



CITY OF  
**West  
Linn**

# **All About the City Manager's Role in Local Government**

---

Presented by City Manager Eileen Stein

# History of the City Management Profession and ICMA



- 1750-1914: The dawn of the Industrial Age.
  - New technologies and economies developed rising out of a series of inventions (e.g. steam engine) that originated in Great Britain and spread to Europe and the United States. These new inventions and technologies created new classes of super wealth in the West.



# Chicago “Machine Politics”

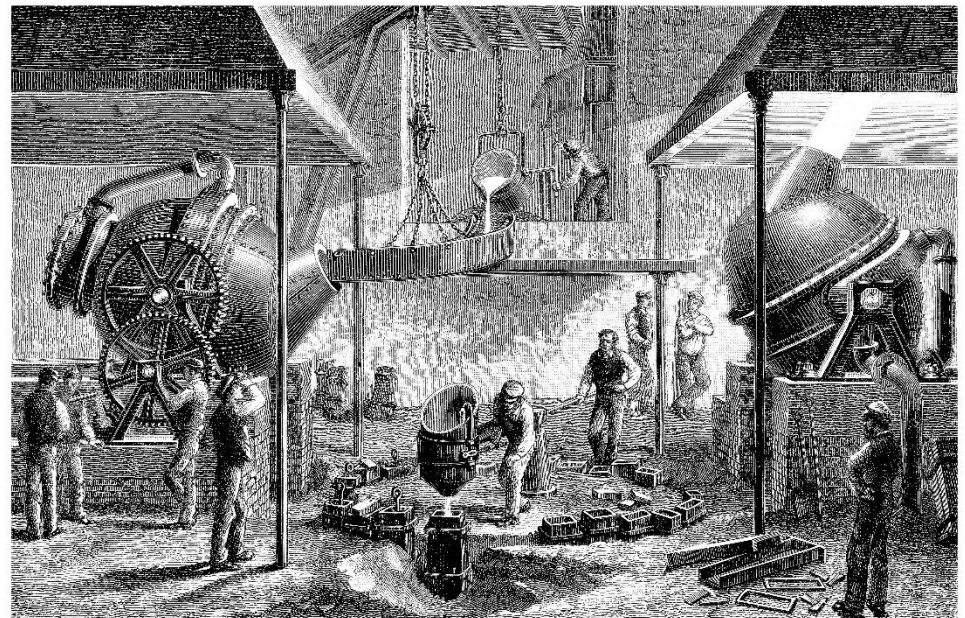


- ✦ In this new “Gilded Age” Chicago became the focal point of the political battle between capitalists and labor. Scandalous working conditions in the Union Stock Yards caused endless friction between “Yankee titans” and the “white ethnic” immigrants who labored in the factories. Machine-style politics proved to be the working-class immigrants’ way to ultimately win that struggle.
- ✦ Political machines are hierarchical organizations run by a singularly-powerful party boss. The boss alone selects candidates and issues. A legion of party loyalists carry out the boss’s decisions. Machines allowed working-class immigrant communities access and benefit from political power, they also gave rise to political patronage (aka jobs and favors).

# “Government Should Run Like a Business”



- Industrialization led to new forms of work organization and the development of the factory system and the formation of the business corporation, funded by issuance of stock purchased by individuals (shareholders), governed by a board of directors, and administered by a chief executive officer.



# Professional City Management/Council-Manager Plan/ICMA



- ✦ 1908 Staunton, Virginia: First appointment of a "general manager" to oversee the administrative functions of the municipality.
- ✦ 1912 Sumter, South Carolina: First formal adoption of the council-manager form of government (the 'council-manager plan')
- ✦ 1914 Springfield, Ohio: The International City Managers' Association (ICMA) held its initial meeting with only 32 local governments in the United States and Canada who had adopted the council-manager plan.
- ✦ By 1918 there were 100 local governments with the council-manager plan; by
  - 1930 => 400
  - 1985 => 2,563
  - 2019 => 3,003



# ICMA: Life, Well Run



# ICMA Code of Ethics



## ICMA Code of Ethics

The mission of ICMA is to create excellence in local government by developing and fostering professional local government management worldwide. To further this mission, certain principles, as outlined by the Rules of Procedure, shall govern the conduct of every member of ICMA, who shall:

1. Be dedicated to the concepts of effective and democratic local government by responsible elected officials and believe that professional general management is essential to the achievement of this doctrine.
  2. Affirm the dignity and worth of the services rendered by government and maintain a constructive, creative, and practical attitude toward local government affairs and a deep sense of social responsibility as a trained public servant.
  3. Be dedicated to the highest ideals of honesty and integrity in all public and personal relationships in order that the member may merit the respect and confidence of the elected officials, of other officials and employees, and of the public.
  4. Recognize that the chief function of local government at all times is to serve the best interest of all of the people.
  5. Submit policy proposals to elected officials provide them with facts and advice on matters of policy as a basis for making decisions and serving community goals and uphold and implement local government policies adopted by elected officials.
- ...elected representatives of the people are entitled to the credit for the contribution of local government to the public confidence in professional administration.
- ...of the employing legislative body.
- ...to develop the competence



# West Linn City Manager: Charter Authority

- The position and powers of the West Linn City Manager are established and spelled out in the West Linn City Charter:

- **Section 21. Appointment and Evaluation of City Manager.**

The Council shall appoint a City Manager for a term specified by contract and may remove the City Manager at its discretion.

- **Section 21A. Non interference with Personnel or Public Contracting.**

No City Council member may directly or indirectly, by suggestion, or otherwise, attempt to interfere, influence, or coerce the City Manager in the award of a public contract or the hiring, discipline, or termination of any personnel. This shall not prevent a City Council member from providing input to the City Manager relating to City business or the performance of an employee or department. (Added 09-17-13; Amended 11-07-17)





# West Linn City Manager: Powers and Duties

## Section 23. City Manager

- **Qualifications.** The City Manager shall be the *administrative head of the government* of the City. The City Manager shall be *chosen by the Council without regard to political considerations* and solely with reference to the City Manager's executive and administrative qualifications. Before taking office, the City Manager shall give a bond in such amount and with surety as may be approved by the Council. The premiums on such bond shall be paid by the City.
- **Residency.** It is the desire of the people of West Linn, but not a requirement, that the City Manager live in the City during the term of his or her employment.
- **Powers and Duties** of the City Manager shall be as follows:
  1. The City Manager shall devote his or her entire working time to the discharge of his or her official duties, attend all meetings of the Council unless excused therefrom by the Council or the Mayor, keep the Council advised at all times of the affairs and needs of the City, make reports annually, or more frequently if requested by the Council, of all the affairs and departments of the City.
  2. The City Manager shall see that all ordinances are enforced and that the provisions of all franchises, leases, contracts, permits and privileges granted by the City are observed.



# West Linn City Manager: Powers and Duties

3. The City Manager shall designate a custodian of records and such other officers and employees as required, and shall appoint and may remove appointive City officers and employees except as this Charter otherwise provides, and shall have general supervision and control over them and their work with power to transfer an employee from one department to another. The City Manager shall supervise the departments to the end of obtaining the utmost efficiency in each of them. The City Manager shall have no control, however, over the strictly judicial activities of the Municipal Judge.
4. The City Manager shall ensure that all expenditures of public funds, including the purchase of goods and services, are made in accordance with City policies, State budget and public contract law, and generally accepted financial management practices. (Amended 9-19-95)
5. The City Manager shall be responsible for preparing and submitting to the Budget Committee the annual budget estimates and such reports as that body requests.
6. The City Manager shall supervise the operation of all public utilities owned and operated by the City and shall have a general supervision over all City property.



# Commonly Asked Questions

- ✦ What is the difference between the Mayor and Council's function and the City Manager's function?
  - The Mayor and Councilors ('the City Council') is the legislative body of the city. Power is centralized in the elected City Council which set goals for the City, approve the budget, and determine the policy direction of the City. The City Manager, as the chief administrative officer, carries out the policies, programs and project on behalf of the City Council. The City Manager prepares a budget for the City Council's consideration; recruits, hires and supervises city staff (through department directors) and carries out policies of the City Council, as a whole.
- ✦ Does the City Manager participate in policy determination?
  - The City Manager makes policy recommendations to the City Council, only. The City Manager is bound by whatever action or direction is taken/voted on by the City Council. The City Manager carries out the policy direction of the elected body which sometimes contributes to public confusion about who *developed* the policy.



# Commonly Asked Questions

- ✦ Is the Council-Manager Plan used only in certain kinds of cities?
  - No, this form of government is used by counties, cities and townships of all sizes. Today there are over 3,300 cities operating under the Council-Manager Plan, 371 counties, and the fastest growing segment of membership in ICMA is international. There are 34 international affiliates of ICMA and 227 communities benefitting from ICMA Global Programs.
- ✦ Is the City Manager elected?
  - No, the City Manager is appointed by the City Council.
- ✦ Does the Mayor and Council report to the City Manager?
  - No, the City Manager reports to Council.
- ✦ Is the City Manager a political appointee?
  - No. A professional City Manager, bound by the ICMA Code of Ethics, is apolitical and will refrain from being involved in the political process of the municipality with which they serve.

Thank you!



Questions?