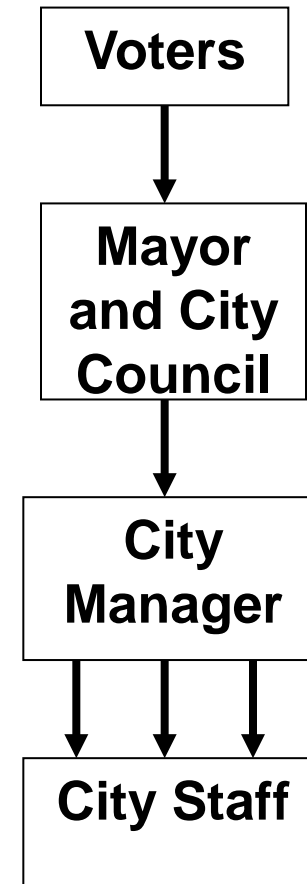


Council-Manager Form of Government

Basics of Council-Manager Form of Government

- Similar to a board of directors and CEO in private enterprise
- Policy
- Administration
- Reform Movement



History -- 99 Years

- It is not new.
- Part of the early 1900's Reform movement
- 1904 in Ukich, California
- 1913 in Terrell and Amarillo, Texas
- 1930 in Dallas, Texas
- Most popular in cities 5,000 and larger
- 3,400 cities in USA
- 89 million Americans
- 141 cities out of 237 cities over 100,000 population

284 Cities In Texas

| | |
|----------------|------------|
| Dallas | Fort Worth |
| Corpus Christi | Austin |
| San Antonio | Beaumont |
| Garland | Arlington |
| Grand Prairie | Plano |
| Lubbock | Amarillo |

Form of Government 1984-2000

ICMA Survey

| Form of Government | 1984 | 2000 |
|---------------------------|---------------|--------------|
| Council-Manager | 2,290 (38.3%) | 3,302(52.4%) |
| Mayor – Council | 3,686(61.7%) | 2,988(47.6%) |
| Totals | 5,976(100%) | 6,290(100%) |

Abandonment

- Voters decide
- In Texas only 34 abandonment elections have been held in 90 years
- Only 3 have been successful

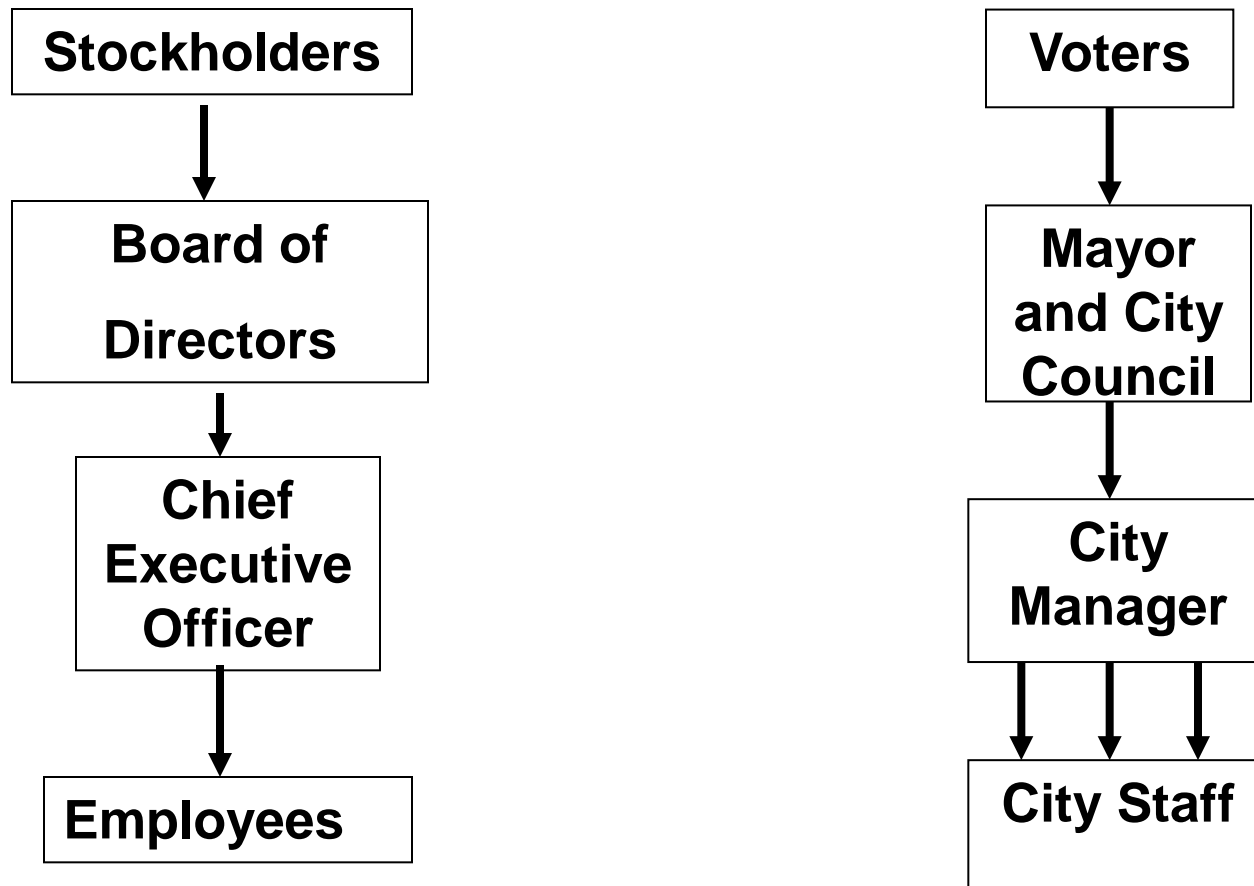
3 Cities that Abandoned

| City | Adopted | Abandoned |
|-------------|----------------|------------------|
| Electra | 1975 | 1989 |
| Houston | 1942 | 1947 |
| Ranger | 1919 | 1921 |

Abandoned but Returned

| City | Adopted | Abandoned | Readopted |
|-------------|----------------|------------------|------------------|
| Denton | 1914 | 1919 | 1959 |
| Waco | 1924 | 1946 | 1948 |
| Gainesville | 1927 | 1947 | 1949 |
| Rosenberg | 1956 | 1960 | 1985 |
| Athens | 1960 | 1963 | 1966 |

The Theory – Board of Directors



Different Types

- Contemporary local governments are more complex than the textbooks suggest.
- Council-Manager form is adaptable to local conditions and preferences.
- Decided by the voters.

Responsibilities in the Council Manager form of government

- City Council
- Mayor
- City Manager
- Other Council Appointed Officials

City Council

- Policymakers
- Elected representatives
- Leaders
- Hires/fires city manager
- Approves budget and tax rate
- Adopts ordinances
- Establishes goals
- Supervises, monitors, & evaluates city manager's performance

Mayor

Based upon the Model City Charter by
National Civic League

- 1) Member of the Council, presides at its meetings and votes
- 2) Key representative in intergovt. relations
- 3) Appoints, with Council advice and consent, members of boards & commissions

Mayor (Cont.)

Based upon the Model City Charter by
National Civic League

- 4) Presents annual state of the city address
- 5) Appoints members and officers of Council committees
- 6) Assigns, with Council advice and consent, agenda items to Council committees

Mayor (cont.)

Based upon the Model City Charter by
National Civic League

- 7) Recognized as head of city govt. for ceremonial purposes and by governor for purposes of military law.
- 8) Shall have no administrative duties

Mayor

Other Powers and Duties

- 9) Serves as spokesperson for the city
- 10) Facilitates communications between councilmembers
- 11) In a few cities, Mayor:
 - Has veto power
 - Has limited staff in his/her office
 - Receives city manager's budget in advance
 - Has longer term of office than councilmembers
 - Has lead role in selection of city manager

City Manager

- 1) Hired and fired by the City Council
- 2) Is bound by whatever action the City Council takes
- 3) Serves at the pleasure of the City Council.
- 4) Implements policy
- 5) Hires and fires the personnel
- 6) Prepares budget
- 7) Handles administrative duties

City Manager (cont.)

- 8) Serves as the Council's chief advisor
- 9) Provides an experienced, professional resource for the City Council
- 10) Informs the Council in an objective and complete manner
- 11) Provides the pros and cons on an issue or a project
- 12) Describes the long term consequence of a proposed action

Other Key Officials

- City Secretary and City Attorney
- In some cities appointed by Council, in others appointed by city manager
- Duties remain the same
- Regardless of method of appointment, they work closely with the city manager.

City Manager's Qualifications

- Education – 73% have a masters in public administration, urban affairs, or public affairs or professional degrees
- Experience – Average of 17 years in local government management positions
- Knowledge – city operations, state law, governmental processes
- Council can hire whomever they wish

Cost of City Manager

- Salaries in cities about your size can range from \$_____ to \$_____
- Think of organizations in your area with similar budgets and staffs as the city's. What are these CEO's paid?
- Depends on experience, education, complexities of the government, local job market, and economic conditions

Cost of City Manager (cont.)

- Savings can be derived from reduced operating costs, increased efficiency, improved revenue production, and/or effective use of technology

Code of Ethics

- Both the International City/County Management Association and the Texas City Management Association have strong Codes of Ethics
- 12 ethical principles of personal and professional conduct
- Prohibits all political involvement
- Standards of integrity more vigorous than those required by law

Possible Cons to Council Mgr. form

| Con | Response |
|--|---|
| 1) Mgr. isn't answerable to the citizens | 1) Mgr. is absolutely answerable to the Council who are answerable to citizens |
| 2) Council can no longer give directions to the city staff | 2) This prevents mixing of politics and administration and too many bosses giving orders. |

Cons

| Con | Response |
|---|--|
| 3) Mgr. is an “outsider” who does not know the community | 3) Mgr. is a professional who knows local govt. The Council knows the community. |
| 4) Mgr. controls the information and may not keep Council informed. | 4) Mgr. works for the Council & it is his/her job to keep Council informed |

Cons

| Cons | Responses |
|-------------------------------|--|
| 5) Mgr. increases bureaucracy | 5) Mgr. is a professional who strives for efficiency, effectiveness, and productivity w/i parameters set by the Council. |
| 6) Mgr. is too expensive | 6) City budgets are larger than most businesses in the city. Mgr. is paid commensurate with his/her training and experience. |

Summary

- ✓ Council-Manager form has a long history in Texas.
- ✓ It is growing across the nation.
- ✓ It is similar to a business approach.
- ✓ Mayor & Council are in control.
- ✓ Mayor & Council have more time for the big picture items and looking to the future.

Most Common Reasons for Changing to Council-Mgr. Form

- Continuity of ongoing plans and operations.
- Professionalism of department heads and key officials.
- Favorable experiences in other cities of similar size.
- Minimizing politically-motivated decisions in daily operations such as personnel.

Is it right for your city?

- It does work well in other cities
- It does make sense
- It is logical and reasonable
- Only you, the citizens, can determine what you need
- You know your community

Bottom Line

- Structure of city government means little to most taxpayers as long as trash is collected, stray dogs are picked up, crime is low, potholes fixed, and their city government is fiscally responsible.
- They do want a well run city.
- What best meets the needs of your citizens?