

Council-Manager Form of Government

**Presentation to Gainesville City Commission
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What is the Council-Manager Form?

- Combines strong political leadership of elected officials with strong managerial experience of appointed Manager.
- All power and authority to set policy rests with elected officials.

What is the Council-Manager Form? (cont'd)

- Governing body hires a non-partisan Manager who has broad authority to run the organization.
- The Manager serves at the pleasure of the elected officials.

A Quick History of the Council-Manager Form

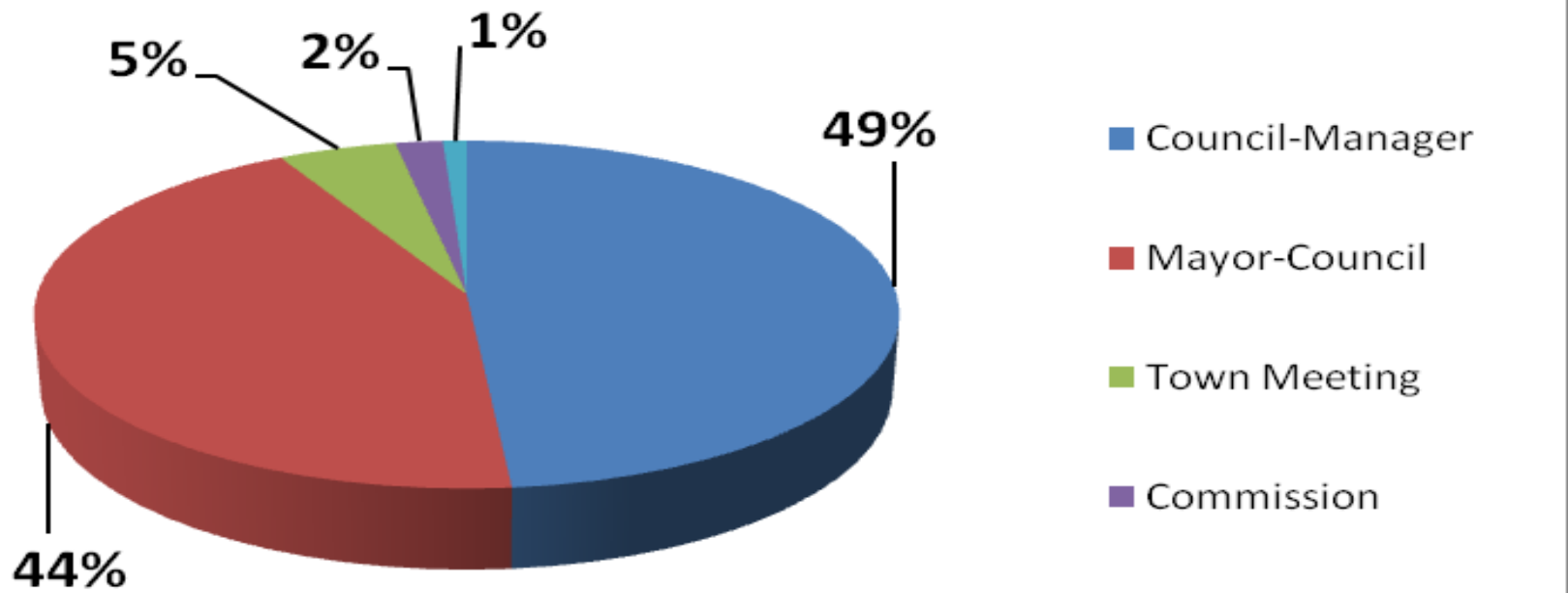
- Born out of turn-of-century progressive reform movement
- Corruption in America 19th-20th Centuries
 - “Gangs of New York” and Tammany Hall political machine that controlled city politics for years
- Reformers were catalysts for local change

History of the Council-Manager Form (cont' d.)

- Reformers engaged business sector for change
- Rise of “scientific” approach to local management
- Fostered transparency and accountability to citizens
- National Municipal League (now National Civic League) led charge against local corruption

Current Status of Council-Manager Government

- Trend is toward Council-Manager government
- Today more than 92 million people in the U.S. live in cities operating under Council-Manager form



Forms of U.S. Local Government [2013]
(Population 2,500 and greater)

Fast Facts:

- 57% of U.S. cities with populations between 5,000 and 249,999 operate under the Council-Manager form.
- 144 of the 205 cities (70%) with populations similar to that of Gainesville (100,000 - 249,999 people) are Council-Manager.

Four Forms of FL Local Government

- The four (4) forms seen in FL cities: Council-Weak Mayor; Council-Strong Mayor; Council-Manager and Commission
- Of the 52 cities above 50,000: one is hybrid Council-Weak Mayor/Council-Strong Mayor
- 9 are Council-Strong Mayor
- 42 are Council-Manager
- None are Commission

Source: FCCMA (population numbers from BEBR 2012)

Florida City Government

Charter Changes in the past 20 Years for cities 50,000 and above:

Lauderhill – Council-Strong Mayor to Council-Mgr. 1995

Fort Myers – Council-Strong Mayor to Council-Mgr. 2005

Pensacola – Council-Mgr. to Council-Strong Mayor 2010

Source: FCCMA

Florida City Government (cont'd)

Approximately approx. 275 of 410 cities have use the Council-Manager Form

Since 1990 the cities, towns and villages that have incorporated all adopted their charters with the Council-Manager Form

Source: FCCMA

Florida City Government (cont'd)

- Gainesville has a legacy of good government and positive citizen engagement
- The Council-Manager Form has been in place since 1927*

* Staunton, VA adopted Council-Manager in 1908; the first large city to adopt the Council-Manager Form was Dayton, OH in 1913

Benefits of Council-Manager Government

- Policy making resides with elected officials
- Elected officials free to devote time to policy planning/development and citizen engagement

Benefits of Council-Manager Government (cont' d.)

- C-M governments have Mayors; the charter draws clear distinction between administrative role of Manager and policy role of Mayor
- Mayor is a member of Council, therefore, no separation among elected body

Benefits of Council-Manager Government (cont' d.)

- Decisions on policy and community future made by the entire governing body rather than a single individual

Benefits of Council-Manager Government (cont' d.)

- Day-to-day operations managed by highly trained, nonpartisan, experienced professional
- Professional Managers typically possess a master's degree (approx. 60% in 2012), often in public administration (Source: ICMA)
- Acquire management “know-how” to ensure continuous improvement of community services

Benefits of Council-Manager Government (cont' d.)

- Manager carries out the policies established by elected governing body with an emphasis on effective, efficient, and equitable service delivery

Per the NCL's Model Charter (8th Edition) the City Manager:

- 1) Assist the council to develop long-term goals for the city and strategies to implement these goals;
- 2) Encourage and provide staff support for regional and intergovernmental cooperation, and
- 3) Promote partnerships among council, staff, and citizens in developing public policy and building a sense of community.

Benefits of Council-Manager Government (cont' d.)

- The Council-Manager Form is flexible enough to operate in a variety of city government structures and adapt to local needs and demands

Under Council-Manager Government...

- Manager appointed by majority vote of council for a definite or indefinite term and is subject to termination by a majority vote of the council at any time.

Under Council-Manager Government...

- Appointment of Manager should be based on professional experience, administrative qualifications, and education. Political affiliations should not influence appointment.

Under Council-Manager Government...

- The Manager should have responsibility for preparation of the budget and its presentation to the council and direct responsibility for the administration of the council-approved budget.

Under Council-Manager Government...

- The Manager should have full authority for the appointment and removal of at least most of the heads of the principal departments and functions of the local government.

Why C-M Government Makes a Difference

To be successful, every community needs strong

- Political leadership
- Policy development
- Focus on execution and results
- Commitment to transparent and ethical govt.
- Representation and engagement of all segments of community

Why C-M Government Makes a Difference (cont'd)

- Council-Manager form encompasses a set of professional values, ethical conduct, skills, and practices that ensure the success of the communities that use it.

See ICMA Code of Ethics

“Value Proposition” of C-M Government

- Adds value to the quality of public policy and produces results that matter
- Takes a long-term, community-wide perspective
- Committed to a set of ethical practices in the service of public values

“Value Proposition” of C-M Government (cont’ d.)

- Builds consensus among diverse interests
- Promotes equity and fairness
- Develops and sustains organizational excellence and innovation

How We Know Council-Manager Government Works

- *Money Magazine* recently ranked Louisville, Colorado (pop. 18,376) number two in its “Best Places to Live” listing. The city governs under the Council-Manager structure.
- 7 of 10 cities recognized in 2006 with coveted All-America City Award, which encourages civic excellence, are Council-Manager

How We Know Council-Manager Government Works (cont' d.)

- 4 of 5 cities designated by *American City & County* magazine as “Crown Communities” operate under C-M Form. 5th has professional manager
- C-M Form found in more than half of the 40 cities that received a triple-A bond rating in 2003 from Moody’s and Standard & Poor’s

How We Know Council-Manager Government Works (cont' d.)

- 2000 Government Performance Project evaluated 35 U.S. cities with largest gross revenues.
- The 2 cities receiving the highest overall grades of A and A- respectively were Phoenix, Arizona, and Austin, Texas.
- Both operate under Council-Manager Form

How We Know Council-Manager Government Works (cont' d.)

- A 2011 study by IBM Global Business Services found that professionally managed cities are 10% more efficient than those without professional Managers.

Source: ICMA See:

http://icma.org/en/icma/knowledge_network/documents/kn/Document/303182/Smarter_Faster_Cheaper

In summary...

- While a good Manager will always do his or her best to implement the vision of elected officials efficiently and effectively regardless of the form of government
- The Council-Manager form of government is the form that is best structured to facilitate a community's success.

About ICMA

- Founded 1914 as professional organization for appointed local government managers
- Approximately 9,000 members
- Roughly 5,400 city, town, or county managers or senior-level assistant/deputy managers
- Decisions made by ICMA members affect millions of individuals in thousands of communities

About ICMA (cont' d.)

- Mission:
*to create excellence in local governance
by developing and fostering professional
local government management worldwide*
- Premier local government leadership
and management organization
- Origins in council-manager form of
government

ICMA Code of Ethics

- ICMA members agree to subscribe to a stringently-enforced Code of Ethics
- The Code was established in 1924 and ensures the professional and personal integrity of city, town, and county managers
- The Code also requires members to commit to a minimum of 40 hours of continuing education and professional development

Source: ICMA http://icma.org/en/icma/ethics/code_of_ethics

For more information, contact:

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Information about Council-Manager Form:

http://icma.org/en/icma/about/overview/council_manager/topictabs/6

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Information on FCCMA Range Rider Program:

<http://fccma.org/range-riders/>