



**Organization Overview
and
2008—13
Strategic Plan**

January 2010

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Introduction

The California City Management Foundation (CCMF) is a non-profit organization that seeks to strengthen the City Manager profession, improve the education of City Managers, and promote the Council-Manager form of local government.

The leadership of CCMF is committed to providing quality services and support to its membership and to the City Management profession. Towards that end, in 2008, the CCMF Board of Trustees identified what it wanted to accomplish during the years of 2008–2013, and established areas of focus to serve as the Strategic Plan.

Upon the completion of the Strategic Plan, the Board of Trustees requested that a Report be developed that would provide an overview of the newly established Plan, as well as the Mission and Objectives that have guided the work of CCMF since 1985, which continue to serve as the framework for its upcoming Plan. To provide contextual background, this Report also includes the organization's leadership and organizational structure, history, and work program. Through the reading of this Report, it is hoped that the reader will gain a sense of the *past, present, and future* of CCMF and its work.

For readers who are interested in learning more about CCMF, please access our website, www.cacitymanagers.org, or contact Bill Garrett, Executive Director. His contact information can be found ON PAGE 17 of this document or on the CCMF website.

Developed by:
Pamela Easter
CCMF Board member (2007–09)
On behalf of the CCMF Board of Directors

About CCMF

The California City Management Foundation (CCMF) is a membership organization. It has three categories of dues-paying memberships: individual, retired and corporate/private sector. Individual memberships are available to all California City Managers, whether currently a City Manager, or “in transition.” Senior assistants who have been designated by their City Managers to be qualified for membership in the City Managers Department of the League of California Cities are eligible for CCMF Individual membership. Retired city managers who want to maintain access to CCMF membership benefits can join/renew in the Retired category. Corporate/private sector organizations who have an interest in supporting City Managers and the profession are also eligible for membership.

The organization is led by a Board of Trustees, including current city managers, as well as corporate/private sector members.

CCMF uses revenues from membership dues, sponsorships, and fundraising activities to underwrite its various programs and activities. CCMF has a Section 501(c)(3) designation.

CCMF works closely with Cal-ICMA and the League of California Cities, providing program ideas and speakers at conferences, supporting League and Cal-ICMA initiatives, and having CCMF representatives serve on their Boards and vice versa.

Mission

CCMF is the premier advocacy and support organization for the City Managers and the profession, and was created to promote the well-being of City Managers and the Council-Manager form of government.

Objectives

CCMF has five objectives that frame its focus and work plan as an organization. They are:

- Educate and advocate the value of professional City Management and the Council-Manager Plan.
- Promote effective Council-Manager relations.
- Support the well being and professionalism of Managers.
- Be a leader among local, regional and statewide city management associations.
- Provide training and professional development for local government managers.

CCMF Services & Member Benefits

CCMF Services

- Peer Support and Transition Services for Managers
- Advocacy, Information and Research for the Profession
- Education for Future Leadership
- Career Support for City Managers

Member Benefits

For City Managers:

- Weekly e-news of newspaper articles with items of interest to city managers
- Invitation to members-only activities and events, including:
 - Private reception/event at the League's annual City Manager Conference
 - Small intimate discussion groups/retreats on controversial and challenging city management issues
- Access to a members-only peer network for confidential advice and support on issues facing you as a manager
- Access to members-only section of website
- Specialized, tailored services for managers in transition, including access to peer support, legal and professional services

For the Profession:

- Specialized Training to Develop Future Managers
 - Annual training for new City Managers
 - Annual training for Assistants
- Annual training for long-term city managers
- Information, Publications and Research
 - Sample performance evaluation forms
 - Research and publications on the profession
 - Model City Manager employment agreement
 - Manager in Transition Handbook
 - How to Become a City Manager
 - City Manager Tenure Analysis
 - Guidelines for a Successful Council-Manager Employment Relationship

**Additional information about the benefits of CCMF membership, including membership applications, are available at:
www.cacitymanagers.org**



Activities & Programs

Activities & Programs

CCMF carries out its Mission and Objectives in many ways. Examples of current activities and programs follow and are organized by the five objectives of CCMF.

Educate and advocate the value of professional City Management and the Council-Manager Plan

- Advocate the interest of professional City Management.
- Provide education and support of the Council-Manager plan.
- Provide public education of the private sector, including the media, about the value of professional Council-Manager relationships.

Promote effective Council-Manager relations

- Promote team building and harmony between the Council and City Manager.
- Work with elected officials to promote effective Council-Manager relations, through education sessions, information, and personal contact.
- Provide comprehensive analysis and support of effective enforceable City Manager employment agreements.

Support the well being and professionalism of Managers

- Develop materials and programs to support Managers.
- Provide resources and information to the psychological and emotional well-being of the Manager and his/her family, as well as professional and financial security.
- Outreach to City Managers in transition.

Be a leader among local, regional and statewide city management associations

- Support professionalism among City Managers.
- Collect and maintain information on the trends and practices affecting City Managers.

Provide training and professional development to local government managers

- Maintain a library of training materials focused on professional development, including information on the CCMF website.
- Hold training sessions for assistants looking to become Managers as well as first time Managers.
- Sponsor workshop sessions at the Annual League City Managers' Conference and other League conferences on topics related to effective Council-City Manager relations and professional City Management.



The California City Management Foundation

A Look Back...

The California City Management Foundation A Look Back...

Responding to the need for the promotion and support of the City Management profession, the Foundation is now in its third decade and can point to a long list of accomplishments and programs that remain true to the original focus of the organization. This section provides excerpted sections of a CCMF document, "A Brief History," which reviews the history of the California City Management Foundation and the work and efforts of the organization.

The Beginning

The California City Management Foundation was founded in 1985 in response to the need for an organization to promote improvements to the City Management profession in California that were not addressed by either the League of California Cities or the International City/County Management Association. A major concern at that time was the need to create a more professional working environment for California City Managers. Specifically, the "at will" employment status of City Managers was based on a premise of professional conduct and "good will" in the relationship between the City Manager and the City Council, as embodied in the Council/Manager form of local government.

The creation of CCMF was made possible through donations from the following people, collectively known as the "CCMF Founding Benefactors":

James L. Alkire	Clark Goecker	Robert Nelson	Revan Tranter
John S. Baker	Robert F. Grogan	Gerald Newfarmer	Lauren M. Wasserman
Donald Blubaugh	Roger L. Kemp	Robert & Denise Ovrom	John B. Wentz
Robert Christofferson	Norman King	Lee Risner	Edward G. Wohlenberg
F. Robert Coop	Kenneth W. Landau	Frederick Sharp	William Woolett, Jr.
Paul D. Eckles	Garth Lipsky	Louis Shepard	
Kenneth Emmanuels	Wes McClure	Karen Smith	
Lou Garcia	Donald F. McIntyre	Glenn D. Southard	
Henry L. Gardner	David R. Mora	William O. Talley	

The original focus of CCMF was threefold:

- Strengthen the City Manager profession.
- Improve City Management education.
- Promote the Council-Manager form of local government.

Another focus was the area of fundraising, as CCMF was originally funded with \$1,000 donations from each of the CCMF Founding Benefactors, as well as \$5,000 donations from Pacific Bell and Southern California Edison.

A Look Back—continued

The First Decade 1985-1995

The decade of the 1980s was a tumultuous one for local government in California as cities strove to address the challenges of Proposition 13 and other tax and revenue limiting statewide measures. The tenure of California City Managers began to dramatically shrink, from typically over ten years in the 1960's and 1970's to terms as short as just a few years, with the average term quickly dropping into the five year range.

It was apparent to CCMF that stabilizing basic employment and financial security for the Manager was critical to the viability of the profession. Two key lines of action were selected by the Foundation to address this concern:

- City Councils and other interested parties (such as the press) needed to be educated about the value of providing a reasonable employment situation for City Managers.
- City Managers needed basic contractual protection to prevent capricious termination actions and resultant financial hardship.

To address the first point, CCMF focused substantial effort on producing publications that centered around the City Manager's job, including producing articles for publication in Public Management Magazine.

The City Manager Employment Contract

To address the second point, CCMF developed a model form of a City Manager employment contract. The work on the model contract took two directions, the preparation of the actual document as well as the marketing of the concept of why a City Manager employment contract makes sense.

Over the years, the CCMF model contract has continued to evolve and is now the model throughout California. More importantly, the information campaign promoting the use of City Manager contracts has been exceedingly successful, with contract usage rising from under 20% in 1988 to nearly 85% in 2005. It is now the standard in the industry.

By 1995, CCMF had published a number of groundbreaking documents for the profession as well as the first version of the model employment contract. However, modest fundraising efforts had constrained the expansion of CCMF programs and activities.

A Look Back—continued

The First Decade 1985-1995, continued

Managers in Transition (MIT)

In the 1990s, CCMF began an outreach program to City Managers who had left their city employment and were seeking a new position with another city. This more formalized program includes an extensive information packet, both counseling and legal service referrals as well as the provision of general advice on appropriate lines of action. The MIT program, along with the Model Employment Contract, has met a critical need for the profession that had previously not been available.

Major Benefactors

During CCMF's lifetime, a strong group of major benefactors emerged to support the organization. Continuing the tradition of supporting the city management profession, many others have made substantial financial contributions to CCMF, including the following individuals who have each contributed at least \$1,000 to CCMF:

Todd Argow	James Hendrickson	John Nowak
Jesus Armas	Guy Huffaker	Kevin O'Rourke
Douglas Ayres	James Keene	Jan Perkins
Frank Benest	Ronald Kiedrowski	Gary Pokorny
Lyman Cozad	Jeff Kolin	Richard Ramirez
Lloyd de Llamas	Cynthia Kurtz	Jack Simpson
Kevin Duggan	Bruce Malkenhorst	Cathy Standiford
William Garrett	Charles McClain	Mary Strenn
Michael Garvey	Deborah McKeehan	John Thompson
Rita Geldert	Wade McKinney	Frank Tripepi
Jim Gilley	Kathleen Millison	Les White

Corporate Support

The work of CCMF has been made possible through the generous support of the following corporate sponsors:

Corporate Circle

Piper Jaffray
Stone & Youngberg
Richards, Watson &
Gershon
Public Financial
Management, Inc.

Corporate Benefactors

The HdL Companies
Joe A. Gonsalves & Son
Keenan & Associates
Trackdown Management

Corporate Sponsors

Avery Associates, Inc.
Bob Murray & Associates
Darold Pieper, Attorney at Law
EDGE Development, Inc.
E.J. De La Rosa & Company, Inc.
Executive Law Group
Kosmont Companies
Management Partners
The Mathis Group
Moreland Temporary Associates
PARS
Peckham & McKinney
PMC
Ralph Anderson & Associates
Southern California Edison
Teri Black & Company, LLC
Urban Futures, Inc.

A Look Back—continued

The Second Decade 1996-2006

The second decade of CCMF ushered in two basic changes to the organization: (1) transition to a membership based organization and 2) increasing focus on assisting the new and next generation of California city managers.

Developing a Stable Funding Base

The new membership program helped to move CCMF to a more stable funding base. As a donation-based organization, CCMF had an average of 100 individual participants annually. With the transition to a membership organization, CCMF now has more than 350 members who consistently renew each year. The organization also seeks revenues from sponsorships as well as holds fundraisers, e.g. the Annual Golf Tournament, which in turn provides funds for the various programs that CCMF provides and supports.

New Managers and the Next Generation

CCMF began working to assist City Managers at all stages of their careers - offering extensive training resources for those starting a career; renewal and educational programs for those looking to expand their efforts; and career counseling for those determining where to go after two to three decades of service. The Foundation also continued its ongoing efforts to support the values of the Council-Manager form of government as the best way to operate a city.

During this decade, CCMF expanded its training efforts significantly. The Foundation worked actively with Cal-ICMA and the League of California Cities' City Managers Department on designing seminars and training platforms for the next generation of California City Managers.

In 2000, CCMF created its website, www.cacitymanagers.org, to provide resources to CCMF members, and as a platform to present all of the CCMF publications. It has increasingly become the primary method of communication by CCMF to its members.

CCMF also hired an Executive Director, Bill Garrett, in 2004 to enhance the level of outreach and professionalism to the Foundation, and increase its effectiveness in all areas of endeavor.

The Second Decade 1996-2006, continued

At the 2005 League of California Cities' City Managers Conference, representatives of the Cal ICMA, CCMF, and the League of California Cities' City Managers Department met to discuss the roles of each of the organizations in supporting City Management professionals, the Council–Manager form of government, and the profession in general. The following “chart” summarizes the results of this discussion and the roles that each organization plays:

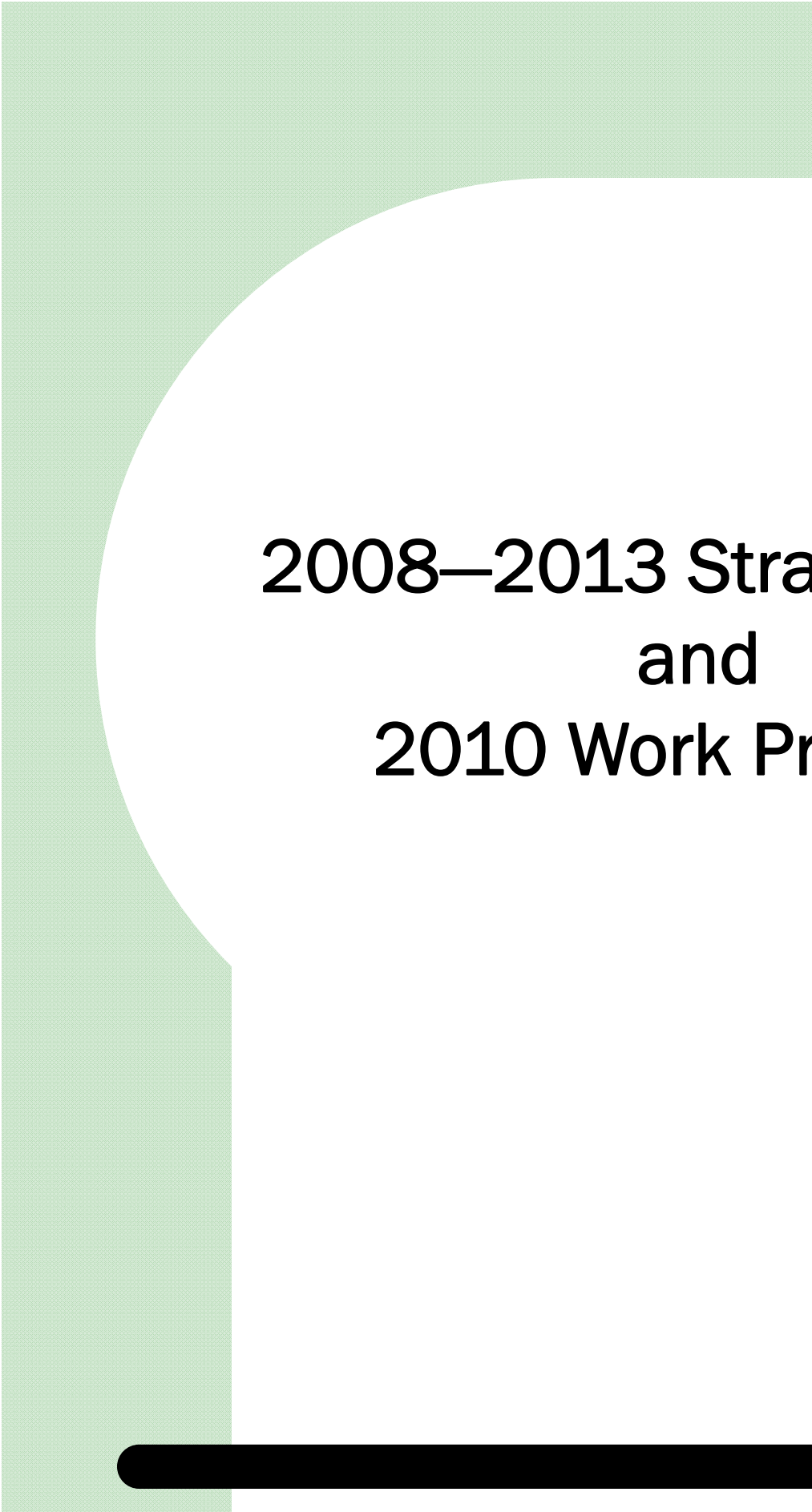


Looking Forward:: the Third Decade 2006–2016

One of CCMF's original key actions – the establishment of a model City Manager Employment Agreement to serve as a standard for the industry, has been achieved.

Looking ahead to the third decade for CCMF, the Board of Trustees developed a five year Strategic Plan in 2008. The purpose was to serve as its guide for work to be done during the years of 2008–2013 and to ensure that CCMF:

1. Retains its effectiveness and relevancy as an organization;
2. Is responsive to the needs of the City Management profession; and
3. Helps play a key role in the training and support of Managers in all phases of their professional life.



**2008–2013 Strategic Plan
and
2010 Work Program**

Strategic Planning Process

Development of the CCMF Five Year Strategic Plan 2008–2013 and 2010 Work Program

The CCMF Board of Trustees holds planning sessions each year to identify short term tasks, programs of work, and outreach that it wants to accomplish that year. The resultant annual work program is in keeping with the Mission and Objectives of the organization, maximizing its service to members and the City Management profession as a whole.

In July 2008, the Board took the additional step of holding a day-long planning session to take a longer look ahead, identifying initiatives and focuses that it wanted to accomplish during the next five years. The Board adopted the resultant Five Year CCMF Strategic Plan, which follows this page.

To gain a better understanding of the short term as well as the long term work of the Board, the 2010 work program and the Five Year Strategic Plan have been integrated into one document.

As with all Strategic Plans, the Plan is to serve as a guide for the work of the organization and its leadership in the upcoming years. It is meant to provide clear future direction, which at the same time allows the operational flexibility needed to anticipate and respond to changing needs and issues. It is intended that the Plan, as well as this larger Report, will provide for our members, partners, and interested people, a sense of the work, focus, and direction of CCMF.

2008–2013 CCMF Strategic Plan and 2010 Work Program

The Strategic Plan developed by the CCMF Board of Directors includes seven key areas of focus for its work over the next five years. These areas of focus are listed below, organized by the four Objectives that they support. During its annual work planning session in 2009, the Board used the five year Strategic Plan as the framework for its work program.

CCMF Objective: Support the well being and professionalism of Managers

2008–13 Key Area: *Ensure that CCMF supports Managers in Transition (MIT) through an effective MIT Program.*

Examples of activities will include:

- 1) Have Board members support MIT through personal contact and providing information.
- 2) Enhance resources available to MIT through distribution of the MIT packet and provision of reports and pertinent links on specific topics, such as retirement and transition.
- 3) Explore with the League of California Cities whether a reduced League of California Cities City Managers Department meeting registration could be provided to Managers in transition.

2010 Work Program: Develop additional articles or information papers to help Managers in Transition.

2008–13 Key Area: *Continue to develop CCMF program to respond to the “six phases” of a City Manager’s professional life: future, new, mid-career, senior, retired, and Manager in Transition. Potential types of programs would include a new Renaissance Program and other programs as well as continue Future City Managers Program and the First Time City Managers Program.*

2010 Work Program: Hold Renaissance/Senior Manager in 2010. Will begin developing program in 2009. Evaluate when to hold it, including a Saturday conference following the League Department meeting in February. As an interim step, consider a “hot topics” seminar.

2008–2013 CCMF Strategic Plan and 2010 Work Program

CCMF Objective: Be a leader among local, regional and statewide city management associations

2008–13 Key Area: *Work on strengthening program development role and coordinating efforts with other similar organizations, such as ICMA, Cal-ICMA, and League of California Cities, including periodic meetings. Work with the League of California Cities to determine financial relationships between CCMF and the League.*

2010 Work Program: 1) Review our position paper explaining the relationship among CCMF, League of California Cities, the League's City Managers Department, and Cal-ICMA.

2) Clarify financial relationship between CCMF and League.

2008–13 Key Area: *Define the roles and work assignments of Board members, including the Assistant City Manager representatives who serve on rotating two-year terms; so that Board members have meaningful assignments and involvement during their tenure. This is especially true of the Assistant City Manager representatives who have limited tenure on the CCMF Board.*

2010 Work Program: Define roles and responsibilities of all Board members.

2008–13 Key Area: *Prepare a Board member orientation packet.*

2010 Work Program: Finalize orientation packet.

2008–2013 CCMF Strategic Plan and 2010 Work Program

CCMF Objectives: Support the well-being and professionalism of Managers
Educate and advocate the value of professional City Management and the Council-Manager Plan

2008–13 Key Area: *Enhance website.*

2010 Work Program: 1) Executive Director will review, enhance, and modify the website on an ongoing basis.

2) A description of the six phases of a City Manager’s professional life—future, new, mid-career, senior, retired, and Manager in Transition—should be added to the website.

CCMF Objectives: Be a leader among local and City Management associations
Educate and advocate the value of professional City Management and the Council-Manager Plan

2008–13 Key Area: *Review existing CCMF marketing and information materials to ensure that people are aware of the work and role of CCMF.*

2010 Work Program: 1) Create a formalized marketing plan.

2) Ongoing marketing and informational efforts by Executive Director will also continue to include web site review/modifications/updates, letters, and brochures to new managers to encourage CCMF membership, the annual membership renewal campaign, contact with press representatives, and the creation of a speakers’ bureau.



Marketing Plan

CCMF Marketing Plan

Approved by the CCMF Board at July 2009 Board Meeting

Objective

Increase the visibility of CCMF and increase the ability to recruit and retain members, solicit contributions, and provide service to California City Managers.

Strategies

Strategy #1 Member Research and Message Development

Review existing data or conduct new research to learn about awareness, attitudes, and behaviors of professional local government managers in California. Refine the marketing plan based on the needs of professional managers and their expectations for services from the Foundation.

Strategy #2 Media Relations

Develop a plan for periodic media releases in support of professional city managers in California. Develop a media kit for use by CCMF members to explain the importance of professional local government managers, the need for contracts, recruitment, and selection process recommendations, etc.

Explore “annual trends” in the profession study and media strategy, which would highlight significant trends that support the continued need for professional local government managers and highlight the programs and services offered by the Foundation.

Strategy #3 Advertising

Develop an annual plan for the placement of ads in Statewide and regional publications related to professional city managers. Use ads as a means of providing support for allied organizations while promoting the visibility of the Foundation and its programs.

Use listings and calendar pages of allied organizations to promote upcoming Foundation events and programs.

CCMF Marketing Plan—continued

Strategy #4 Association/Group Outreach

Continue the active involvement of CCMF Board members in allied associations such as the League of California Cities, ICMA, Cal-ICMA, MMANC, MMASC, and Preparing the Next Generation Program.

Strengthen the links to universities and colleges with public administration or public policy curriculums and degrees.

Strategy #5 Web Presence

Develop and enhance our website with more features and current information. Add links to and from allied organizations. Consider adding video casts or pod casts to the website of sponsored programs where possible.

Strategy #6 Content for Local and Area Managers

Develop a welcome packet for new managers in the profession that includes information about CCMF and its services. Consider offering an introductory membership rate or advisory package for new managers who need assistance with the development of an employment contract. Include information on the annual calendar of events and activities offered by the Foundation. Strengthen our network of peer advisors, so that a list can be distributed to new managers of local CCMF members who have agreed to serve as advisors.

Strategy #7 Readiness to move to the next level

Create a vision for the future of the Foundation that describes our vision for a successful and financially stable foundation. Establish goals on an annual basis that move us towards the vision and communicate them to our membership.

CCMF Marketing Plan—continued

Overview of Types of Outreach that CCMF does with various groups

- Association/Group Outreach

Conference and speaker sponsorships, workshops, speaking at League, ICMA, and Cal-ICMA events, co-sponsored events with MMANC and MMASC.

- Web Presence

Information and resources for members and non-members, and links to allied associations and events through the CCMF web site.

- Hosted Events

Joint presentations, workshops, receptions, awards, and scholarships hosted by CCMF.

- Face to Face Meetings

A focus on participation in the Planning the Next Generation (PNG) coaching program, area manager group meetings, relationship development by CCMF Board and Executive Director through individual meetings and contacts.

- Direct or Electronic Mail

Newsletter distribution, promotional materials for sponsored events.

- Earned Media

Articles written for and published in journals and publications related to local government and the field of city management. Coverage generated through press releases or in response to press inquiries.

CCMF Board of Trustees

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Term Expires: 11/10

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Term Expires: 11/10

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CCMF Past Presidents

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James Hendrickson
Karen Smith



www.cacitymanagers.org