

ICMA State of the Profession Survey, 2009

ICMA conducted the State of the Profession survey in the summer of 2009. The mail survey was sent to 7,237 city-type local government with a population 2,500 and above and to all 1,311 county governments with an elected executive or council-administrator form of government. Those who did not respond to the first mailing received a second survey mailing. Respondents had the option of completing and submitting the survey online. The overall response rate is 26%, with 2,214 cities and counties responding. To purchase the survey data, please contact Sebia Clark at sclark@icma.org

Community Services Questions

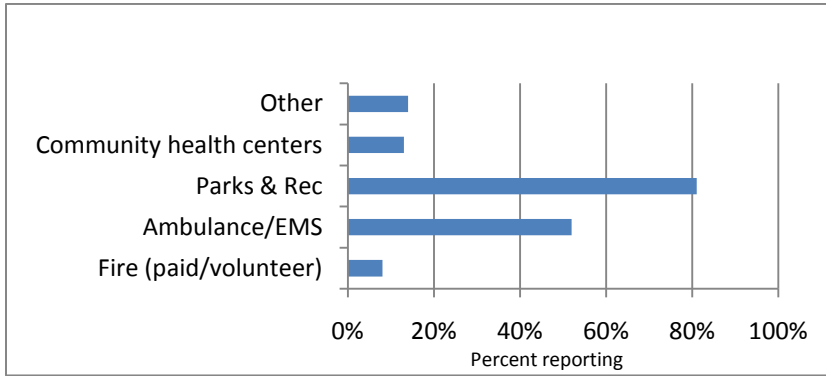
Which of the following services are provided by your local government? We are interested in the services that citizens may have daily interaction with, such as parks and recreation.

The services can be provided but not delivered by the local government. For example, refuse collection may be provided by the city but delivered by a private contractor. In this case, the service is provided.

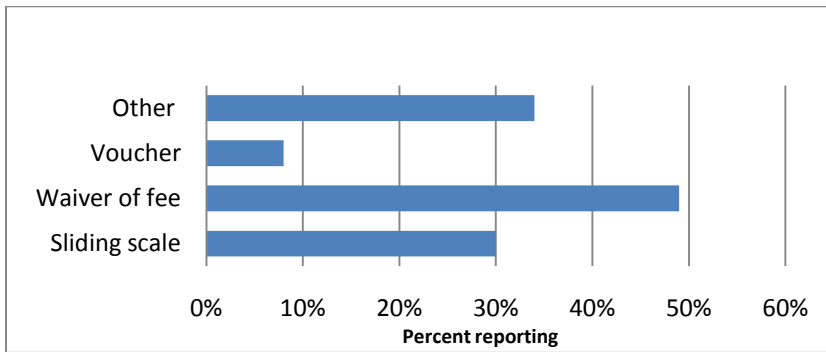
The percentages reporting each service are shown below:

96%	Police	91%	Public works/engineering	56%	Library
83%	Fire (paid/volunteer)	81%	Water/sewer	28%	Buses/transit
58%	Ambulance/EMS	71%	Animal control	24%	Schools
38%	Cultural and arts	54%	Courts	24%	Social services
18%	Community health centers	91%	Inspection building/zoning)	28%	Jails
73%	Refuse collection	90%	Parks and recreation		

Please indicate if any of the services listed below are fee-based by placing a check in the box beside the service. (For this survey, "fee-based" refers to services that are not funded through the local government budget but through fees that are charged to resident users on a per usage basis.)



For services that are fee-based, how are they accessed by people who cannot afford the fee? (Check all applicable.)

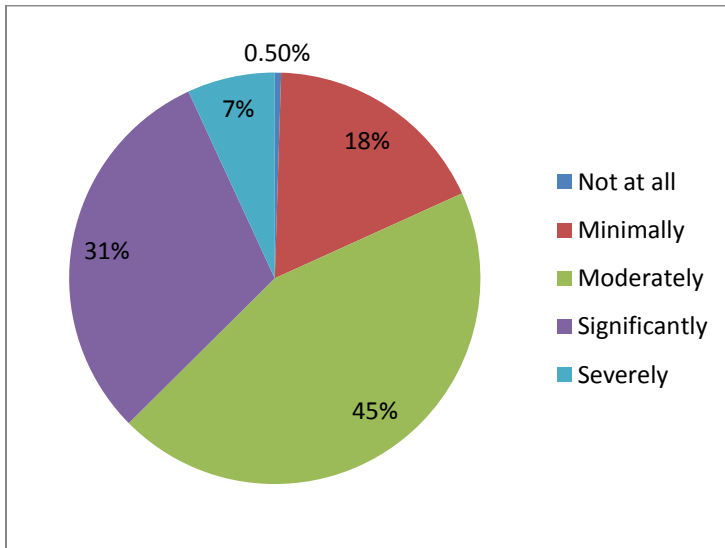


In your opinion, which three of the following factors are the most important criteria used by citizens to evaluate the quality of life in their communities. (Please check no more than three options.)

35%	Overall economic vitality	21%	Employment opportunities	26%	Community's physical appearance and design
24%	Tax/fee rates	4%	Transportation	4%	Community growth/no growth policies
6%	Open space	16%	Recreation activities	16%	Property/housing values
7%	Downtown vitality	9%	Community infrastructure	20%	Sense of community
3%	Environmental management	55%	Quality of schools	2%	Civic engagement
22%	Local govt. services	43%	Public safety	2%	Other (Please describe)

Financial Crisis in the U.S. Questions

To what extent is your local government affected by the financial crisis in the U.S. economy?



What is your community's current unemployment rate? 8.7% is the average.

Approximately how many jobs have been lost in your community since January 1, 2008? (e.g., local industry has cut back jobs.) 2,269 is the average.

How many homes within your community have gone into foreclosure since January 1, 2008? 681 is the average.

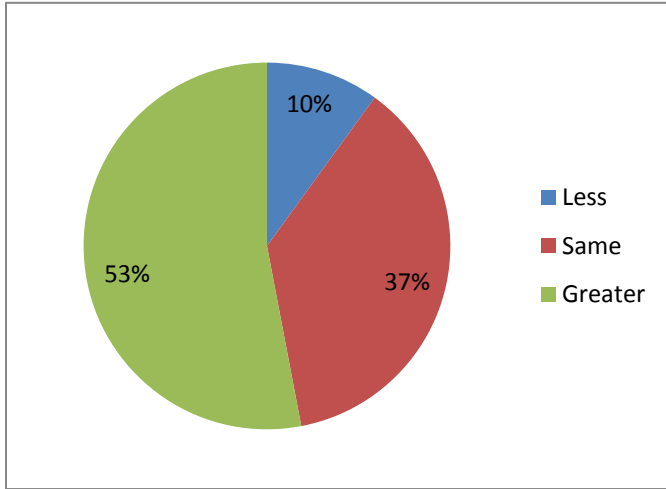
What percentage of this of your total stock of homes? 3.3% is the average.

As you prepare(d) your FY2010 budget, what is the anticipated budget shortfall for FY2010? (Enter zero if none.) \$4,375,237 is the average.

What is/was the anticipated shortfall as a percent of your general fund budget?

8.25 % is the average.

How does the anticipated shortfall compare to cuts made in the FY2009 budget?



Which of the following measures has your local government implemented to address the fiscal crisis?

46%	Increased existing fees for services	44%	Eliminated or significantly reduced travel budget	52%	Implemented <i>targeted</i> cuts in expenditures
23%	Added new fees for services	11%	Implemented furloughs for staff/ reducing the number of hours worked	19%	Laid off staff
35%	Reduced services	43%	Frozen salaries	60%	Deferred capital projects
14%	Eliminated services	7%	Reduced salaries	13%	Revised union contracts to reduce pay or benefits
66%	Left vacant positions unfilled	28%	Eliminated or significantly reduced professional development budget	12%	Other (Please describe)
40%	Eliminated positions	30%	Implemented <i>across-the-board</i> cuts in expenditures		

If your local government receives revenues from any of the following sources, how much of a percentage of decrease do you anticipate? (Enter zero if none.)

Revenue source	% of anticipated decrease (average)
Sales tax	10%
Property tax	10%
Income tax	10%
Fees from activities/services	14%
Payments from the state	16%
Impact fees	40%
Interest from investments	28%

What impact, if any, have changes in the local government bond market had on your jurisdiction?

(Check all applicable.)

13%	Higher interest costs for bonds	73%	No impact
5%	Unable to issue bonds	9%	Other (Please describe)
6%	Higher interest rates or insurance costs for existing bonds		

In response to financial conditions, please describe three revenue enhancements and budget reductions you have implemented. (Not shown in summary.)

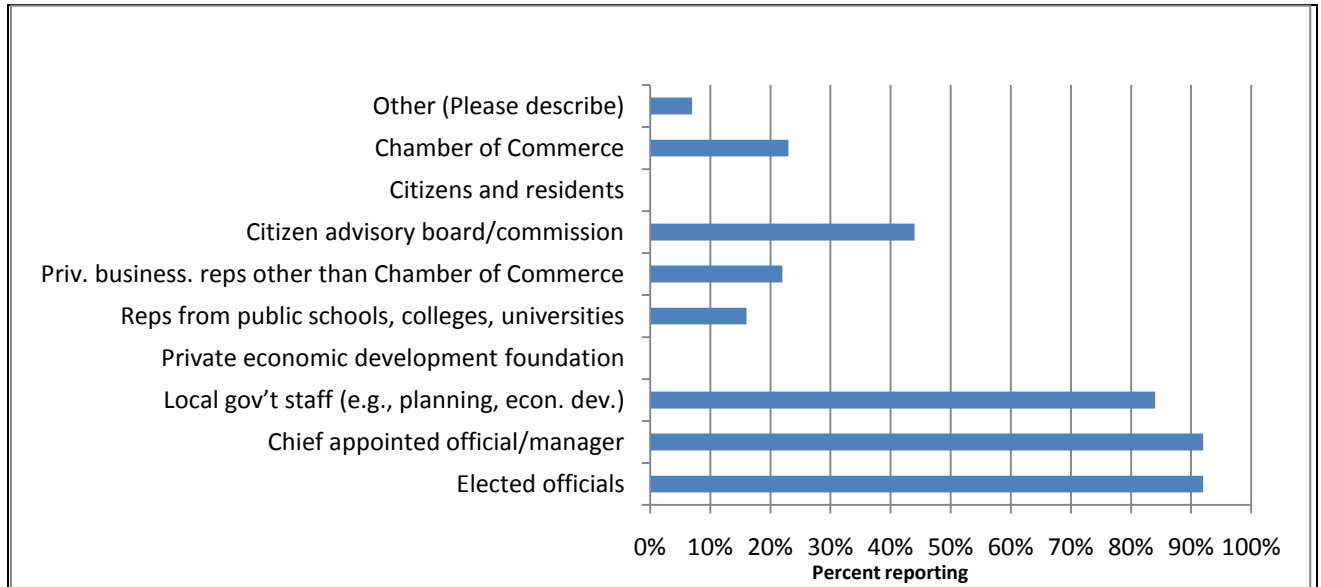
Do you think that any of the changes you implemented represent a new way of doing business and will continue beyond the fiscal crisis? Yes 66% No 34%

Does your local government have a strategic and/or long-range plan?

Yes 62% No 38%

If your local government has a strategic and/or long-range plan, have you revised it since the recession was recognized in December 2007? Yes 50% No

If your local government has revised the strategic and/or long-range plan since December 2007, who participated in the revision? (Check all applicable.)



(Note: No one checked "Citizens and residents," but they checked "Citizen advisory boards.")

If your local government has a strategic and/or long-range plan, is it linked to operations?

Yes 75% No 25%

If your local government has a strategic or long-range plan, is it linked to the budget process?

Yes 77% No 23%

Does your local government engage in performance management and measurement activities?

Yes 45% No 55%

If "yes," how is the performance management and measurement information used?

83%	Budget process	31%	Compensation for employees
51%	Strategic planning	53%	Performance evaluations for employees
51%	Inform citizens (e.g., annual report,	5%	Other (Please describe)

Citizen Engagement Questions

Does your local government offer opportunities for citizen engagement in community problem solving and decision making?. Yes No

If "yes", please identify the opportunities for citizen engagement by checking the box(es) below.

80%	Council meetings	0%	Citizen review boards	1%	Neighborhood action committees/teams
3%	Town meetings	1%	Neighborhood meetings	1%	Internet discussion forums or input forms
1%	Ad hoc task forces or planning teams	9%	Participation on boards or commissions	3%	Other (Please describe)

If "yes," are the citizens provided with the resources necessary to solve problems and implement decisions? Yes 92% No 8%

Which resources are provided to citizens?

88%	Meeting space is provided	19%	Consultants	83%	Access to data, information, and reports
37%	Budget	78%	City staff are assigned to provide assistance	3%	Other (Please describe)

Were citizens involved in decision making related to the fiscal crisis, such as decisions about how to allocate resources? Yes 29% No 71%

If citizens were involved in these decisions, please describe their involvement: (Not shown in summary.)

Are citizens and residents informed about upcoming council agenda items that affect them, such as fee increases or reductions in service? . Yes 97% No 3%

If "yes", how are they informed?

82%	Notices in newspapers	30%	Newsletter sent to all residents	13%	Other
82%	Local government website	38%	Cable TV channel		
28%	Email	10%	Social networking, e.g., local government blog		

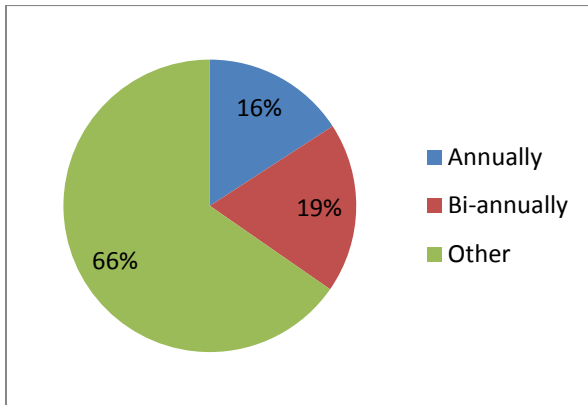
How does your local government engage residents/citizens who may not typically participate? For example, are there opportunities for the homeless to participate in discussions about community issues? Please describe. (Not shown in summary.)

Does your local government conduct citizen surveys? Yes 51% No 49%

If "yes," which of the following best describes the surveys?

24%	The citizen survey(s) focuses on general satisfaction information.
76%	The citizen survey(s) focuses on specific services, such as refuse collection, parks and recreation, police and fire.

How often are the surveys conducted?



Local Government Staffing Questions

Does your local government have an appointed position for a chief administrator or city/county manager? *(The title of the local government manager may be town manager, village manager, city or county administrator, etc.)* Yes 91% No 9%

If "yes," how is the position appointed?

81%	Entire governing body	3%	By the mayor or elected executive
9%	Nominated by mayor but approved and accountable to entire governing body	7%	Hired by mayor but approved by council

If "yes," does the position have significant or primary responsibility for:

Areas	Yes	No
1. Developing and analyzing public policy alternatives	97%	3%
2. Implementing adopted policies	99%	1%
3. Preparing the operating and capital improvements budget	98%	2%
4. Presenting the budget directly to the entire governing body	96%	4%
5. Appointing key management personnel, particularly key administrative and financial staff	87%	14%
6. Supervising key management personnel, particularly key administrative and financial staff	98%	2%

When recruitment begins for a new chief administrator or city/county manager, do your elected officials engage in pre-recruitment visioning or needs assessment to determine the skills required for the position? Yes 69% No 31%

Which of the following recruitment tools are used to select candidates for the position of chief administrator or city/county manager? (Check all applicable.)

44%	Executive search firm	25%	Advertisement in national newspapers	57%	Advertisement in professional magazines/journals
4%	Social media, e.g., LinkedIn	41%	ICMA Newsletter	65%	Announcement on local government website
26%	ICMA's Job Center	68%	Advertisement in local newspapers	16%	Other (Please describe)

Which of the following recruitment tools are used to select candidates for department head positions? (Check all applicable.)

18%	Executive search firm	19%	Advertisement in national newspapers	63%	Advertisement in professional magazines/journals
5%	Social media, e.g., LinkedIn	18%	ICMA Newsletter	74%	Announcement on local government website
12%	ICMA's Job Center	81%	Advertisement in local newspapers	17%	Other (Please describe)

Does your local government have a succession plan? (e.g., a set of strategies designed to prepare future managers to assume leadership roles within the organization when current staff retire.)

Yes 26% No 75%

If "yes," whom does it include? (Check only one.)

All staff	39%
Only department heads and the CAO/manager	55%
Only the CAO/manager	6%

Does your local government have a code of ethics? 1. Yes 2. No

If "yes," whom does it cover? (Check all applicable.)

All elected officials	76%
Board and commission members	57%
All staff members	80%

Does your local government offer ethics training to employees? Yes 54% No 46%

If "yes," how often?

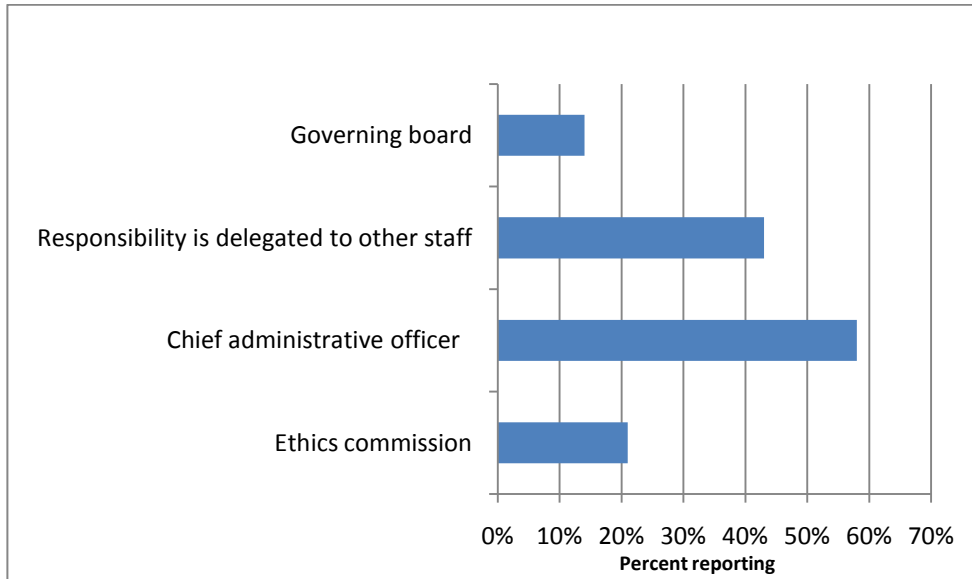
- Annually 26%
- As needed 63%
- Other 11%

Does your local government enforce the code of ethics (determine violations and impose sanctions)?

Yes 67%

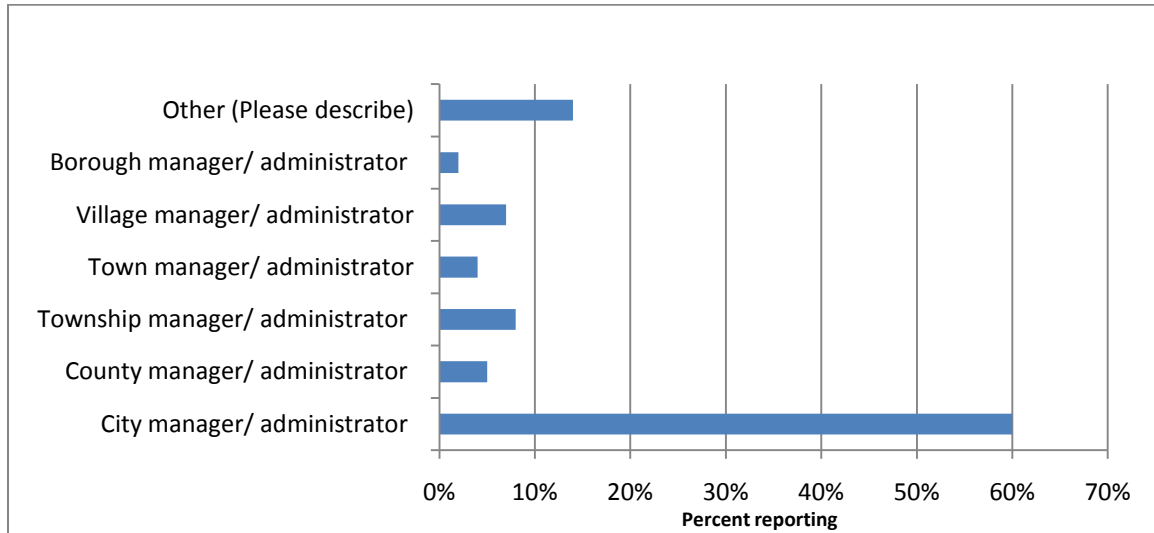
No 34%

If "yes," who has authority to enforce the code? (Check all applicable.)



Individual Information

What is your position title?



How many years have you been in your current position? (Please round to nearest year.)

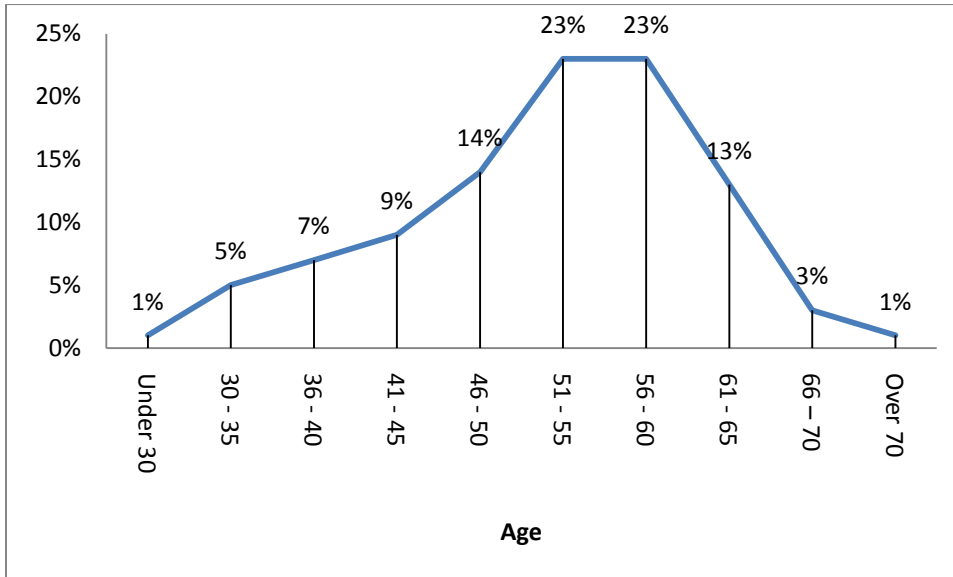
7 years

How many total years have you been in the local government management profession? (Please round to nearest year.) 20 years

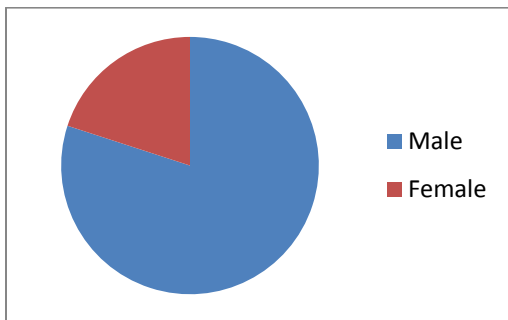
What was your previous position?

- Dir. of planning 4%
- Dir. of public works 3%
- Dir. of finance 6%
- Student 2%
- Dir. of econ. development 2%
- Local govt. attorney 1%
- Military officer 2%
- Staff of council/elected official 3%
- Assistant CAO/manager 24%
- State/Federal government 3%
- Private sector 10%
- Manager/CAO 17%
- Other 24%

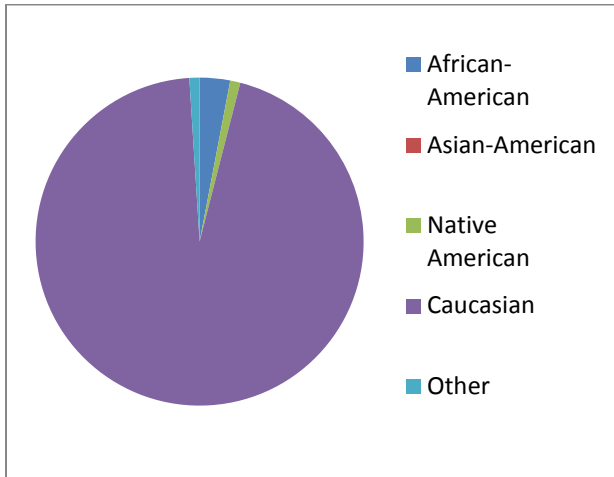
Age



Gender



Race



Are you of Hispanic background? Yes 3% . No 97%

Please indicate the highest level of education you have completed.

