

HOW DID WE GET HERE?

A HISTORY OF THE CITY MANAGEMENT
PROFESSION

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EFFECTIVE GOVERNMENT SERIES

AUSTIN, TEXAS

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Delivered by Terrell Blodgett

FORMS OF CITY GOVERNMENT

- MAYOR-COUNCIL

- OLDEST FORM

- CORRUPTION RAMPANT IN LATE 1800s

- MAYOR IS POLITICAL AND ADMINISTRATIVE HEAD

- SOMETIMES EMPLOYS ADMINISTRATOR

- LARGEST CITIES IN U.S. - NYC, LA, CHI, PHILLY

- IN TEXAS: ONLY HOUSTON, PASADENA, TEXAS CITY,

- CONROE PLUS ABOUT 20 SMALLER CITIES

FORMS OF CITY GOVERNMENT

- COMMISSION

- GALVESTON FLOOD - 1900
- SMALL ELECTED BODY (3-5 MEMBERS) PERFORMS
 - BOTH LEGISLATIVE AND ADMIN FUNCTIONS
- TOGETHER, THE COMMISSION IS THE LEGISLATIVE ARM
- SEPARATELY, EACH COMMISSIONER HEADS A DEPT
 - COMMISSIONER OF FIRE AND POLICE, ETC.
- FOLLOWING GALVESTON, ADOPTED BY MANY CITIES
 - IN TEXAS AND NATION (HOU, DAL, FW, SA, AUS)
- POPULARITY ROSE AND FELL LIKE A METEOR
- TODAY, PORTLAND, OREGON ONLY MAJOR CITY
- TODAY IN TEXAS: NO CITY

FORMS OF CITY GOVERNMENT

- COUNCIL-MANAGER, NOT CITY MANAGER GOVERNMENT
 - URBAN GROWTH IN EARLY 1900s, CITIES NEEDED AN EXECUTIVE, NOT A MAYOR WHO TRIED TO FILL TWO ROLES, NOR A COMMISSION WHO SPLIT DUTIES
 - C-M PLAN EMPHASIZES UNITY OF AUTHORITY, POLICY IN COUNCIL, ADMINISTRATION IN MANAGER
- BEGINNINGS
 - UKIAH, CALIFORNIA – 1904
 - STAUNTON, VIRGINIA -1908
 - SUMTER, SOUTH CAROLINA -1912

- ADVOCACY GROUPS

- NATIONAL MUNICIPAL LEAGUE, NOW NATIONAL CIVIC LEAGUE
- NCL PUBLISHES MODEL CITY CHARTER, NOW IN EIGHTH EDITION

- MOST EARLY CITY MANAGERS WERE ENGINEERS

- TEXAS FIRSTS

- AMARILLO
- FROM 2000 TO 2012, SEVERAL CITIES CELEBRATING 90 YEARS OF COUNCIL MANAGER GOVERNMENT, INCLUDING: DENTON, TAYLOR, SHERMAN, YOAKUM, TYLER, SAN ANGELO, BROWNSVILLE, BEAUMONT, BRYAN, LUBBOCK, LUFKIN, STAMFORD, AND TULIA

- LARGE CITY ADOPTIONS

- FORT WORTH - 1924
- WICHITA FALLS - 1928
- AUSTIN - 1926
- DALLAS - 1931
- CORPUS CHRISTI – 1945
- SAN ANTONIO – 1951
- LAREDO – 1981

AND

- EL PASO – 2004

- LATEST MEDIUM SIZE CITY

- LEAGUE CITY - 2010

- LARGE CITIES IN OTHER STATES:

- PHOENIX AND TUCSON, ARIZONA

- OKLAHOMA CITY, OKLAHOMA

- DES MOINES, IOWA

- SACRAMENTO, CALIFORNIA

- KANSAS CITY, MISSOURI

- CHARLOTTE, NORTH CAROLINA

- NORFOLK AND VIRGINIA BEACH, VIRGINIA

ADVANTAGES OF COUNCIL-MANAGER PLAN

- UNITY OF AUTHORITY, NOT DIVIDED GRIDLOCK
- PROFESSIONALISM
 - MANAGER
 - DEPARTMENT HEADS
- CONTINUITY
- OBJECTIVITY
- VISION
- SEPARATES (FOR MOST PART) - POLICY AND ADMIN

THE CITY MANAGEMENT PROFESSION

- INTERNATIONAL CITY/COUNTY MANAGEMENT ASSN
 - ORIGINATOR - AMARILLO CITY MGR. M. H. HARDIN
- TML - 1913 - ELECTED OFFICIALS
 - MANAGERS STARTED MEETING IN 1916
- TCMA - 1925
- MANY YEARS AGO, MANAGERS' BACKGROUND BROADENED
 - TODAY - GENERALISTS AND FINANCE AND PLANNING
BACKGROUNDS AS WELL AS ENGINEERING

THE CITY MANAGEMENT PROFESSION

- GRADUATE EDUCATION FOR MANAGERS
 - SYRACUSE UNIVERSITY, TEXAS A & M, UNIVERSITY OF KANSAS, LBJ SCHOOL-UT, U. OF NORTH TEXAS, TEXAS TECH, WTSU
- CERTIFIED PUBLIC MANAGER PROGRAM - TX STATE U.
 - “THE WAVE OF THE FUTURE FOR MANY SMALLER COMMUNITIES “

THE FUTURE

- MOST POPULAR FORM OF LOCAL GOVERNMENT
 - IN U. S. - 50% PLUS
 - IN TEXAS - TOTAL HOME RULE CITIES: 350 +
 - COUNCIL-MANAGER: 330 +
- CHALLENGES
 - THERE IS TURNOVER IN MANAGERS
 - DALLAS, SAN ANTONIO, FORT WORTH
 - DALLAS ONLY THREAT
 - MEDIUM AND SMALLER CITIES
 - LAMBERT STORY
- REASONS FOR POPULARITY OF PLAN
 - EFFECTIVENESS
 - MANAGERS' PROFESSIONALISM
 - YOUR PROFESSIONALISM