

## ICMA VISION

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

## INTERNATIONALLY

We will realize our vision by driving value through global networking, career development, promotion of best practices, innovation, and professional recognition offerings for members and other stakeholders across countries and disciplines.

## GLOBAL TARGET AUDIENCE

Any country's local government organizations (i.e., region, county, district, city, town, parish, borough, any local municipality, etc.) and/or its employees—outside its national and/or federal government structure—that focus on serving its residents by managing and delivering local government services to them, regardless of political, cultural, or religious affiliations.

## GLOBAL ENGAGEMENT STRATEGY GOALS AND OBJECTIVES

**GOAL 1** Position ICMA as the home for the local government professionals and stakeholders worldwide.

### OBJECTIVES

- Integrate** fundamental practice areas as a professional development framework, addressing all levels/stages of career development.
- Clarify** the definition of the local government profession at its fundamental level globally and target audiences.
- Recognize** the professionals for knowledge, experience, and dedication to continuing professional development

**GOAL 3** Ensure organizational capacity to meet the needs of global audiences (US included).

### OBJECTIVES

- Build** a global mindset across staff and governance bodies.
- Ensure** the internal structure is conducive to supporting strategic goals, and org- wide vision, and mission.
- Rebuild** and optimize the innovation and development process for products, programs, and services.
- Ensure** a culture of continuous improvement.
- Leverage** all stakeholders (staff, governance, customers, members, and strategic partners) to advance strategic goals, and org-wide vision, and mission.

**GOAL 2** Ensure financial stability.

### OBJECTIVES

- Diversity** portfolio of stable revenue-generating programs, products, and services with sustained growth potential, addressing the local government professional development life cycle.
- Secure** strategic investments to support growth outside the United States
- Preserve** and grow revenue from grants and contracts, leverage grant-funded projects to capitalize on follow-up programs, products, and services.
- Increase** revenue generation from outside the United States.
- Optimize** internal cost of operations.

**GOAL 4** Achieve operational excellence.

### OBJECTIVES

- Improve** end user experience.
- Develop** and establish a management system to measure and manage performance of programs, products, and services.
- Ensure** staff and governance roles are clearly defined and supported.
- Eliminate** staff silos (real or perceived) and build a culture of collaboration, open communication, and continuous improvement.

The GES was approved by the ICMA Executive Board in June 2022.