




CITY OF WASILLA

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INFORMATION MEMO NO. 91-16

TO: Council

FROM: John C. Stein, Mayor 

DATE: October 10, 1991

RE: Report - International City Managers Association Conference

I attended the National ICMA Conference in Boston September 21-26. The ICMA is an organization of professional City Managers dedicated to enhancing the quality of local government. See the attached ICMA Fact Sheet, goals, ideals and ethics. I am an affiliate member.

The conference offered three days of seminars and workshops. I chose sessions on council goal setting, total quality management and police and public safety.

Considering the new election term goal setting could be a worthwhile exercise for the Council and Administration. The program suggested goal-setting workshops with community groups and the Council.

A facilitator would work with staff, council, the mayor and the public to first develop a vision statement. The vision statement would answer the questions " By the year 20XX what will be the:

1. essence of the community
2. nature of and driving force of the economy
3. unique physical characteristics
4. projected size
5. historic heritage and traditions
6. core community values
7. dreams and ambitions
8. bequest to next generation?"

Goal setting and prioritization would follow. This all ties in with our comprehensive planning effort.

Total quality management revolves around developing "entrepreneurial" organizations. Tasks that government performs should be "customer" driven and competitive. Employees should share the task of designing the means to best serve the customers. Budgets should offer incentives for efficiency by allowing the departments to allocate 50% of annual cost savings to benefit their programs. Departments should be more accountable for their service outcomes, not so much accountable for their line item expenditures.

I attended two police seminars because of the recent legislative pressure to require all cities to have police forces. One of the most appealing ideas was combined police/fire or public safety departments. Public safety officers can operate interchangeably as firemen or law-enforcers. Some 50 cities were modeled on a complex computer program and in every case there was either higher service or lower costs for public safety departments. The valley lacks the greatest impediment to a combined police/fire service: established labor groups. If the valley is pressed into local law enforcement the public safety concept should be closely examined.

The Boston trip was the first and only ICMA national conference I have attended since I began work in Wasilla in 1984.

ICMA, the professional association
of appointed administrators
serving cities, counties, regional councils,
and other local governments



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Fact Sheet on ICMA

ICMA, founded in 1914, is the professional and educational organization for over 7,000 appointed chief management executives in the United States, Canada, Australia, England, and other countries. They serve cities, towns, counties, villages, boroughs, townships, and councils of government at the direction of elected councils and governing bodies. ICMA's membership also includes municipal league directors, assistant managers, other local government employees, members of the academic community, and interested citizens.

MISSION STATEMENT

The purposes of this association are to enhance the quality of local government and to nurture and assist professional local government administrators in the U.S. and other countries. (The specific goals in support of this mission appear on page 6.)

CODE OF ETHICS

ICMA adopted a set of ethical principles in 1924 to govern the conduct of all ICMA members. One reason local government managers have gained the respect of elected officials and the general public is their dedication to those principles. ICMA rigorously enforces its Code of Ethics (see page 8).

DECLARATION OF IDEALS

ICMA adopted its Declaration of Ideals in 1984. The ideals demonstrate ICMA's commitment to maintain and enhance public trust and confidence in local government, achieve equity and social justice, affirm human dignity, and improve the quality of life for the individual and the community (see page 7).

ICMA 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.

ICMA GOALS

The purposes of this association are to enhance the quality of local government and to nurture and assist professional local government administrators in the U.S. and other countries. The specific goals in support of this mission are as follows:

- 1** To provide professional development programs and publications for local government professionals that improve their skills, increase their knowledge of local government, and strengthen their commitment to the values and ideals of professional management.
- 2** To support professional management in all forms of local government and specifically to encourage local governments in the United States and in other countries to adopt and retain the council-manager or the general management plan.
- 3** To improve the recruiting process for professional local government administrators, in order to ensure the future of the profession and increase professional management opportunities for women and minorities.
- 4** To serve as a national and international clearinghouse for the collection, analysis, and dissemination of local government-related information and to conduct research and offer contractual technical consulting services in areas that address local government needs.
- 5** To promote professional local government management by working in cooperation with and serving as a resource for public interest groups directly involved in the formulation of public policy.
- 6** To offer services and programs and to provide a communications network to respond to personal, professional, and family needs of members.

ICMA CODE OF ETHICS

THE PURPOSE of the International City Management Association is to increase the proficiency of city managers, county managers, and other municipal administrators and to strengthen the quality of urban government through professional management. To further these objectives, certain ethical principles shall govern the conduct of every member of the International City Management Association, 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 objective.
- 2** Affirm the dignity and worth of the services rendered by government and maintain a constructive, creative, and practical attitude toward urban affairs and a deep sense of social responsibility as a trusted public servant.
- 3** Be dedicated to the highest ideals of honor 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 interests 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 setting community goals, and uphold and implement municipal policies adopted by elected officials.
- 6** Recognize that elected representatives of the people are entitled to the credit for the establishment of municipal policies; responsibility for policy execution rests with the members.
- 7** Refrain from participation in the election of the members of the employing legislative body, and from all partisan political activities which would impair performance as a professional administrator.
- 8** Make it a duty continually to improve the member's professional ability and to develop the competence of associates in the use of management techniques.
- 9** Keep the community informed on municipal affairs; encourage communication between the citizens and all municipal officers; emphasize friendly and courteous service to the public; and seek to improve the quality and image of public service.
- 10** Resist any encroachment on professional responsibilities, believing the member should be free to carry out official policies without interference, and handle each problem without discrimination on the basis of principle and justice.
- 11** Handle all matters of personnel on the basis of merit so that fairness and impartiality govern a member's decisions, pertaining to appointments, pay adjustments, promotions, and discipline.
- 12** Seek no favor; believe that personal aggrandizement or profit secured by confidential information or by misuse of public time is dishonest.

ICMA DECLARATION OF IDEALS

The International City Management Association was founded with a commitment to the preservation of the values and integrity of representative local government and local democracy and a dedication to the promotion of efficient and effective management of public services. To fulfill the spirit of this commitment, the International City Management Association works to maintain and enhance public trust and confidence in local government, to achieve equity and social justice, to affirm human dignity, and to improve the quality of life for the individual and the community. Members of the International City Management Association dedicate themselves to the faithful stewardship of the public trust and embrace the following ideals of management excellence, seeking to:

- 1** Provide an environment that ensures the continued existence and effectiveness of representative local government and promote the understanding that democracy confers privileges and responsibilities on each citizen.
- 2** Recognize the right of citizens to influence decisions that affect their well-being; advocate a forum for meaningful citizen participation and expression in the political process; and facilitate the clarification of community values and goals.
- 3** Respect the special character and individuality of each community while recognizing the interdependence of communities and promoting coordination and cooperation.
- 4** Seek balance in the policy formation process through the integration of the social, cultural, and physical characteristics of the community.
- 5** Promote a balance between the needs to use and to preserve human, economic, and natural resources.
- 6** Advocate equitable regulation and service delivery, recognizing that needs and expectations for public services may vary throughout the community.
- 7** Develop a responsive, dynamic local government organization that continuously assesses its purpose and seeks the most effective techniques and technologies for serving the community.
- 8** Affirm the intrinsic value of public service and create an environment that inspires excellence in management and fosters the professional and personal development of all employees.
- 9** Seek a balanced life through ongoing professional, intellectual, and emotional growth.
- 10** Demonstrate commitment to professional ethics and ideals and support colleagues in the maintenance of these standards.
- 11** Take actions to create diverse opportunities in housing, employment, and cultural activity in every community for all people.