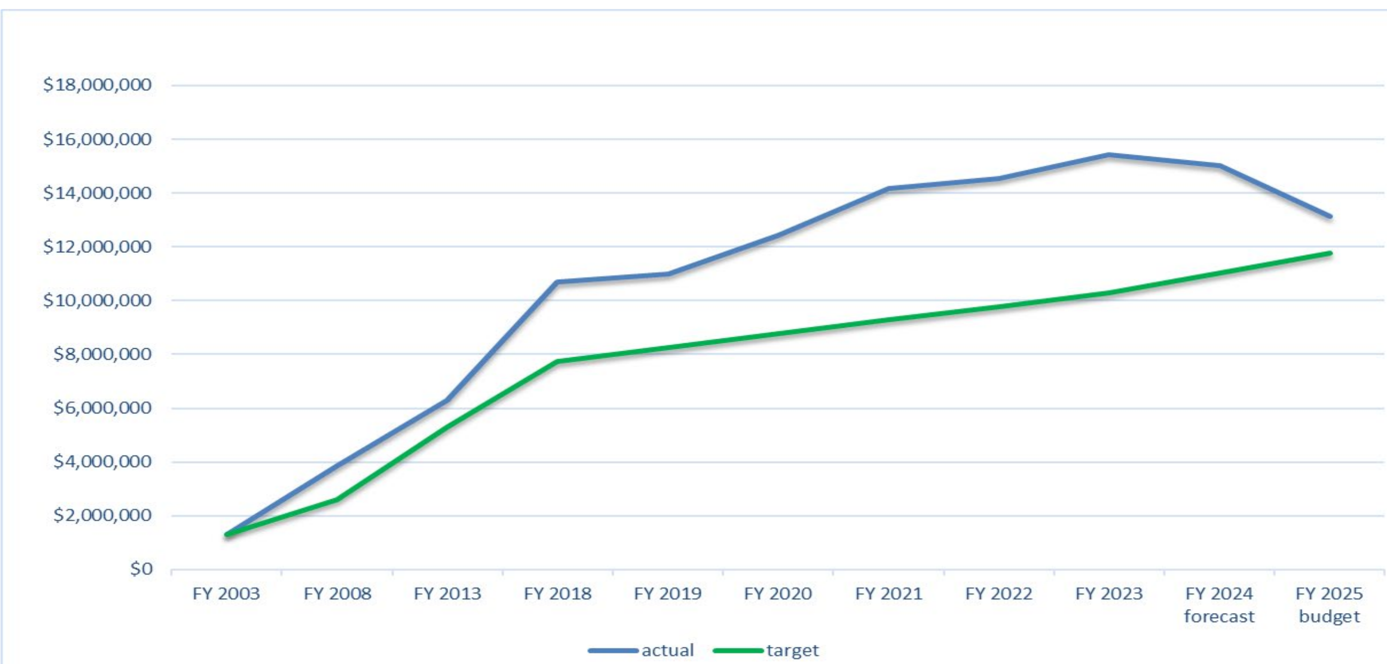


Figure 8 illustrates the overall long-term net assets goal, the FY 2028 board-approved net assets target, and net assets balance for the FY 2025 year-end.

FIGURE 8

Composition of net assets	Goal	FY 2028 approved target	FY 2025 projected balance
Reserve for non-G&C operating expenses (6 months)	$11.0 million	$9.6 million	$9.0 million
Reserve for grants and contracts (3.5% of total portfolio)	$2.0 million	$1.8 million	$1.6 million
Reserve for investments in new programs and priorities	$3.0 million	$2.6 million	$2.5 million
Total	**$16.0 million**	**$14.0 million**	**$13.1 million**

Cash and investments

The goal for cash reserves, separate from the net assets goal, includes operating cash and investment reserves to ensure continuous operations for ICMA. The Nonprofit Operating Reserves Initiative Workgroup suggests a minimum cash reserve of 25% of the annual operating expense budget. By the end of FY 2025, ICMA's cash and investments balance is projected to be equal to 62% of its average annual operating expenses.

FY 2025 Team Priorities and Budgets

With membership at its core, ICMA is organized into business teams focused on delivering resources, programs, products, and services worldwide in support of ICMA's mission. The managing directors of these teams form ICMA's Leadership Team.

This section describes the budgeted revenues, expenses, net contribution, and full-time equivalent positions for each team. A detailed work plan with linkages to the *Envision ICMA Strategic Plan* can be found in Appendix 1.

Member Services and Support

Mission

To attract individuals to the local government management profession, recruit local government professionals in all positions and career stages to join ICMA, and provide excellent services and benefits throughout their career in public service.

Priorities

- Promote the new dues model to drive new member growth.
- Retain existing members and recruit new members through a variety of strategies.
- Assist talented individuals in gaining entry into the profession.
- Improve and sustain collaborative relationships with state and affiliate organizations.
- Promote equity and inclusion in the profession.
- Promote a global commitment to ethics and enhance ethics awareness.

FY 2025 budget

	FTEs	Revenues	Expenses	Net
Membership dues	-	$ 6,100,000	-	6,100,000
Member recruitment, retention, and support	6.31	27,000	1,192,498	(1,165,498)
Ethics	2.18	15,000	402,674	(387,674)
Career services	2.63	835,500	474,101	361,399
Relationship management	3.22	22,350	881,240	(858,890)
	14.33	$ 6,999,850	2,950,513	4,049,337

This budget includes dues revenue and allocation of resources related to member recruitment, retention, and support, as well as member committees, ethics programs, affiliate relationships, and next generation activities. Besides dues, these programs are projected to generate additional revenues, such as paid advertisements from the Job Center, sponsorships for events, and fees for certain services.

Professional Development

Mission

To develop and enhance the leadership and management capacity of members and local government professionals worldwide through a comprehensive array of high-quality programs delivered in a variety of formats that will meet their needs at each career stage.

Priorities

- Optimize and expand the use of the learning management system and establish ICMA's capabilities to scale programs for the global markets.
- Continue the transformation of ICMA's professional development offerings, with the goal of offering learning experiences that connect with the learner across multiple modalities.
- Revamp and retool existing content to enhance its relevancy.
- Build new programs to help local government professionals sharpen key competencies.

FY 2025 budget

	FTEs	Revenues	Expenses	Net
Credentialing and assessments	1.75	$ 38,625	203,147	(164,522)
Learning programs	4.63	1,060,155	776,155	284,000
Program development	2.18	-	525,692	(525,692)
	8.56	$ 1,098,780	1,504,994	(406,214)

Included in this budget are revenues and expenses related to the ICMA Voluntary Credentialing Program, assessments, workshops, webinars, as well as leadership and other learning programs offerings. This budget also includes expenses related to new program development.

Conferences, Events, and Sponsorships

Mission

To generate business opportunities and innovations that boost membership value and foster professional local government management by delivering world-class conferences and events and by identifying and partnering with organizations whose missions align with ICMA's strategic goals.

Priorities

- Hold an energizing and engaging annual conference in an effective and efficient manner.
- Hold other events focused on timely and relevant topics and issues.
- Continue growing the recently redesigned partner program.

FY 2025 budget

	FTEs	Revenues	Expenses	Net
Annual conference	2.81	$ 5,147,321	4,346,209	801,112
Local Government Reimagined conferences	1.93	648,496	645,832	2,664
Partner program	1.35	687,500	275,842	411,658
	6.09	$ 6,483,317	5,267,884	1,215,433

This budget includes projected revenues and expenses for the annual conference in Pittsburgh and the Local Government Reimagined conferences. The budget also includes revenues from the partner program, as well as resources allocated for its support.

Research and Publications

Mission

To position ICMA as a global thought leader on the trends and issues affecting local governments and to conduct research and develop information resources important to local government leaders, managers, staff, and stakeholders.

Priorities

- Conduct national and international surveys and other research on local government policies and programs and produce useful and relevant research-based content.
- Lead the implementation of ICMA's Local Government Reimagined strategy and related activities including proposed conferences in 2025.
- Oversee research, education, peer to peer engagement, and technical assistance on economic mobility and opportunity programming.
- Manage ICMA's digital and print publications business line.

FY 2025 budget

	FTEs	Revenues	Expenses	Net
Publications	0.34	$ 415,000	269,861	145,139
Research and content	1.96	50,000	392,178	(342,178)
	2.30	$ 465,000	662,039	(197,039)

This budget includes activities related to managing ICMA's publications, conducting research, and producing content on local government policies and practices. Some of the research is expected to be sponsored by external sources.

Global Engagement

Mission

To transform ICMA into a global business model, with worldwide programs, products, and services.

Priorities

- Implement ICMA's global engagement strategy.

FY 2025 budget

	FTEs	Revenues	Expenses	Net
Global engagement	3.48	$ -	790,651	(790,651)

This budget includes an allocation of resources for the implementation of ICMA's board-approved global engagement strategy. These resources will be used in support of various activities identified as part of the roadmap created for the purpose of implementing the strategy.

Outreach

Mission

To build brand awareness and the reputation of ICMA and the profession globally through effective packaging and dissemination of local government thought leadership content, leading to increased demand for membership, partnerships, and resources.

Priorities

- Grow and manage ICMA's marketing and communications channels to generate maximum exposure for the organization's brand, products, and services.
- Partner with internal business teams to develop and implement marketing plans that will help them achieve their business objectives.
- Drive additional revenue opportunities by leveraging ICMA outreach channels and brand.
- Promote member collaboration and networking through ICMA Connect.
- Ensure an effective online presence for ICMA through the website, mobile apps, and social media channels.
- Promote ICMA thought leadership through media and content partners.

FY 2025 budget

	FTEs	Revenues	Expenses	Net
PM magazine	0.87	$ 117,200	375,447	(258,247)
Outreach, marketing, and communications	7.58	411,780	1,472,299	(1,060,519)
	8.45	$ 528,980	1,847,746	(1,318,766)

Outreach includes activities related to raising awareness of ICMA's brand and content. As in the past, the FY 2025 budget includes revenues expected to be generated from advertisements and content sponsorships in ICMA's communications channels, such as the website and *PM* magazine.

Global Program Management

Mission

To deliver high-quality technical assistance to local governments globally and to encourage sharing and replicating leading practices through peer exchanges and hands-on, practical training.

Priorities

- Continue to pursue opportunities to grow ICMA's funded program portfolio and to produce prime and subcontracting proposals for federal agencies, foundations, and other donors.
- Continue creating engagement opportunities for members to contribute to ICMA's funded programs.
- Implement funded programs efficiently and effectively, in compliance with regulations, on budget, and on time.
- Contribute to the implementation of ICMA's global engagement strategy.

FY 2025 budget

	FTEs	Revenues	Expenses	Net
Grants and contracts	21.35	$ 13,703,682	10,378,235	3,325,448
Team management and contract administration	2.44	-	498,456	(498,456)
Business development, bids, and proposals	3.52	-	885,887	(885,887)
	27.30	$ 13,703,682	11,762,578	1,941,104

Global program management includes international and domestic grants and contracts as well as related support costs, such as team management, contract administration, and business development expenses aimed at securing future funding.

Organizational Support

Mission

The organizational support teams assist other business teams by providing the human capital, technology, space, and resources needed to achieve their priorities and meet their respective performance objectives. The support teams are charged with ensuring organizational sustainability and an integrated commitment to the organization's mission and vision.

Priorities

- Ensure achievement of the FY 2025 programmatic and financial goals.
- Pursue an information technology vision and strategy to ensure that ICMA's flexible operations are fully supported and secure.
- Continue to build ICMA's employer brand.

FY 2025 budget

	FTEs	Revenues	Expenses	Net
ICMA Executive Board	0.44	$ -	510,863	(510,863)
Executive office	2.93	-	1,267,005	(1,267,005)
Facilities and administration	1.07	132,000	1,963,670	(1,831,670)
Finance	6.79	-	1,438,780	(1,438,780)
Information technology	6.53	-	2,237,988	(2,237,988)
Human resources	3.48	-	930,881	(930,881)
	21.23	$ 132,000	8,349,187	(8,217,187)

In addition, the executive office provides oversight of the diversity, equity, and inclusion programs, the focus of which is to effectively drive ICMA's engagement and to support members, local governments, and partners on issues related to systemic racism and social justice. The following budget reflects revenues to be generated from and resources allocated to these activities.

	FTEs	Revenues	Expenses	Net
Diversity, equity, and inclusion programs	0.99	$ 41,000	328,513	(287,513)

Finally, the executive office manages the external affairs team, which focuses on public policy, advocacy for the profession, communications, and fundraising, as follows.

	FTEs	Revenues	Expenses	Net
Advocacy and public policy	1.32	$ -	267,788	(267,788)
Communications and fundraising	0.42	-	155,492	(155,492)
	1.74	$ -	423,280	(423,280)

Other

ICMA-RC (MissionSquare Retirement) royalty

In accordance with the licensing agreement between ICMA and ICMA-RC (dba MissionSquare Retirement), ICMA receives a fee for the use of the association's name and brand. The annual payment is calculated as 1.15 percent of MissionSquare Retirement's consolidated gross revenues up to $200 million, plus .75 percent of such revenues in excess of $200 million. The FY 2025 budget includes an estimate of royalty revenue based on MissionSquare's estimates of their gross revenues for that period. ICMA-RC's rebranding to MissionSquare Retirement is not expected to impact this arrangement while the licensing agreement is in effect. The agreement expires on December 31, 2036.

REIT dividend

Real Estate Investment Trust (REIT) dividend is the income expected to be generated from ICMA's one-third ownership of its headquarters building located at 777 N. Capitol Street, NE, Washington, DC 20002. The FY 2025 budget includes an estimate of the REIT dividend based on the REIT net income projections for calendar year 2024.

Excess space

ICMA leases approximately 42,000 square feet of space at its headquarters building, of which 1,736 square feet are subleased to another organization. Although ICMA has been marketing its excess space for sublease, given the challenging market conditions, it is not anticipated that ICMA will realize any additional rental revenue through the end of FY 2025. Meanwhile, the budget assumes continued rent expense for all of the leased space, based on the lease agreement in place through December 31, 2026.

Investment income

Investment income consists of estimated interest, dividends, and realized and unrealized gains and losses on ICMA's cash reserves invested in accordance with its Investment Policy Statement.

FY 2025 budget

	FTEs	Revenues	Expenses	Net
ICMA-RC (MissionSquare Retirement) royalty	-	$ 2,650,000	-	2,650,000
REIT dividend	-	550,000	-	550,000
Excess space	-	115,379	663,051	(547,671)
Investment income	-	840,000	-	840,000
	-	$ 4,155,379	663,051	3,492,329

Capital Investments and Depreciation

As part of the annual budgeting process, capital investments are reviewed to determine the equipment, software, and other capital assets that must be placed in service or replaced over the next several years. Capital expenditures are depreciated over the useful life of each asset class. Decisions about financing capital investments are based on cash availability and other economic factors. Currently, ICMA has no capital assets that are financed through debt arrangements.

As evident from Figure 9 below, ICMA's largest capital investment is related to its association management system, NetForum. The amortization period for the approximately $2.9 million in capitalized NetForum costs will end in FY 2026. In FY 2024, ICMA conducted a review of the system, which demonstrated that NetForum will continue to meet the organization's needs for the next several years, provided that it is upgraded to the most recent version. The cost of this upgrade is included in the FY 2025 budget.

Figure 9 illustrates existing capital assets and investments projected to be made in FY 2025 – FY 2027, with related depreciation and amortization expenses.

FIGURE 9

Capital assets	Acquisition year	Cost	Useful life	Depreciation/amortization expense		
				FY 2025	**FY 2026**	**FY 2027**
Furniture	FY 2004-2016	74,512	10	669	334	-
SUBTOTAL Furniture				**669**	**334**	**-**
Laptops	FY 2021-2026	345,302	3	65,851	59,964	60,311
Other hardware	FY 2020-2026	29,541	5	2,652	2,396	3,396
SUBTOTAL Hardware				**68,503**	**62,360**	**63,707**
Association management software (netFORUM)	FY 2013-2024	2,872,739	10	401,090	203,655	-
Website	FY 2016-2026	617,822	7	20,306	28,243	36,577
Other software	FY 2018	28,604	7	1,034	-	-
SUBTOTAL Software				**422,430**	**231,898**	**36,577**
Leasehold improvements	FY 2016-2013	207,244	10	18,974	11,130	3,012
SUBTOTAL Leasehold Improvements				**18,974**	**11,130**	**3,012**
TOTAL				**510,575**	**305,722**	**103,296**

Appendix 1: Envision ICMA Implementation Plan, FY 2025

Vision:

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

Mission:

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

Core Beliefs – We Believe In:

1. **Public Service**: including the stewardship of democratic principles and the efficient and transparent use of public resources.
2. **Ethics**: as the core of professionalism in local government leadership and management as outlined in the ICMA Code of Ethics.
3. **Council-Manager Form of Government and Professional Management**: as the preferred local government structure.
4. **Equity and Inclusion**: ensuring that local governments are inclusive and mirror the diversity in communities.
5. **The Continuous Pursuit of Excellence:** including professional development, life-long learning, networking, capacity building, knowledge sharing, and engagement.
6. **Stewardship**: balancing resources including people, financial, social capital, and environmental so that communities are better than we found them.
7. **Leadership:** developing leadership capacity and attracting and developing future generations of leaders.

PRIORITY I: Membership Benefits and Growth

Strategic Initiative A: Diversify and expand the membership.

Strategy Number	Strategies	FY 2025 initiatives
A.1	Maintain an organizational priority to grow and retain the membership in order to support local government's ability to attract and retain talented professionals.	• Refine outreach plan to promote the new dues structure with a focus on tailored state campaigns to recruit members from small communities. • Work with affiliate organizations like NACA to promote joint membership capitalizing on the new dues structure. • Continue to promote the new guidebook for members in transition (MIT). • Continue to implement recommendations of the MIT Task Force, including leveraging members to produce content for PM magazine, conferences, and events. • Continue to implement the work plan generated by the new senior advisor coordinator. • Support the new SheLeadsGov member committee by developing a committee strategy and goals.
A.2	Implement board approved recommendations of the Task Forces on Diversity & Inclusion and Women in the Profession.	• Support the Veterans Advisory Committee strategies by engaging and supporting career changers. • Strengthen relationships with equity partners (NFBPA, LGHN, I-NAPA, CivicPride, and GARE) to promote the importance of diversity and inclusion within the profession among students. • Continue DEI engagement among global student chapters. • Expand SheLeadsGov network into global membership areas. • Develop new annual agreements with equity partner associations based on new relationship model. • Ensure continued alignment with ICMA's professional development programs on content development and representation by membership and speakers for all training programs. • Market and present ICMA's Community Equity and Inclusion Award. Highlight previous recipients of the award.

Strategy Number	Strategies	FY 2025 initiatives
		• Highlight women in the profession that have received ICMA's Local Government Excellence, Service, Distinguished Service, Honorary Membership, and other awards.
A.3	Develop strategies to assist talented individuals in gaining entry into the profession.	• Build learning opportunities for management analysts and assistants to prepare them for professional management. • Increase opportunities for students and early career professionals to build their professional networks and advance their core skill sets by providing more training opportunities through the ICMA classroom and by partnering with affiliate partner programs. • Continue to enhance Job Center capabilities and marketing to reach new audiences and develop new features for employers and job seekers. Continue to implement Job Center sponsored sessions at the annual conference to enhance members' ongoing career journey. • Launch the second annual Bob Turner Scholars Internship in summer 2024, and plan for year three.
A.4	Define and promote the value of belonging to ICMA in addition to State Associations, International and other Affiliates, and related professional organizations.	• Highlight ICMA Awards programs and recipients. • Continue special efforts to promote awards programs to international audiences. • Negotiate and implement mutually beneficial agreements aligned with the new relationship model.

A.5	Support the professional and personal needs of members at all life and career stages.	• Enhance ethics awareness through the following initiatives:
		    • Develop and deliver ethics presentations at 5-7 state association conferences.
		    • Continue contributing content through the ICMA blog and PM magazine, including the monthly Ethics Matter! PM column.
		    • Continue development of new ethics courses.
		    • Implement the plan to promote and celebrate the 100th Anniversary of the ICMA Code of Ethics.

Strategy Number	Strategies	FY 2025 initiatives
		• Provide ICMA Awards that span various career stages. • Promote members' tenure in local government through ICMA Service Awards. • Highlight new Advocacy for the Profession Award in Honor of Martha Perego. First recipient to be awarded at the Pittsburgh conference. • Develop a formal training and support program for first-time administrators. • Continue to enhance the MIT program by implementing the MIT Task Force recommendations. • Continue to support members by expanding and promoting the Senior Advisor Program. • Promote and celebrate the 50-year anniversary of the Senior Advisor Program through articles in PM and Leadership Matters. • Highlight ICMA's Harvard Senior Executives in State and Local Government scholarship recipient in PM magazine and via social media. • Continue to support ACAOs through committee activities, opportunities, and events. • Strengthen relationships with state affiliates to increase student engagement and networking opportunities at the regional level.
A.6	Continue to expand the relevance of Student Chapters and their respective universities to highlight career opportunities in local government management.	• Leverage funding from the Bill & Melinda Gates Foundation to implement a student chapter competition on economic mobility strategies. • Shift major promotion of student chapter recruitment to strengthening current student engagement and support. • Identify opportunities to engage U.S. and international student chapters through targeted programs and events. • Build and enhance relationships with the global academic community to make deeper connections to professional local government management internationally. • Continue financial support for developing events that engage students through networking, professional development, and career events. • Continue engagement with student chapters for content development and connection through

Strategy Number	Strategies	FY 2025 initiatives
		the monthly chapter newsletter and the student member ICMA Connect group. • Consider creating audio or video content to promote student chapters. • Continue providing financial support opportunities through Policy Proposal Summit, best event contest, and conference scholarships. • Increase virtual student engagement opportunities, including virtual speed coaching, regional happy hours, and encourage student chapter event collaboration.
A.7	Work with elected official organizations to develop and implement training to facilitate the increase of a more diverse pool of executives.	• *Due to staff capacity, development of this training will be deferred to future years.*
A.8	Identify and promote member services that are relevant to the international community.	• Evaluate current programs and services in terms of relevance to markets outside of the United States. • Conduct market research to identify programs and services that may be relevant. • Continue developing global SheLeadsGov resources, stories, and connections.

PRIORITY I: Membership Benefits and Growth

Strategic Initiative B: Improve and sustain collaborative relationships with international and state associations and affiliates to support, align, and advance common goals.

Strategy Number	Strategies	FY 2025 initiatives
B.1	Strengthen and formalize relationships with organizations that have similar missions to leverage resources for the benefit of the profession.	• Continue to support ICMA's state and other affiliates through secretariat services and/or partnership agreements and suitable professional development opportunities. • Negotiate and begin implementation of mutually beneficial agreements with international strategic allies, partners, and sponsors.

Strategy Number	Strategies	FY 2025 initiatives
B.2	Expand the Regional Directors so that at least one director covers each region to foster relationships with international and state associations and the general membership.	• *The implementation of this strategy has been completed, with regional directors now in all ICMA regions.*
B.3	Establish deeper relationships with international, state associations and affiliate membership organizations to develop a leadership pipeline to serve on the ICMA Executive Board.	• Continue process of updating equity affiliate agreements to support deeper relationships and collaboration, based on the new relationship model.
B.4	Enhance communication and dialogue to develop synergistic relationships with international, state, and affiliate organizations and other professional associations.	• Establish a system for proactively consulting with organizations around professional development and learning needs of their members and other local government professionals. • Continue to engage with international allies, partners, and sponsors to build relationships and add mutual value. • Include internationally focused articles in ICMA communications. • Hold quarterly webinars with international panelists who are focused on local government best practices occurring outside of the United States.
B.5	Explore and establish relationships with non-traditional organizations that could serve as partners in achieving ICMA's diversity goals.	• Maintain working relationships with national equity partners (i.e., NACo, NLC, GARE, Policy Link, Living Cities), and also seek opportunities to expand ICMA's reach outside of the United States. • Provide support to underrepresented groups to help them participate in ICMA's leadership development programs. • Identify, develop, and support cohorts to advance diversity.
B.6	Advance work with IHN, NFBPA, and NACA and	• Continue working with NFBPA on the Thriving Communities Technical Assistance Center

Strategy Number	Strategies	FY 2025 initiatives
	other organizations on establishing joint recruitment goals and recruitment opportunities and amend the national affiliate agreements as appropriate to further our shared goals.	project funded by the U.S. Environmental Protection Agency. • Partner with affiliate organizations on ICMA programs to build membership and the profession. • Contribute and share content on websites, at conferences and events, and through other communication channels.

PRIORITY II: Learning Community

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

Strategy Number	Strategies	FY 2025 initiatives
C.1	Expand learning opportunities and professional development for members at every career stage.	• Hold the 5th annual SheLeadsGov Virtual Forum. • Revise or update the Equity Toolkit prior to the Equity Summit in July 2024. • Establish the 5th Equity Officer Cohort class. • Hold the 4th Annual Equity Summit. • Conduct the 4th cohort class of the Leadership Institute on Race, Equity, and Inclusion. • Begin the development of a DEI curriculum aimed at helping local governments develop and implement an equity framework within their organizations. • Conduct a global market analysis and research worldwide best practices for the proposed certificate program. • Design and begin development of the ICMA global professional development portfolio, based on the 14 Core Practices and career stages. • Partner with jurisdictions and organizations to incorporate Ethics 101 and Fundamentals of Local Government courses into their organizational learning plans. • Launch the redesigned Leadership ICMA as an enhanced and rigorous hybrid learning experience. • Conduct a market analysis in target countries to assess the value of ICMA's professional development offerings and the 14 Core Practices.
C.2	Create opportunities for individuals with diverse career backgrounds to engage in training and professional development on local government.	• Establish a distinguished level in the Voluntary Credentialing Program, where credentialed managers can teach, write, and coach within the global ICMA community. • Identify opportunities for global participation in the ICMA Coaching Program. • Plan the 2025 National Brownfields Conference as well as a second event on economic redevelopment leveraging existing grant funds from the U.S. Environmental Protection Agency.

Strategy Number	Strategies	FY 2025 initiatives
		• Plan and develop a new national event for local government officials, nonprofit partners, community stakeholders, and others on economic mobility policies and practices with funding from the Bill & Melinda Gates Foundation. • Explore opportunities to offer ICMA training programs through our partnership with the US Army, utilizing their portals.
C.3	Create learning opportunities for members to share experiences from countries around the world.	• Continue to implement and refine the Global Ambassadors Program with the Global Engagement Committee. • Implement the first phases of the International Management Exchange Program. • Identify markets for ICMA's global professional development portfolio. • Establish global communities of practice centered on the 14 practices and capture best practices in ICMA's learning management system. • Continue to identify opportunities for members to be involved in ICMA's grant- and contract-funded activities.
C.4	Create a mechanism for mutual exchange of best practices	• Hold regular SheLeadsGov huddles for Women Leading Government (WLG) chapters to meet and learn from each other. • Hold bimonthly huddles for equity affiliates and ICMA to share ideas and best practices. • Identify opportunities for global participation in SheLeadGov or other equity affiliates. • Continue to promote the Tranter-Leong International Fellowship (application and awardees).
C.5	Further expand the ICMA coaching program and Local Government Management Fellowship program.	• Continue to increase the number of coaches and members who are registered and using the system. • Continue to produce high-quality, no-cost coaching webinars for the benefit of the profession and to engage nonmembers in the association.

Strategy Number	Strategies	FY 2025 initiatives
		• Implement speed coaching at the annual conference and explore virtual coaching events with partner states. • Continue with new fellowship programming, such as the alumni association and support for cohort calls. Continue working with the advisory board to reimagine the focus of the fellowship. • Identify opportunities for global participation in the ICMA Coaching Program.
C.6	Continue to create professional development content on management practices.	• Launch the redesigned Leadership ICMA as an enhanced and rigorous hybrid learning experience. • Begin the redevelopment of the Emerging Leaders Development Program.
C.7	Consider ways to market ICMA's professional development programs to local government professionals who are not ICMA members.	• Develop a comprehensive business plan for a potential ICMA Certificate Program as well as a globally inclusive, 14 practices-based professional development ecosystem. • Promote professional development product lines to members and nonmembers through all channels. • Increase use of paid social media for outreach; continue promotion of professional development programs and events.
C.8	Develop mechanisms to evaluate the effectiveness and impact of professional development programs.	• Establish standardized measurements for attendance, satisfaction, quality, value, and application. • Establish standard and systematic professional development reports.

PRIORITY II: Learning Community

Strategic Initiative D: Think globally, act globally.

Strategy Number	Strategies	FY 2025 initiatives
D.1	Develop coordinated strategy to increase brand awareness of ICMA and its benefits	• Continue to develop relationships with local government associations using the approved international relationship model.

Strategy Number	Strategies	FY 2025 initiatives
	to international affiliates.	• Include internationally focused articles in ICMA communications. • Create quarterly webinars with international panelists discussing local government best practices occurring around the world. • Assess current ICMA programs, products, and services in line with the ICMA value proposition and market assessment to identify key/core existing offerings for global applicability. • Support and promote the 100th anniversary of the "I" in ICMA. • Increase use of paid social media for outreach. • Create an international SmartBrief newsletter with a focus on global content. • Continue working with the Leadership Advisory Group to serve as an ICMA Community of Practice, a member- and staff-composed workgroup dedicated to global professional development based on ICMA's 14 Core Practices.
D.2	Promote international awareness and perspective of the local impact of globalization.	• Continue to develop relationships with local government associations using the approved international relationship model. • Include internationally focused articles in ICMA communications. • Create quarterly webinars with international panelists discussing local government best practices occurring around the world. • Develop and implement a global communication strategy to promote ICMA's value and brand to local government professionals, policy makers, and the public. • Incorporate global content into the ICMA Newsletter.
D.3	Develop a more robust learning network of US and International members.	• Incorporate feedback from global professionals on current professional development offerings and input into development of certification modules.
D.4	Sustain ICMA's technical assistance globally to foster professional	• Continue to capture new grant and contract funding from federal agencies, foundations, and other donors.

Strategy Number	Strategies	FY 2025 initiatives
	management and create sustainable communities.	• Pursue funded contracts in democracy and governance sectors to establish a presence in new markets with growth potential. • Continue to develop appropriate relationships, conduct assessments, and evaluate structures to promote professional development programs, products, and services in target markets.

PRIORITY III: Thought Leadership and Resource Network

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

Strategy Number	Strategies	FY 2025 initiatives
E.1	Continue to support and highlight academic and practitioner research identifying the most significant issues facing local governments.	• Continue to implement ICMA's Local Government Reimagined strategy. • Continue to produce new content on economic mobility policies and practices. • Continue to work on the African American city and county managers research project, including seeking funding for a documentary. • Begin developing a new book on local government management and ethics. • Continue to support the academic symposium at the annual conference, curating research presentations from faculty and sharing with the membership. • Engage with faculty to share and promote practitioner-related research with the membership. • Increase use of paid social media for outreach.
E.2	Partner with the other Big 7 and other related organizations to collectively respond to public policy issues impacting local governments.	• Continue to participate in monthly meetings hosted by the Big 7 CEOs to discuss policy and legal issues. • Explore co-hosting webinars with other Big 7 partners on issues of mutual interest. • Continue to participate and support the Big 7's advocacy efforts on issues of importance to local governments and the ICMA membership. • Join the Local Government Legal Center as an affiliate member to monitor U.S. Supreme Court cases that may have an impact on local governments. • Continue to publish the monthly Public Policy Pulse column in the ICMA Newsletter as a way of delivering important information to the ICMA membership on federal legislative and regulatory policies and programs.

Strategic Initiative F: Be the principal resource for leadership and management in local government.

Strategy Number	Strategies	FY 2025 initiatives
F.1	Design and deliver programming to address the important trends, drivers, and issues affecting local government professionals.	• Continue City Health Dashboard program with new funding. • Continue to implement SolSmart 2.0 technical assistance to local governments. • Continue to implement Solar@Scale training and technical assistance for local governments. • Continue the U.S. Department of State-funded fellows programs that enable young professionals from around the world to contribute to their communities' sustainability and democratic governance. • Continue implementation of the USAID-funded ERAT local governance program in Indonesia. • Continue implementation of the USAID-funded CHANGE local governance program in the Philippines. • Continue implementation of the USAID-funded Central Tibetan Administration project in India. • Continue economic mobility programming with support from the Gates Foundation. • Lead the public sector cohort elements of the "economic recovery fellows" program in partnership with the IEDC. • Support implementation of the environmental finance center activities in EPA Region 3. EPA Region 3 includes communities in Delaware, Maryland, West Virginia, District of Columbia, Pennsylvania, Virginia, and additional American Indian tribal lands. • Continue to produce programming through the Thriving Communities Technical Assistance Center, supported by EPA funding. • Launch the new distributed wind program with funding from the U.S. Department of Energy. • Begin supporting the implementation of a new local government and plastics pollution prevention program in the Dominical Republic.
F.2	Assess, develop and promote professional management	• Continue to offer the ICMA Management and Leadership Assessments and promote these assessments as entry points to new and existing programs, where appropriate.

Strategy Number	Strategies	FY 2025 initiatives
	competencies and disciplines.	
F.3	Incorporate the concept of leadership in professional development offerings.	• Launch the redesigned Leadership ICMA, a flagship leadership development program. • Redesign the Emerging Leaders Development Program, a flagship leadership development program for early-career professionals. • Continue offering the Gettysburg program, with adjustments aimed at enhancing participant experience. • Promote certificate and micro-certificate programs. • Promote Leader as Coach opportunities.
F.4	Promote leading practices to ensure local government's ability to attract and retain a talented and diverse workforce.	• Provide a global perspective on talent attraction and retention for local governments through articles and conference sessions. • Partner with jurisdictions and organizations to incorporate Ethics 101 and Fundamentals of Local Government into their organizational learning plans. • Within the framework of the newly negotiated agreement, promote the use of the Savi technology platform to help local government organizations provide student debt relief programs to their employees.
F. 5	Promote ICMA globally as the resource for leading practices in local government management.	• Continue to expand the global engagement page and 100 years of international landing page on ICMA's website. • Enhance promotion through the increased use of paid social media.
F.6	Organize and deliver content so it is easily accessible and fresh.	• Promote content and learning experiences housed in the new learning management system.

PRIORITY IV: Advocacy and Outreach

Strategic Initiative G: Promote the value of professional management and ICMA membership.

Strategy Number	Strategies	FY 2025 initiatives
G.1	Focus prioritization on ethics, leadership, professional development, and member connection.	• Develop and promote podcast and blog content that proactively covers AI, professional development, leadership, global engagement, and other ICMA priority topics. • Begin to market professional development opportunities directly to jurisdictions and organizations.
G.2	Find new ways to articulate the value of ICMA membership.	• Include a list of member benefits in PM magazine on a quarterly basis. • Continue to feature members in Member and Global Spotlight sections of PM magazine and Spotlight videos.
G.3	Educate elected officials on the value of professional local government management.	• Launch the redesigned and updated Council Orientation webinar series.
G.4	Expand programs in schools to explain local government and encourage careers in local government management.	• Continue to support and encourage student research on the form of government and value of professional management.
G.5	Educate the public on the council-manager form of government.	• Maintain council-manager relations as a priority topic and as a tie-in to other topics, like council engagement on AI policy, employee pay and engagement, etc. • Develop a flyer that can be distributed at ICMA events to encourage donations to The Future of Professional Management Fund. • Continue to conduct community-based presentations on the council-manager form of government. • Continue to monitor form of government ballot challenges and serve as a resource on the

Strategy Number	Strategies	FY 2025 initiatives
		benefits of the council-manager form of government.
G.6	Expand the outreach to community members presenting value of professional management.	• Engage with state associations to support local efforts to advance the council-manager form of government and to promote professional management. • Meet with charter commissions and elected officials to inform communities about the role and value of professional management and forms of government. • Write articles and provide commentary to guide thought leadership on professional management and the form of government.
G.7	Connect the profession's commitment to ethics to building public trust.	• Continue developing and delivering ethics training for members at all career stages. • Provide technical assistance to state associations when they receive an ethics complaint regarding a member of their association who is not an ICMA member. • Continue conducting an ethics orientation for state association executive boards and ethics committees to strengthen the joint and mutual commitment to ethics. • Promote a global commitment to ethical conduct through knowledge exchange that recognizes cultural and regional differences.
G.8	Enhance the Job Center platform to support member career advancement.	• Market Job Center and career resources at the annual conference; enhance features for both employers and job seekers. Continue to support the platform.

PRIORITY IV: Advocacy and Outreach

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

Strategy Number	Strategies	FY 2025 initiatives
H.1	Identify ways to support distance learning for members.	• Continue optimizing the new learning management system's functionality and begin growing the portfolio of learning experiences. • Complete a market analysis to gain feedback from partners and affiliates about how best to engage them in distance learning. • Identify and prioritize technology infrastructure resources needed to develop new programs, products, and services under a global operating model.
H.2	Use new technology, digital/video media, and graphic design to engage members and deliver content.	• Utilize new formats for podcasts and other content. • Refresh the design of the PM magazine and its complementary e-newsletter, PM Alert.
H.3	Continue to invest in developing a platform to share content and encourage peer learning and discussions.	• Continue optimizing the learning management system's functionality through the use of discussion boards, etc.
H.4	Identify business partners to help leverage technology and media capability.	• Seek corporate sponsors for events that showcase ICMA's core values and topic areas, such as equity and inclusion (i.e., Equity Summit). • Within the framework of the newly negotiated agreement, promote the use of the Savi technology platform to help local government organizations provide student debt relief programs to their employees.
H.5	Expand the way ICMA delivers its message and content.	• In PM magazine, include more articles authored by contributors outside of the United States or with a global focus. • Implement a lead generation platform/page on the ICMA website to share content. • Create quarterly webinars with international panelists discussing local government best practices occurring around the world. • Communicate benefits of global perspectives on governance issues in social media through different means, including clips from Global Spotlight interviews, blogs, events, and re-

Strategy Number	Strategies	FY 2025 initiatives
		sharing of relevant international relationship content. • Increase use of paid social media for outreach.

PRIORITY V: Governance and Operations

Strategic Initiative I: Support the continued growth and development of ICMA's business enterprises and operational resources.

Strategy Number	Strategies	FY 2025 initiatives
I.1	Maintain strong financial and operational policies and practices to ensure the vitality of the Association.	• Begin developing or adapting products and services that can attract global customers. This will provide an opportunity to identify potential global sponsors. • Continue efforts to grow revenues from non-dues sources (i.e., Cope Notes, Savi, etc.). • Continue enhancing current financial and operational policies and processes to position ICMA as a resilient, forward-looking, agile, and financially sustainable organization. • Continue implementation of the information technology strategy that reflects ICMA's commitment to innovation, creativity, and collaboration; ensures strong information technology security; and supports a flexible work environment.
I.2	Develop strategies to attract and retain outstanding and diverse staff for ICMA.	• Continue to foster a culture that embraces diversity and inclusion in our hiring practices, in our communication and decision-making on organizational opportunities, and continuing organization-wide conversations on important topics. • Continue to enhance the organization's esprit de corps through regular and transparent communication, seeking and acting on staff input regarding best workplace engagement practices, recognizing staff accomplishments, and coordinating organization-wide health and happiness events. • Enhance ICMA's human capital model to maximize resources and personnel as we advance the Global Engagement Strategy. • • Create uniform practices in general ICMA HR and communication practices. • Continue leveraging the learning management system and develop training and professional

Strategy Number	Strategies	FY 2025 initiatives
		development programs for ICMA's U.S. and international staff.
I.3	Support a range of viable business lines to diversify the Association's revenue stream.	• Continue to produce prime and subcontracting proposals and concept papers for federal agencies, foundations, and other donors in support of ICMA's technical assistance and other business lines where grant funding is a possibility. • Create a strategy to expand the diversity of international development funders for ICMA technical assistance. • Through market assessments, explore opportunities to generate revenue from the sale of professional development products and other services. • Continue to work with ICMA's corporate partners on establishing relationships that drive engagement and generate value.
I.4	Periodically review the dues policy to ensure that ICMA can attract, retain, and grow membership.	• Continue to promote the new dues structure with a focus on tailored state campaigns to recruit members from small communities.
I.5	Maintain the strong relationship with ICMA-RC to support ICMA's members and their role in building great communities.	• Continue supporting ICMA-RC (dba MissionSquare Retirement) in their efforts to increase their brand value.

PRIORITY V: Governance and Operations

Strategic Initiative J: Evaluate the governance of the Association to enhance alignment with ICMA's strategic goals and core beliefs.

Strategy Number	Strategies	FY 2025 initiatives
J.1	Expand efforts to inform members about the role of the Executive Board and its election process.	• Increase engagement with state association and affiliate leadership at the onset of the regional nominations process in the fall, so that eligibility requirements (regional geographical

Strategy Number	Strategies	FY 2025 initiatives
		protocols, process deadlines) for board service in the region are clear. • Launch a member awareness campaign (July-September) via ICMA's website, social media, newsletter, and conference materials, to promote the value of serving on the ICMA Executive Board. • Send customized emails by region to candidates eligible for board service per their regional rotation agreement. • Continue promotion of board service opportunities across ICMA's communications channels.
J.2	Evaluate the Executive Board selection process, including regional protocols and geographic assignment of states so that it aligns with ICMA's Core Beliefs and goals.	• Review ICMA's current governance structure and related processes to achieve ICMA's goal of being a diverse, inclusive, and global organization.
J.3	Review voting eligibility so that it is consistent with the core beliefs and goals of the Association	• *The implementation of this strategy has been completed.*