

INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION

History

ICMA Membership and the Local Government Profession

ICMA, founded in 1914, is the professional and educational association for appointed chief administrative officers (CAOs) in the United States, Canada, United Kingdom, Australia, New Zealand, and other countries. These administrators serve cities, towns, townships, villages, boroughs, counties, and councils of governments at the direction of elected councils and governing bodies. ICMA's membership also includes assistant CAOs and a wide array of local government employees—department heads, management or budget analysts, municipal league directors, members of the academic community, students pursuing local government management careers, and interested citizens. ICMA's 7,300 members share a dedication to both public service and representative democracy at the local level.

Local government administration does not mandate certification of specialized educational requirements for entrance. It is a field in which individuals from many different academic and professional backgrounds are welcome. Many administrators have studied public administration as well as business administration, political science, law, and engineering. Today, professionals in local government have the unique distinction of performing specialized tasks in a broad-based environment.

History of the Local Government Profession

The first appointment of an individual to a position similar to that of city manager occurred in Staunton, Virginia, in 1908 where a "general manager" was employed to oversee the administrative functions of the municipality. The first formal adoption of the

council-manager plan took place in Sumter, South Carolina, in 1912. The following year Westmount, Quebec, adopted the plan and by doing so introduced the council-manager form of government to Canada. In 1914, Dayton, Ohio, accepted the council-manager plan and became the first municipality of substantial size to operate under the new form of government. Sixteen years later, Durham County in North Carolina became the first county to institute a form of government that embodied the concept of professional management.

The International City Managers' Association, as it was then called, held its initial meeting in 1914 at a time when only 32 local governments in the United States and Canada had adopted the council-manager plan. The meeting was held in Springfield, Ohio, at the invitation of O. E. Carr of Cadillac, Michigan, and H. M. Hardin, of Amarillo, Texas. Mr. Hardin, who had recently been appointed to his first position of professional management, felt the need to share his experience and information with the small group of his fellow professionals.

ICMA, from its inception in 1914, has continued to serve a number of essential functions for professional local government management executives. In so doing, the association has improved the quality of local government in which its members serve. As the number of local governments adopting the council-manager form of government has grown, so has the ICMA membership, in terms of both numbers and professional knowledge and skills.

The council-manager plan grew steadily from 1914, slowed only by the difficulties of war and depression. By 1918 there were 100 local governments with the council-manager plan. In 1930, the total increased to 400 and since 1945 the rate of increase has averaged 50 places annually except for record years 1973 and 1976. (In 1973, there was an

increase of 159 local governments, and in 1976, 133 were recognized.) By December 1985, ICMA had verified the existence of the plan in 2,775 U.S. and Canadian local governments. The number of local governments with the council-manager plan has continued to grow throughout the 1980s. Today there are 2,859 U.S. and Canadian local governments with the plan.

During the 1960s the profile of local government had begun to show significant changes. Not only were there complex new problems created, but variations in organizations and structure became evident. Some cities, towns, and counties began providing for an appointed official responsible for overall administrative affairs without adopting the council-manager plan as it was originally conceived. Likewise, the development of councils of governments and regional councils brought new and innovative structures to local government. It became obvious to ICMA that, in many cases, the positions being developed did not significantly vary from the role of the traditional professional positions provided for in the council-manager plan.

In July of 1969, the International City Managers' Association changed its name to the International City Management Association and began the process of recognizing local governments which provide for positions of professional management while retaining a form of government other than the council-manager plan. To distinguish them from those recognized as council-manager communities, these newly recognized places were designated "general management." Criteria were established for recognition and the individuals in these local government management positions were made eligible for Corporate membership in ICMA. More recently, in 1986, ICMA completed the same process for recognizing state/provincial associations of local governments.

Programs and Activities

In order to meet ICMA's goals, a number of programs have been developed and implemented. These include member publications, professional activities, books and other publications, and management information.

Member Publications

ICMA Newsletter. ICMA's bi-weekly newsletter covers public policy news, membership applications, ICMA activities, manager appointments, and position vacancies in local government management.

Public Management (PM). PM is the monthly magazine covering key management issues for the professional local government administrator.

WHO'S WHO in Local Government Management. ICMA's annual directory lists members and ICMA recognized governments (available to members only).

Career Development Publications. Members have access to a series of publications that offer guidelines on job hunting, recruitment, employment agreements, executive search, and relocation.

The Council-Manager Plan. Information on the council-manager form of government is available through the *Responsive Local Government Package*. Information on organizing an effective campaign to retain council-manager government is available through the *Citizens Handbook on Retaining Council-Manager Government: How to Respond to Abandonment Referenda*.

Member Committees

ICMA has had committees charged with the task of performing a wide variety of functions for the association since the late 1960s. These committees have guided the Executive Board in directing association activities about issues of national policy; addressed the particular needs of segments of the ICMA membership; guided the implementation of ICMA policies; and advised the staff of particular programs and services. Each committee has a distinct charge that delineates the function and focus of the committee.

The Academic Affairs Committee is charged with strengthening and improving the flow of information from employers to the academic community on job knowledge, skills, and abilities needed by entry-level

professionals in local government; providing local government managers with information on current trends in the academic preparation of professionals for the public service; and identifying academicians with expertise in subjects that will be featured in ICMA publications.

The Assistants Steering Committee assists the board in achieving the overall objectives of ICMA by emphasizing the involvement and perspectives of assistants.

The Committee on Regional Councils (COG Committee) is charged with strengthening the relationship between local government administrators and executive directors of councils of governments and identifying programs to foster strong communication and cooperation.

The Committee on International Activities is tasked with helping the ICMA membership experience new opportunities for professional education, community betterment, and lasting friendships with their counterparts abroad; identifying the needs of local governments abroad to strengthen professional management and to translate those needs into recommended programs of action for ICMA; increasing communication between professional management of local governments throughout the world; and facilitating opportunities for ICMA professional staff linkages with counterparts abroad.

The Professional Development Committee is charged with advising the Executive Director and the Office of Education Services on training programs and priorities.

The Public Policy Committee is tasked with advising the association on public policy matters and matters related to the State and Local Legal Center, and holding public policy hearings at national conferences to identify emerging public policy issues of importance to local government.

Professional Activities

Annual Conference. Every year since 1914, with the single exception of 1945, ICMA has sponsored a conference to review the local government developments, discuss management issues, adopt policy statements, and conduct official association business. Upcoming conferences are scheduled for:

Des Moines, Iowa—
September 24-28, 1989

Forth Worth, Texas—
September 23-27, 1990
Boston, Massachusetts—
September 22-26, 1991
Reno, Nevada—
September 13-17, 1992

Annual Awards for Excellence in the Profession. Each year ICMA provides an opportunity to recognize outstanding achievements in local government, including management innovations, in-service training programs, professional development programs for interns, local government education programs, and outstanding efforts to improve the local democratic process.

ICMA Training Institute. Founded in 1934, the Institute provides correspondence courses on general management, supervision, police, fire, and related subjects for management executives. The courses are built around ICMA's Green Books. The Institute also offers self-administered training programs, and workshops and seminars.

International Exchange Program. The managers exchange enables local government administrators from the United States and other countries to share achievements and experiences. Exchanges have taken place with Australia, Canada, Germany, Israel, New Zealand, and the United Kingdom.

Public Policy. ICMA publishes information on current legislation and regulations and supports the State and Local Legal Center to advocate local government concerns before the Supreme Court.

Job Opportunities Bulletin (JOB). ICMA's biweekly bulletin of job vacancies for women and minorities in local government. JOB covers all levels of technical and administrative professional positions. The bulletin is a quick and easy way for local governments, public interest groups, and executive search firms to reach the largest pool of minority candidates in public administration.

Local Government Consortia. To facilitate information sharing among communities with common interests, ICMA has developed the consortium approach. A sports consortium and a convention consortium focusing on providing research and sharing information with local governments that have major league sports teams and convention centers are currently operating as well as a Hispanic consortium and a futures consortium.

Research. ICMA cooperates with federal government agencies, foundations, and

other groups on a contract basis to conduct research in selected subject areas. Current major programs include emergency management, citizen participation and leadership, environmental research, and information sharing.

Books and Other Publications

Municipal Management Series. Known informally as the ICMA Green Books, the textbooks in the series cover management of the major functions of local government: planning, finance, police and fire services,

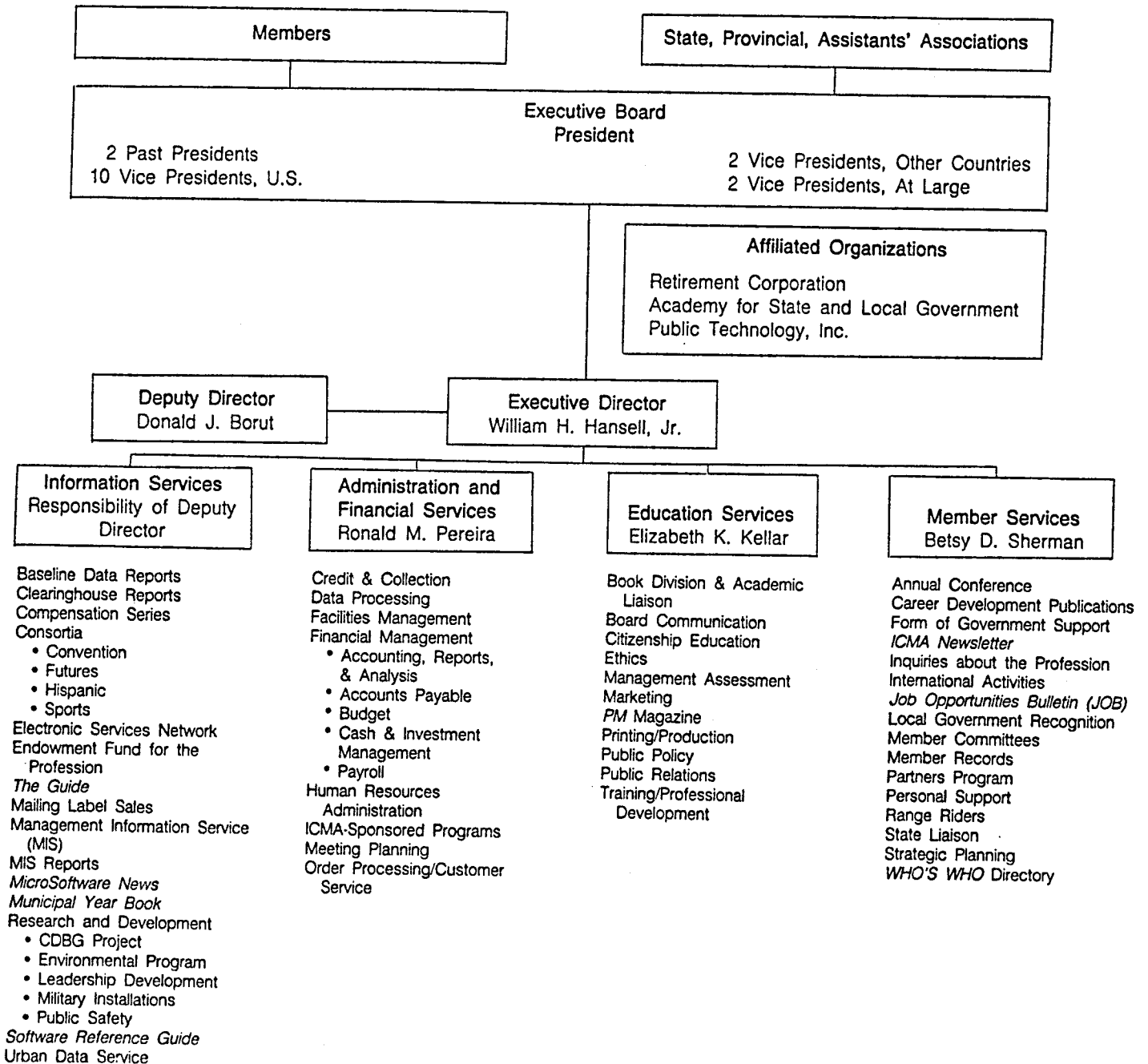
and overall local government management. Since 1934, the Green Books have been used as texts for the courses sponsored by the ICMA Training Institute. They also are used by colleges and universities as texts and collateral resources.

Practical Management Series. To meet local government needs for timely information on current issues and problems, these books draw on diverse sources to put that information in the hands of managers and their staffs. The books also are used as supplemental textbooks in college and university courses.

Municipal Year Book. Published since 1934, the *Year Book* is the authoritative reference on urban data and information. It contains statistical presentations, interpretive summaries and analyses on U.S. cities, counties, and regional councils, and a directory section with names and phone numbers for U.S. local government officials.

Compensation: A Report on Local Government Executive Salaries and Fringe Benefits. This annual publication details the salaries and fringe benefits of officials in more than 5,000 local governments, compares these salaries by state and region, and

Organization



presents new data on over 25 different fringe benefits received by local government managers.

Management Information

Urban Data Service (UDS). ICMA is the largest collector of data about U.S. local government, with the exception of the Bureau of the Census. The UDS subscription provides concise analytical information based on data collected through surveys of local jurisdictions. Subscribers receive the *Municipal Year Book* and bi-monthly reports

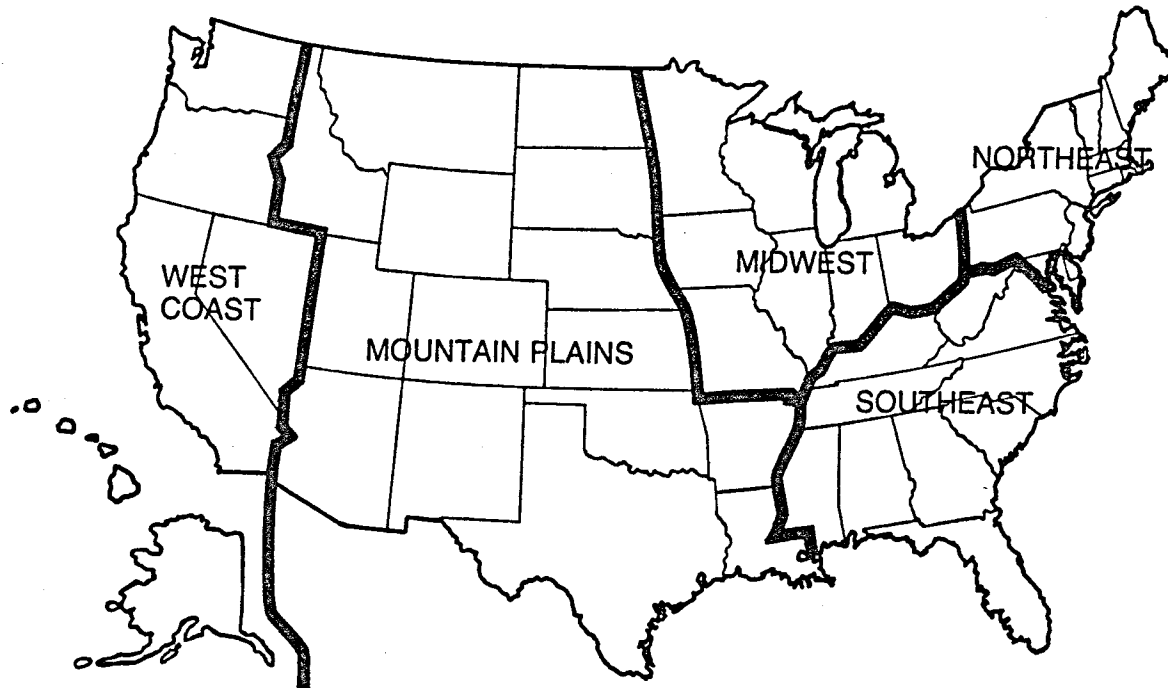
describing survey results and have access to ICMA's unpublished survey data.

Management Information Service (MIS). Innovative ideas, approaches, and methods developed by local governments are pooled and exchanged through MIS, an annual subscription service. MIS has a database of more than 13,000 items. Subscribers receive monthly reports, a newsletter, and unlimited access to an inquiry service.

Local Exchange (LEX). This electronic network is provided by ICMA in conjunction with the National League of Cities and Public Technology, Inc. Features include news from

ICMA and NLC, user-to-user messaging, special interest group forums (e.g., micro-computer users), subnets, and bulletin boards (e.g., ICMA job listings).

ICMA Regions



Note: The "Other Countries" region includes all countries with ICMA members outside the United States.

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Kathryn H. Stone
John G. Stutz
Dwight Waldo
S. Leigh Wilson

Range Riders

Listed here are retired local government professionals who serve as Range Riders for ICMA and their state leagues or state/provincial associations. Range Riders are available to meet with managers, on a confidential basis, to provide both career and personal support. They are friends, counselors, and an important resource to the profession.

Rocky Gutierrez, Alaska
Robert L. Brunton, Arizona
Teena Clifton, California
Lyman Cozad, California
James M. Fales, California
Henry Glaves, California
William Hanley, California
Gale Martin, California
Wes McClure, California
Marty D. Tarshes, California
George Fellows, Colorado
Warren (Pete) Knowles, Florida
Wilbur Avera, Georgia

H. Bruce Lovvorn, Georgia
Virgil Basgall, Kansas
Claude Dumond, Maine
Ernest Marriner, Maine
Julian Orr, Maine
Norris Stilphen, Maine
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Robert Kenning, Michigan
John Patriarcho, Michigan
Robert Semple, Missouri
Kenneth Boehner, New Hampshire
Robert H. Harp, New Jersey

Sidney H. Stone, New Jersey
Ira M. Gates, New York
George R. Kupchynsky, New York
J. D. Mackintosh, Jr., North
Carolina
Charles Henry, Oregon
Jane Finley, Pennsylvania
John Hoishik, Pennsylvania
James W. Brown, Texas
James W. Dodson, Texas
Julian Hirst, Virginia
Allen Locke, Washington
G. Eldon Marshall, Washington