



CITY MANAGERS
DEPARTMENT

AREA GROUP MANAGERS
REPRESENTATIVE HANDBOOK

Welcome

Dear Area Managers Group Representative

On behalf of Officers and Members of the City Managers Department thank you for agreeing to serve as an Area Managers Group Representative.

We consider the Area Managers Group Representatives to be some of the most important members in the department.

As an Area Managers Group Representative, you are the “voice” of your Area Managers Group facilitating valuable feedback among members, the Department Executive Committee and League staff.

This handbook contains resources and tools to help you meet your responsibilities, as well as the nuts and bolts information about the Area Managers Group Program. We hope you will use this handbook on a regular basis. Familiarizing yourself with this reference guide will make you a successful Area Managers Group Representative and enhance the operation of both your Area Group and the department.

In addition, in recognition of the importance placed on Area Managers Groups and their Representatives a special web page has been created just for you. On the page you will find extensive information to assist you in carrying out your responsibilities, including a Best Practices section that contains examples of the documents and procedures used by other Area Managers groups.

Again, thank you for volunteering your time and effort on behalf of the City Managers Department of the League of California Cities. The Area Managers Group Representatives are an essential component of our organizations success.

Sincerely;

The City Managers Department Executive Committee

**CITY MANAGERS DEPARTMENT
AREA GROUP MANAGERS REPRESENTATIVE HANDBOOK**

TABLE OF CONTENTS

<u>SECTION</u>	PAGE
I. INTRODUCTION	1
II. THE PURPOSE OF AREA MANAGER GROUPS.....	2
III. THE ROLE AND RESPONSABILITIES OF THE AREA GROUP REPRESENTATIVE.....	3
IV. EXPECTATIONS FOR THE AREA MANAGER GROUP REPRESENTATIVE.....	4
V. FREQUENTLY ASKED QUESTIONS.....	4
VI. IMPORTANT MEETINGS AND CONFERENCES.....	6
VII. SUGESTED BEST PRACTICES.....	7
 <u>APPENDICIES</u>	
A. Key Organizations and Partners.....	11
B. Information Resources.....	17
C. Department By-laws.....	21

I. INTRODUCTION

As part of the 2009 League City Managers Department Work Program, the Department members focused on evaluating the multitude of programs and services offered by our Department, including the role and our partnership with Cal-ICMA and CCMF. Referred to as the "Zero Base" review the effort helped identify whether existing programs were still relevant and meeting the City Managers Department's objectives for the future and the needs of the next generation. The effort involved a comprehensive evaluation of all the Department's programs and included significant input from our members. One of the subject areas was the role and responsibilities of the Area Managers Groups and their designated representatives. The final Zero Base Review Report contained a series of insights and recommendations on how the role of the Area Groups could be strengthened.

In follow up to the initial analysis a special Project Team was formed by the Department President consisting of the Department's At-Large Representatives. The Team was tasked with the responsibility for determining ways to strengthen the role of the Area Managers Groups and improve communication between the Area Groups and the Executive Committee. In response the Project Team held a work session at the 2010 City Managers Department conference. From these discussions the Project Team developed a work program focused on the following four tasks:

- 1) Provide Area Groups and their members with a collection of Best Practices in the areas of meetings scheduling and content, agendas, by-laws, etc.
- 2) Develop a page on the League web site where information regarding the Area Groups could easily be accessed by Department members.
- 3) Develop a user's manual for the Area Group Representatives to help them understand their role and responsibilities as an information conduit within the Department structure and to provide suggestions and information that will assist them in meeting the Department's expectations.
- 4) Establish a process to receive feedback and indices of measurement to ascertain the degree of improvement in communication between Area Groups and the Department and dissemination of important information.

This handbook is a result of this effort. However, it is intended to be a living document that evolves as our profession evolves. In that regard each Area Managers Group Representative should consider it one of their responsibilities to make suggestions on how this handbook can be improved upon, thereby benefiting future members of our department in meeting the objectives intended for this important role.

II. THE PURPOSE OF AREA MANAGERS GROUPS

The regional Area Management Groups are an essential communication conduit between the City Managers Department and the local government at the city and county level. The Area Managers Groups consist of City Managers and Assistants who meet or communicate routinely for professional, training, networking and/or social purposes. The Area Managers Groups also serve as forums for detailed dialogue about state-wide and regional issues that affect cities, local control, local revenues and governance.

At the workshop held at the 2010 City Managers Department Conference the following values were attributed to Area Managers Groups:

1. Collaboration in shaping and framing discussion topics for the region
2. Regional visioning
3. Connectivity with the Council of Governments
4. Strengthening ties with the League of California Cities
5. Liaison relationship with regional elected officials
6. Sharing ideas
7. Clearinghouse of information and best practices
8. Connectivity on larger regional and state issues and solutions
9. Personal support
10. Connectivity with the County
11. The opportunity to influence and contribute to issues and topics
12. Regional brain trust

Though the workshop members articulated specific values and expectations for the Area Groups they were also very adamant that Area Manager Groups must be able to maintain their flexibility and be allowed to tailor their structure and goals to the individuality of the region. This handbook abides by that principle.

Within the structure of the League of Cities' policy formulation and information outreach efforts, the Area Managers Group serves primarily as an extension of the City Managers Department to ensure that information and issues are communicated between the Department Executive Committee and the City Managers of the State's 480 plus cities. Another objective is to foster closer coordination on the regional level between Area Managers Group and the League's Regional Divisions. The Divisions function as the League's on-the-ground grassroots advocacy teams. They provide an opportunity for city officials to get involved in grassroots activities that support the quality of life in their community. The Divisions also provide the League Board of Directors with necessary input and counsel from a diverse range of perspectives among a membership dispersed throughout a large state.

While the League has divided the state into 16 Regional Divisions, these do not necessarily align themselves with the Area Managers Groups. The Area Managers Group tend to be structured on the sub-County, County and joint County level depending on the similarity of local and regional issues. Another characteristic is that the more urban the region, the greater the tendency for the Area Managers Group to be organized on a regional (sub-county) or county level.

A factor influencing the regional focus of the Group tends to be the need to interface with county or regional agencies such as the County CAO or a regional COG, air quality, utility or MPO director and staff. Also in the more urban areas, the elected officials have felt the need to create county and/or regional policy groups that are a subset of the League Regional Divisions. This is completely understandable given the complexity of local and regional issues and the difficulty in achieving policy agreement with the divergence in view points. However it has created challenges in building coalitions and state-wide consensus on issues affecting local government.

III. THE ROLE AND RESPONSABILITIES OF THE AREA GROUP REPRESENTATIVES

The Area Manager Group Representative primary responsibility is to ensure that all information from the League of California Cities and the City Manager's Department is distributed to each City Manager and member of your Area Managers Group. Similarly, as a member of the CM Department Executive Committee it is important that you share pertinent information with the committee.

Section 11 of the City Managers Department By-laws establishes the duties and responsibilities of the Area Group Representative as follows:

a) Duties and Responsibilities – Area Managers' Group representatives shall attend meetings and conference calls of the Executive Committee and report priorities and Work Program of the City Managers' Department within their Area Managers' Group. Area Managers' Group representatives shall involve the Municipal Management Association of Southern California and the Municipal Management Association of Northern California and report their business and priorities during Area Managers' Group meetings. Area Managers' Group representatives shall inform League staff, their At-large member, or Range Rider of any changes in officers or bylaws occurring within their Area Managers' Group.

b) Term of Appointment – It is recommended that Area Managers' Group representatives serve for two consecutive years, however, this can be determined by each Area Managers' Group. Area Managers' Group representatives shall select a delegate to attend meetings and conference calls in their absence.

IV. EXPECTATIONS FOR THE AREA MANAGER GROUP REPRESENTATIVE

During the workshop held in 2010 the following key expectations were articulated by our members for the Area Managers Group Representative:

1. Attend annual City Managers Department Executive Retreat
2. Attend annual City Managers Department Conference
3. Attend annual City Managers Department meeting at annual League Conference
4. Participate in quarterly Executive Committee conference calls
5. Promote and support next generation activities
6. Report back to members and City Managers Department
7. Interface/coordinate with League
8. Relay back to City Managers Group activities of the League

In addition to the expectations articulated above, based on the Project Team's review of the practices of some of the existing Area Groups and the various stakeholders the Area Managers Group Representative may assume one or more of the following duties within their Group:

1. Function as Group President or Officer
2. Coordinate Group meetings
3. Prepare agendas for Group meetings
4. Sit on Group committees
5. Coordinate speakers for meetings

Most importantly the representative can provide a valuable role in coordinating the information flow among the auxiliary association members of his or her group. In discussions with the Range Riders they expressed the need to ensure that there is not a duplication of effort in the dissemination of information. Therefore the representative can assist in managing the information flow from and between their local Range Rider, Municipal Assistant Association and ICMA representative, among others. To accomplish this it is suggested that the Area Group representative coordinate a joint monthly or quarterly conference call among these individuals.

V. FREQUENTLY ASKED QUESTIONS

What are my responsibilities within my Area Managers Group?

At a minimum the Representative should ensure that information from the quarterly Department Executive Committee meetings are shared with your group and you maintain an up to date roster of the city managers who are members of your group. In some Groups the President also serves as the Area Representative, but this is not a requirement.

Should I establish a schedule?

Yes, it should consist of the meetings created for the Area Manager Groups, conferences regarding the League of California Cities and the City Manager's Department.

Are there any meetings/conferences I must attend?

Yes, at a minimum it is recommended that you try to attend the annual League conference and Department meeting.

Who am I responsible for coordinating with?

At a minimum the role of the Area Group manager is to ensure the two-way flow of information between your Area Managers Group and the League City Manager's Department. To that end you should maintain regular contact with:

- Individuals in your own Area Manager Group
- Other Area Manager Group Representatives
- Department At-Large members
- Department League staff liaison

In addition the Representative can play a useful role in working with the representatives of the various stakeholder groups in your region, in particular your Range Rider.

How long is my appointment?

Every Area Managers Group may set the term of the Area Managers Group Representative as they see appropriate. However it is recommended that the Representative serve a two year term to allow sufficient time to become familiar with the duties to be carried out. This also provides the opportunity to become very familiar the information available from and contacts within the League, Department and various stakeholder groups.

Where can I seek help to ensure I am fulfilling my responsibilities?

On the Department Executive Committee the At-Large members have been tasked by the Department President to provide support to the Representatives. You may contact any of the four At-Large members. The Department President has specifically designated the At-Large members of the Executive Committee as liaisons to the Area Group Representatives. They have been tasked with the role of strengthening the Area Managers Group program and assisting the representatives in fulfilling their responsibilities. Though you can contact any of the At-Large members for assistance they are assigned between the north and south and for cities below and above 100,000 in population. Therefore depending on your group's location and the predominant make up of your Group's membership, you may wish to contact your regional member.

Is there a preferred organizational structure for Area Manager's Groups?

The direct answer is no. As long as the Executive Committee has been formally recognized by the Department Executive Committee and appointed a Representative that fulfills the minimum requirements for the position as established by the committee, Area Manager Groups may organize and conduct business in any manner that best meets their needs.

However, as the Representative you have the responsibility to assist your group in meeting its objectives. Therefore, how your Area Managers Group is organized depends on various factors such as: geography, population characteristics of your member's cities, local government issues that your members desire to address on a regional level, willingness of your members to meet and get involved, among others.

VI. IMPORTANT MEETINGS AND CONFERENCES

Executive Committee Quarterly Conference Calls

The City Managers Department has a quarterly conference call to discuss Department business, committee updates and other policy and budget items. League staff is responsible for securing a League conference call line, as well as sending an e-mail call reminder one to two days prior to the call. Participants of the call include the officers, at-large members, committee chairs, Area Group Representatives, the League executive director, League Department staff, and Cal-ICMA members.

City Managers Department Conference

Each year, generally in the spring, the City Managers Department has an annual Conference. The conference is planned through a conference planning committee, chaired by the Department Vice President. Members of the committee are appointed by the vice chair and consist of League staff, city managers; and members of Cal-ICMA, CCMF, MMANC, MMASC, or others with a demonstrated interest in planning the conference.

Department Executive Committee Retreat

Each year, generally in the summer, the executive committee meets for a day and a half to discuss current issues, the Department work program, League updates, committee updates, and affiliate updates. The location generally rotates between Northern and Southern California, coordinating with the President's locale. The League Conference Department coordinates all meeting logistics and the President, officers and staff prepare an agenda for the meeting.

League Annual Conference

The League's Annual Conference brings together thousands of city officials from throughout California to study, debate and formulate positions on issues important to local government. Attendees include mayors and council members, city managers and administrators, planners and planning commissioners, city attorneys, police and fire chiefs, fiscal officers, city clerks, public works directors, city engineers, directors of planning, recreation/parks, community services and other city departments. Each year during the League Annual Conference, a City Managers Department Business Session is held for all members of the Department. The session is run by the officers of the Department and the purpose is to rotate, officers and also announce election results of new officers and at-large representatives. The At-Large members are also responsible for coordinating a joint meeting of all Area Group Representatives to discuss pertinent issues involving the operation of the Department's Area Managers Groups and to obtain suggestions on how to strengthen the program and assist the Representatives in carrying out their responsibilities.

VII. SUGGESTED BEST PRACTICES

In the earlier sections of this handbook you were provided with information on what the basic role and responsibilities are of the Area Managers Group Representative. As has been emphasized the Department Executive Committee has purposefully not prescribed specific procedures regarding how a Group should structure itself or function. The goal is to encourage the formation of Groups by allowing them to operate in a manner that best meets the needs of its members. With that said, the success of the Area Managers Group Program is in the ability to disseminate information and receive feedback from our fellow city managers throughout the State. As you now know the Executive Committee sees the Area Managers Group Representative as the cornerstone to accomplishing this goal.

Therefore while flexibility is the rule, as the Representative for your Group it is our hope that you can assist us in meeting the Department objectives by enhancing the organizational capacity of your Group. In that regard the Project Team has collected sample agendas, minutes, contact lists and By-laws from other Groups for your information and use. Some sample documents are contained in Appendix C. These documents and many others can be accessed on the League's Area Managers Group page. You have the choice to pick and choose from each one and alter it to fit your needs if you so wish.

Below is a list of suggested actions you can take as an Area Managers Group Representative that will assist both your members and the Department and League.

- Evaluate the membership of your Area Managers Group, determine if it is sufficiently inclusive of those who would be interested in your Group's activities and issues
- Encourage that management assistants are fully integrated into your Group
- Familiarize yourself with the League's Guiding Principles and the Department's By-laws
- Participate at the annual Department conference meeting and Executive Committee summer retreat
- Participate in the Quarterly Executive Committee conference calls and provide a brief report to all of your Group members
- Share your agendas, work plans and activities among other Area Manager Groups
- Establish a Group membership e-mail list serve to facilitate prompt and uniform distribution of information, establish who will be responsible for keeping the list up-to-date and who will be responsible for disseminating information
- Communicate regularly with your designated League Public Affairs Manager, League staff representative, Range Rider and ICMA Liaison to minimize duplication of information and ensure pertinent information is shared with your Area Managers Group
- Establish a quarterly or semi-annual written report on activities of your Group for the Executive Committee
- Develop a model agenda for your Area Managers Group; solicit suggested topics for discussion from your members; establish a regular time and meeting place if appropriate
- Have the Group adopt an annual list of issues and develop a meeting schedule and list of speakers that pertain to the identified issues of interest
- Encourage monthly, or at a minimum, quarterly meetings of your Area Managers Group
- Evaluate the organizational structure of your Area Managers Group and determine if establishing officers would assist in strengthening the Group.

- Post agendas of Area Manager Group meetings and other information on League of California Cities/City Manager Department website
- Stay current on the activities of other interested group's programs and services that may be of value to your members

APPENDIX A

KEY ORGANIZATIONS AND PARTNERS

City Managers Department:

The League's City Managers Department is one of 11 municipal departments that provide professional staff involvement in League affairs. Each department is represented on the League's Board of Directors, as well as on each of the League's eight policy committees. The purpose of the Department is to:

- Promote the purposes and goals established in the League of California Cities Constitution and Bylaws;
- Serve as a technical and advisory Department to the League of California Cities;
- Strive for the continued acceptance and advancement of city management through professional accomplishment and ethical standards as embodied in the ICMA Code of Ethics.
- Seek the personal development and enrichment of its members through the promotion and conduct of conferences, seminars, and related training or communication methods; and
- Represent the International City Management Association as their official statewide organization unit and to maintain close liaison and working relationships with ICMA.

A copy of the Department By-laws is in Appendix B of this handbook. The Department's website can be accessed at <http://www.cacities.org/member/departments/mamnagers/index.jsp>.

City Managers Department Executive Committee:

The Executive Committee is responsible for developing a work plan that identifies initiatives and efforts for the coming year, and also serves as a forum for the exchange of views relating to the theory, technique, format and administrative consequences of federal, state or local legislative or executive programs affecting California municipal government.

The Executive Committee serves an important role in providing two-way communication between the League of California Cities, Department members, Area Managers Groups, Management Assistants' Groups, California City Management Foundation, International City/County Manager's Association, and other related professional organizations.

The City Managers Department reviews, and deems appropriate, all projects,

programs or internal business affairs of the Department conferred or referred by Department membership or its officers, the League of California Cities, California Chapter of ICMA, the Management Assistants' Groups, or related professional organizations.

In addition, the Executive Committee reviews applications from and approves the formation of an Area Managers' Group and approves the selection of cities, number of cities and geographical coverage to be represented. An Area Managers' Group will not qualify for representation on the Executive Committee without formal Executive Committee approval.

The City Managers Department maintains several standing committees, including Executive Committee; Nominations Committee; Committee on Diverse Communities and International Committee. Standing Committees are established on a permanent basis pursuant to the Department Bylaws to conduct the ongoing business of the Department.

League of Cities CM Department Support Staff:

The League Staff is responsible for: keeping the Department's bylaws and all records and documents, meeting minutes and activities of the Department; maintaining Committee Rosters and contact information, maintaining the Department Newsletter and Website; managing communication tools; and contacting newly appointed officers including Area Manager Group Representatives with information about their roles and responsibilities on the Committee. League staff maintains the current roster of Area Managers Groups Representatives and is a valuable resource to you, so do not hesitate to call them. League staff contact information can be found on the Area Managers Group Representative web page.

League of Cities Policy Committees

The League's policy-making process allows the issues facing California cities to be debated and the organization's policy directions to be established. Close to 400 city officials serve on the League's policy committees. The committees meet four times each year (Typically in January, March, June and at annual conference in September or October). Membership on League policy committees is guided by the following principles:

- A majority of policy committee members must be elected officials.
- Each department may appoint one representative to each policy committee.
- Each division may appoint two representatives to each policy committee.
- League affiliates may appoint one representative to appropriate policy committees.

- The League president may appoint sixteen additional members to provide added expertise as well as geographic and population balance.

Information regarding the policy committees can be found at <http://www.cacities.org/advo/policy/comm/index.jsp> .

League of Cities Regional Divisions

Regional Divisions function as the League's on-the-ground grassroots advocacy teams. They are a great way for city officials to get involved in grassroots activities that support the quality of life in their community. The divisions also provide the League board of directors with necessary input and counsel from a diverse range of perspectives among a membership dispersed throughout a large state.

<http://www.cacities.org/member/region/index.jsp>

League of Cities Regional Public Affairs Manager

The League's regional Public Affairs Managers develop regional information programs and carry out grassroots activities to support specific legislative, regulatory, or ballot measure goals. Though their primary focus is to encourage elected official advocacy at the local level through the League's Regional Divisions the Public Affairs Manager also has been tasked with promoting closer coordination by City Managers by participating in the various Area Manager Group that fall within their Regional Division areas. It is important for Area Managers Group Representatives to work closely with the Public Affairs Manager in your region.

For information on the Regional Public Affairs Manager Program and a contact roster go to <http://www.cacities.org/advo/camp/index.jsp>

Range Riders

The ICMA Range Rider program was established by the ICMA Executive Board in 1974 to make the counsel, experience, and support of respected, retired managers of the profession available to city and county managers and administrators, assistants, and other ICMA members. Range Riders are retired managers with extensive experience who volunteer their time to provide a unique source of outside counsel to their colleagues. In California, Range Riders are located within specified regions within the state, generally based on the League Regional Division model. However, a Range Rider maybe appointed to any geographic area based on local area needs and proximity to the appointed Range Rider.

Range Riders serve as an important link between different Area Manager Groups

in the region in which he or she serves. The Range Rider also serves as an additional two-way communication channel to and from the League of California Cities and the International City/County Management Association (ICMA). The program is designed to supplement, not to take the place of, normal regular contacts between Managers and the League and ICMA.

<http://www.cacities.org/member/departments/managers/riders/index.jsp>

ICMA and Cal-ICMA

The International City/County Management Association (ICMA) is the professional and educational organization for chief appointed managers, administrators, and assistants cities, towns, counties, and regional entities throughout the world. Since 1914, ICMA has provided technical and management assistance, training, and information resources to its members and to the local government community. ICMA's mission is to create excellence in local government by developing and fostering professional local government management worldwide.

<http://icma.org/en/icma/home>

Cal-ICMA, a collaboration of local government management groups in California, was officially established in 2003 with changes to the City Managers Department Bylaws creating a separate organization to be the official ICMA affiliate for California. Cal-ICMA was created in order to allow the full participation of all California ICMA members in a California ICMA affiliate, allowing the City Managers Department to focus its efforts on its role as an affiliate of the League of California Cities and, specifically, to focus its efforts on legislative strategy and advocacy.

The structure of Cal-ICMA includes a Board of Directors composed of representatives of a variety of groups representing the scope of California ICMA members. The Board has 16 members with representatives of the City Managers Department of the League, the Municipal Management Associations, the Range Riders/retired ICMA professionals, the County Chief Administrative Officers, the California City Management Foundation (CCMF), the Council of Governments (COG) Directors, as well as institutions of higher education.

<http://webapps.icma.org/cal-icma>

California City Management Foundation

The mission of the California City Management Foundation is to foster council-manager relations and the well being of city managers to ensure stable and successful communities CCMF carries out its mission in many ways. The foundation provides guidance on employment agreements, offer support for City

Managers who find themselves in an involuntary separation situation, training and advice for individuals seeking to become City Managers, and conducts work shop sessions at League conferences on topics related to effective Council/Manager relations.

<http://www.cacitymanagers.org>

Municipal Management Associations:

The **Municipal Management Association of Northern California (MMANC)** is a non-profit membership organization of local government management professionals located throughout the 49 counties of Northern California. MMANC was formed to address the professional needs of public management staff. The mission of MMANC is to provide opportunities for professional growth, training, idea-sharing and leadership for managers in the public sector.

<http://mmanc.org>

The **Municipal Management Association of Southern California** represents more than 500 private and public sector members in cities, counties, and special districts local government professionals within a nine-county area of Southern California. MMASC was formed in 1953 to address the professional needs of urban management assistants and their private sector counterparts. MMASC is organized into 8 Southern California regions and includes a five member executive board elected by the general membership as a whole and eight regional board positions elected by the specific regions.

<https://mmasc.org>

APPENDIX B

INFORMATION RESOURCES

League List Serves

The City Managers Department is served by two list serves moderated by League staff. The list serves are designed to facilitate communication and conversation among city managers on issues and matters of particular importance. The list serves provide a valuable resource and allows us to communicate and exchange ideas quickly throughout the state. The list serves are designated to serve a private subscription audience, and are not intended for broad distribution to those not approved as part of the list serve participants group.

The Department's general list serve, city Managers is designated for general discussion purposes and inquiries as a resource for city managers, assistant city managers, management analysts and others interested in exchanging ideas on day-to-day issues.

The general list serve is used as a forum to post questions and comments affecting cities and the city management profession. League staff also uses this list serve to post important information relating to legislation, the state budget, upcoming conferences and meetings, and also for distributing the Department newsletter, election ballots and other important information.

Department Newsletter

The City Managers Department Newsletter is sent electronically on quarterly basis, generally in the spring, summer, fall and winter, and provides an information-sharing forum to members of the Department. Prepared by League staff, the newsletter provides updates on activities of the Department, the League and affiliate organizations. Articles for the newsletter are provided by officers of the Department, members of Cal-ICMA, ICMA, CCMF, League staff and other parties with pertinent city management information. Prior to publishing the newsletter, League staff a-mails a `call for articles' to members of the Executive Committee for inclusion.

Department Directory

Each year, a membership directory is published for members of the Department and includes contact information for each city manager and his/her principal assistant, i.e. a staff member who acts as city manager in the city manager's absence. Generally in November, League staff surveys members of the Department via a-mail, fax or regular mail, to identify names, titles and contact information for all Full and Associate Department members. The Directory is

distributed to members of the Department at _____.

League Library

Library Online Catalog - "Open" to the public the League offers its members a searchable online catalog of library holdings that includes downloadable documents (record type `webdoc'), as well as listings of documents and videos available for loan (record type `book,' `videotape'). Helen Putnam applications and winners from past years are also searchable through the catalog as well as handouts and presentations from League meetings and conferences.

Online Ordinance Library - The League Inquiry Service has compiled an online ordinance collection organized by subject. Ordinances can be searched via the online catalog using the record type ordinance.' The online ordinance library can also be browsed using the following link: <http://www.CaCities.org/ordinances>.

Online Municipal Codes and Charters - Lists of online municipal codes and charters can be accessed by the following Links

Western City Magazine

Published by the League of Cities each month it focuses on a key topic of concern for cities: municipal finance, community development, public safety, the environment, parks and recreation, infrastructure, housing, ethics, flood protection and more from the perspective of cities statewide — articles, job opportunities and other information are also available online at www.westerncity.com.

City Advocate Weekly

Formerly known as Priority Focus, is a free, weekly, electronic newsletter that provides analysis, commentary and updates on legislative and policy issues affecting California cities. To subscribe, visit www.cacities.org/cityadvocateweekly.

Institute for Local Government

The League's nonprofit research arm offers a wealth of information on cutting edge local government issues through its Web site (www.ca-ilg.org) and publications. The Institute's "Local Government 101" program provides basic information about local government operations and issues. Other Institute topic areas include civic engagement, public service ethics, land use, climate change, intergovernmental dispute resolution and healthy communities.

League Web site

The League Web site (www.cacities.org) is updated frequently with the most current information on policy developments, legislation, upcoming conferences, publications and other items of interest. League staff is also available to help city officials looking for ways to get involved.

MuniLink

(www.cacities.org/munilink) is the League's Online Products, Services & Interim Management Employee Directory. Munilink can help you find products and services for your city and can also help you fill an interim position. Through this free, searchable database local agencies can look for an interim candidate to fill a position or find products and services and connect with vendors via e-mail, Web site or phone. Vendors can create and update their own listings online for a low annual fee.

League Publications

Every year the League produces a number of publications specifically addressing the information needs of California city officials including the *California Municipal Law Handbook*, *Open and Public IV: A User's Guide to the Ralph M. Brown Act*, the *Planning Commissioner's Handbook* and the annual *City Hall Directory*.

APPENDIX C

CITY MANAGERS' DEPARTMENT BYLAWS 2010

ARTICLE I - NAME

This Department shall be known as the City Managers' Department, League of California Cities.

ARTICLE II - PURPOSES

The purposes of this Department shall be:

1. To promote the purposes and goals established in the League of California Cities Constitution and Bylaws.
2. To serve as a technical and advisory Department to the League of California Cities.
3. To seek the personal development and enrichment of its members through the promotion and conduct of conferences, seminars, and related training or communication methods.
4. To actively support the personal and professional development of Associate Members through mentoring, assignment to committees of the Department, and inclusion in the business activities of the Department.
5. To strive for the continued acceptance and advancement of city management through professional accomplishment and ethical standards as embodied in the ICMA Code of Ethics as interpreted and enforced by ICMA.

ARTICLE III - MEMBERSHIP

Membership shall be limited to one of the following classifications: Full Member, Associate Member, Range Rider Member and Honorary Member. All Members shall accept and abide by the ICMA Code of Ethics, as interpreted and enforced by ICMA.

Section 1 - Full Member

A Full Member shall be any individual who is the administrative head of a member city of the League of California Cities and holds the title City Manager or chief administrator as it may be described and any individual who is the chief assistant administrative head of a member city of the League of California Cities and holds the title of Assistant City Manager or assistant chief administrator whose job specification states that they shall serve in the place of the City Manager or chief administrator when such duty is delegated. Individuals holding such positions on an interim basis shall be considered Full Members during the period of interim appointment. Only Full Members shall have voting rights and shall serve as chairs of committees of the Department. Only Full Members are eligible to become Officers of the Department.

Section 2 - Associate Member

An Associate Member shall be any full time assistant to the City Manager or chief administrator of a member city, said assistant shall be engaged principally with the overall administration of the member city and work in the office of the City Manager or chief administrator. Associate Members may participate fully in the activities of this Department, serve on committees of the Department, but shall not vote nor become an Officer of the Department except as appointed members of the Executive Committee as provided in these Bylaws.

Section 3 - Range Rider Member

A Range Rider Member of the Department shall be any active Range Rider, as recognized by the League of California Cities and this Department. Range Rider Members may participate fully in the activities of this Department, serve on committees of the Department, but shall not vote nor become an Officer of the Department except as appointed members of the Executive Committee as provided in these Bylaws. Range Riders shall inform League staff of any changes of officers within Area Manager Groups.

Section 4 - Honorary Member

An Honorary Member may be granted to any former Full Member of the Department who has retired as a Full Member, has rendered exceptional service to the Department and to good local government in California, is not involved in marketing services or products to cities in California, and has a continuing desire to advance the purposes of this Department. Such Honorary Member status may serve as a pool of qualified individuals who will be ready to assume Range Rider duties when such transition occurs. Honorary Members may participate fully in the activities of this Department and the Area Manager's Groups but may not serve on committees of the Department, vote or become an Officer of the Department.

To achieve Honorary Member status, fifteen Full Members from at least three different Area Managers' Groups of the City Managers' Department may submit a recommendation to the Department President who shall refer the recommendation to the appropriate Area Manager Group(s) where the Honorary Member resides for review, comment and acceptance of the recommendation. The Area Managers' Group(s) shall make a recommendation to the Officers of the Department and, if that recommendation is positive, the Officers of the Department shall recommend to the Executive Committee those former Full Members whom they feel should receive an honorary membership. The Executive Committee shall make selection by written ballot. Those recommended who receive three-fourth's of the vote of the Committee in attendance shall be made Honorary Members.

ARTICLE IV - FEES AND DUES

Section 1 – Fees

Any fees assessable against department registrants at any departmental activity, such as conferences and seminars, may be adjusted by majority vote of the Executive Committee so as to offset the added expense of special events, including, but not limited to, speakers, programs, exhibits, or accommodations that will directly benefit and complement the purpose of the Department.

Section 2 – Dues

No dues may be levied against any member of the Department except upon the affirmative recommendation of the Executive Committee which shall be responsible for the formulation of the proposed dues schedule, followed by the voted approval of a majority of the members present at the next succeeding Annual Conference of the League of California Cities.

The exclusive purpose of dues is to provide the necessary financial support to Department business activities as such may be determined by the Executive Committee.

Once enacted, the dues schedule may be modified as to amount by approval of the majority of the Executive Committee.

ARTICLE V – OFFICERS AND AT-LARGE MEMBERS DUTIES, VACANCIES

Section 1 – Officers

The "Officers of the Department" shall be a President, President-elect, Vice President, Immediate Past President, Department Director, and At-large members.

The Officers of the Department have the responsibility of considering and, if supportive, ratifying appointments made by the President pursuant to these Bylaws. Such consideration and ratification is to be conducted through one or more meetings, whether in person or electronically (“conference call”). Such meetings are to be called by the President. Presidential appointments are to take effect immediately upon ratification by the Officers of the Department or when the President chooses, whichever comes later.

Section 2 - Term of Office and Succession

The term of office of the President, President-elect and Vice President shall be one year. The Department Director shall serve a two-year term that shall begin in odd-numbered years. The At-large members shall serve a two-year term. The President-elect shall succeed to the office of President, the Vice President shall succeed to the office of President-elect, and the President shall automatically assume the office of Immediate Past President, all except as provided in Article V, Sections 3 and 4. Except for the President and President-elect, which offices are not to be filled by election, the Officers of the Department shall be elected by mail ballots, email or fax and the results shall be announced by the Nominating Committee at the Department business meeting at the Annual Conference of the League of California Cities, in accordance with Article VII.

Section 3 - Removal of President or President-elect

The President and President-elect are offices that are filled by succession rather than by election of the members each year. If the Executive Committee determines by a written ballot with a two-thirds vote of all members currently serving on the Executive Committee that the President or the President-elect, or both, should be removed at any time and for any reason, it may do so. Such recommendation and the reasons therefore shall be prepared in written form and submitted as official notification to the Executive Committee at least 20 calendar days prior to the meeting at which such vote is scheduled to occur. If either, or both, the President or the President-elect is removed from office; the vacancy(ies) shall be filled pursuant to Article V, Section 4.

Section 4 - Filling of Vacancies

A vacancy in the office of President shall be filled for the unexpired term by the succession of the President-elect. A vacancy in the office of President-elect shall be filled by the Vice President, who shall automatically assume the office. A vacancy in the office of Vice President or in the seat of At-large members shall be filled by appointment by the President of the Department, subject to confirmation of the Executive Committee and shall serve for the balance of the term. However, persons appointed in this manner to fill the Vice President vacancy will not automatically succeed to the President-elect position but will

stand for election to the position. A vacancy in the office of Immediate Past President shall be filled by the most recent Past President of the Department for the unexpired term.

Section 5 - Duties and Responsibilities

The President shall preside at all meetings and serve as President of this Department and Chairman of the Executive Committee. The President shall appoint all committees, subject to ratification by the Officers of the Department, and have general supervision of the work of the Department.

The President-elect shall preside at Department and/or Executive Committee meetings in the absence of the President. The President-elect shall be responsible for managing the Department's Annual Work Program and may select a committee of Department members to assist in that effort.

The Vice President shall preside at Department and Executive Committee meetings in the absence of the President and President-elect. The Vice President shall serve a one-year term on the California City Management Foundation Board and have the responsibility for planning the City Managers' Department Annual Conference/Meeting program and may select a committee of Department members to assist in that effort.

The Immediate Past President shall preside at Department and Executive Committee meetings in the absence of the President, President-elect, and Vice President. The Immediate Past President shall serve as the chair of the Nominating Committee and shall work as assigned with committees appointed by the President.

The Department Director shall represent the Department on the League of California Cities Board of Directors. The Director shall also serve on the Executive Committee and other committees as designated by the President. In the event of a vacancy, the President of the Department shall be the Director, or shall appoint a member of the Department to fill such vacancy, subject to ratification by the Officers of the Department, and the person filling such vacancy shall hold office until adjournment of the next Annual Conference of the League of California Cities.

The At-large members shall be appointed to represent the Department on key committees of the Department. At-large members responsibilities will include serving as CitiPAC Liaisons, judges of the Awards Committee, and as ambassadors to the Area Manager Groups. In the event of a vacancy, the President of the Department shall appoint a member of the Department to fill such vacancy, subject to ratification by the Officers of the Department, and the person filling such vacancy shall hold the seat until adjournment of the next Annual Conference of the League of California Cities.

ARTICLE VI – OFFICER AND COMMITTEE MEMBER SELECTION

In selecting officers, standing and ad hoc committee or task force members for this Department, the following criteria should be considered:

1. To search out and appoint those persons who have a notable professional reputation and have exhibited an active interest in departmental affairs, and who are willing and able to serve.

2. To weigh factors such as city size, general law vs. charter city, all geographical areas, a north-south rotation, and those persons who have maintained an active interest and are knowledgeable about the history and purpose of this Department.

3. Selection of the Vice President shall be based in part on a north/south rotation. For the purpose of establishing north/south geographic designation for the Vice President and the four At-large Members, cities within and south of San Luis Obispo, Kern and San Bernardino counties shall be considered as south, all remaining cities north of this geographic designation shall be considered as north for rotation purposes.

4. There shall be two At-large members that serve on the Executive Committee from cities with populations over 100,000; one representing the north and another representing the south. There shall be two At-large members that serve on the Executive Committee from cities with populations under 100,000; one representing the north and another representing the south. The At-large members shall serve a two-year term. Each year one of the At-large members shall be selected from cities with populations of 100,000 or greater and one At-large member shall be selected from cities with populations of less than 100,000.

ARTICLE VII – NOMINATION PROCEDURES AND ELECTIONS

Section 1 - Nominations Procedures

The Chair of the Nominating Committee shall announce vacancies for Vice President annually, and Department Director in odd years. By June 1 of each year, the Chair of the Nominating Committee shall announce to the membership the vacancies for Vice President annually, two At-large members in odd-numbered years and two At-large members in even-numbered years to serve on the Executive Committee, and the Department Director in odd-numbered years. Each year one of the At-large members shall be selected from cities with populations of 100,000 or greater and one At-large member shall be selected from cities with populations of less than 100,000.

Nominating petitions shall be submitted to the Chair of the Nominating

Committee no later than June 30. A candidate must be a Full Member of the Department in order to be considered for nomination.

Nominations shall be submitted to the Chair of the Nominating Committee in petition form bearing ten signatures of members of the City Managers' Department from throughout the state. The Nominating petitions must include a resume of the person nominated. Nominations submitted in this form shall be the only petition nominations considered by the Committee. The names of individuals nominated through the petition process shall be included on the ballot and noted as petition nominations. Candidates may at any time withdraw from the nomination process.

The Committee shall have the responsibility, in addition, to seek out nominees who are especially qualified to lead the Department and place in nomination the names of individuals in addition to those nominated by petition.

On or before August 1 of each year, the Nominating Committee shall submit to the Executive Committee one recommendation for each upcoming officer vacancy along with any petition nominees to be included on the ballot. The Executive Committee either shall approve the Nominating Committee's recommendations by majority vote, or, with a two-thirds vote may substitute another person as the final Executive Committee recommendation. A person proposed by the Nominating Committee but not accepted by the Executive Committee shall be considered a petition nominee on the final ballot.

Section 2 – Elections

Election of officers shall be by written ballot that may be distributed and/or returned via regular mail, fax or email.

Ballots bearing the names of nominees including the recommendation of the Executive Committee shall be distributed to the membership by September 1 or four (4) weeks prior to the Department Business Meeting at the Annual Conference of the League of California Cities, whichever is the earliest date. Members voting shall return their ballots to the League of California Cities offices at least two weeks prior to the Annual Conference of the League of California Cities.

The ballots shall be counted by the League staff and the election results announced at the Department Business Meeting at the Annual Conference of the League of California Cities. The member receiving the highest number of ballots cast for each office shall be deemed elected.

ARTICLE VIII - VOTING

Except in cases where otherwise provided, all voting in this Department shall be voice vote, unless a roll call vote is demanded by representatives of three or more cities, in which case the Full Member present and in good standing shall cast one vote. A majority of the votes cast by those Full Members in attendance shall be necessary for a decision.

Voting requirements for all Department committees, excluding the Executive Committee, will be that a majority of its membership will constitute a quorum for the conduct of business. Voting requirements at a duly announced regular or special Department business meeting for the passage of a measure will be a majority of the Full Members present.

With respect to meetings of the Executive Committee, a majority of the Officers of the Department constitutes a quorum. If a quorum is established, a majority of the votes cast by the Membership with voting rights is necessary for a decision.

ARTICLE IX - DEPARTMENT MEETINGS

Section 1 - Department Meetings

The membership of this Department shall meet once per year during the Annual Department Conference. The Executive Committee shall select the dates and locations of Annual Conferences two to three years in advance. The Executive Committee may set additional meetings, as it deems necessary.

The conference programs will be determined in accordance with the League's Constitution and Bylaws.

Special department meetings may be called by a majority vote of the Executive Committee or upon written request by 40 Full Members stating the purpose for such a meeting. Notice shall be given to all members of the time and place of all regular and special meetings by regular mail, email, voice mail, or fax, including an agenda, at least thirty (30) days prior to said meeting(s).

Section 2 - Solicitation of Contributions to Underwrite Departmental Meetings

Each year's Program Committee shall have the option of choosing to raise funds to supplement the available budget for the departmental meeting, or not to do so. The physical handling of these funds, and the fiscal responsibilities related to these funds, shall be discharged in accord with a written agreement between the Department and the California City Management Foundation.

Funds may be solicited from any organization interested in promoting the goals of the Department provided that no contributions shall be accepted from any firm

doing business solely with a jurisdiction having an employee who serves on the Program Committee. Organizations operating under a statewide franchise shall not be considered to be in conflict for purposes of interpreting this section. In no case will any form of exchange or quid-pro-quo be allowed as a condition of such contribution. The sole recognition given by the Department to any contributors will be their inclusion on a list to be provided in the written material provided every registrant of the department meeting.

ARTICLE X - DEPARTMENT COMMITTEES AND AREA MANAGERS' GROUPS, AND LEAGUE STAFF

Section 1 - Standing Committees

The Standing Committees shall be: Executive Committee; Nominations Committee; Committee on Diverse Communities; and International Committee. Standing Committees are established on a permanent basis pursuant to these Bylaws to conduct the ongoing business of this Department.

Section 2 - Ad Hoc Committees and Task Forces

The President or the Executive Committee may establish an Ad Hoc Committee or Task Force to pursue a special study or cause an investigation of an isolated nature.

Section 3 - Term of Appointments

Standing Committee member appointments, except for the Executive Committee and the Nominations Committee, shall be for a one-year term. Ad Hoc Committee and Task Force member appointments shall be for a one-year term unless determined by the President to necessitate a longer term to accomplish the assignment. All appointments to one-year terms shall coincide with the appointing President's term of office and commence and terminate with the close of the Department Business Meeting at the Annual Conference of the League of California Cities.

Section 4 - Committee Appointments

The President-elect shall identify, one month prior to installation as President, the individuals to be appointed to the Standing Committees and shall make all the appointments upon installation as President, subject to confirmation by the Officers of the Department as provided in Article V.

Section 5 - Executive Committee

a) Duties and Responsibilities.

Develop a work plan that identifies initiatives and efforts for the coming year.

Serve as a forum for the exchange of views relating to the theory, technique, format and administrative consequences of federal, state or local legislative or executive programs affecting California municipal government.

Provide two-way communication between League of California Cities; Department members; Area Managers' Groups; Management Assistants' Groups; California City Management Foundation; International City/County Manager's Association; and other related professional organizations.

- 1) Review and process as it deems appropriate all projects, programs or internal business affairs of the Department conferred or referred by Department membership or its officers, the League of California Cities, California Chapter of ICMA, the Management Assistants' Groups; or related professional organizations.
- 2) Review an application from and approve the formation of an Area Managers' Group and approve the selection of cities, number of cities and geographical coverage to be represented. An Area Managers' Group will not qualify for representation on the Executive Committee without formal Executive Committee approval.
- 3) Review and approve of Honorary Members of the Department.

b) Membership with voting rights.

- 1) The Officers of the Department – President, President-elect, Vice President, Department Director, and Immediate Past President.
- 2) The two most recent Past Presidents of the Department in addition to the Immediate Past President.
- 3) The President of the California City Management Foundation.
- 4) One member from each Area Managers' Group as recognized by this Department. Any recognized Area Managers' Group comprising more than one League Division shall be entitled to one member for each division.
- 5) Two At-large members selected from cities with populations of 100,000 or greater.
- 6) Two At-large members selected from cities with populations of less than 100,000.

7) The President of the Municipal Management Association of Southern California and the President of the Municipal Management Association of Northern California. The terms for these positions shall be for one year corresponding with the term of the presidency and appointment is not contingent upon the President's job title.

8) The President of the International Committee.

c) Liaisons to the Executive Committee

Though not members of the Executive Committee, one representative of the California Chapter of ICMA (Cal-ICMA), all Range Rider Members; one representative of the County Administrative Officers' Association of California (CAOAC), and one representative of the California Council of Governments Directors' Association (CALCOG) shall be invited to attend Executive Committee Meetings. These representatives shall serve as non-voting representatives of and liaisons from these organizations. They shall be chosen by their respective statewide organizations.

Section 6 - Nominations Committee

a) Duties and Responsibilities – To identify the best leaders for the organization by soliciting and interviewing highly qualified candidates for the executive offices of the Department. Specific procedures for convening the Nominations Committee and developing the nomination report are set forth in Article VII.

b) Membership - The Nominations Committee shall be comprised of five members. In the selection of members, consideration will be given to such representation factors as city size and geographical location. The President shall appoint the members and shall appoint the Immediate Past President as the Committee Chair.

c) Term of Appointment - Appointments shall be made annually by the President for a one year term, subject to ratification by the Officers of the Department.

Section 7 - Committee on Diverse Communities

a) Duties and Responsibilities

1) To develop and provide the necessary training, tools, and support for effective city management in diverse communities and to develop a recognition program for cities who demonstrate effective management methods and programs. Such recognition shall be awarded at the Annual Meeting of the Department.

- 2) To develop a model placement process encouraging the selection of minorities and women in management positions and distribute to members of the Department; to encourage the involvement of minorities and women in the profession and in departmental activities; and, on a voluntary basis, to seek data to monitor the placement progress of the Department 's member cities.
- b) Membership – Six Full Members, five Associate Members, one Range Rider Member, and a Committee Chair shall be appointed by the President, subject to ratification by the Officers of the Department.

Section 8 - International Committee

a) Duties and Responsibilities:

- 1) Develop and enhance the professional relationship between Department members and representatives from other countries.
 - 2) Provide for the coordination of and fund raising for the exchange activities related to the City Managers' Department Annual Meeting and with the Local Government Management Association conferences in New South Wales and Queensland, Australia (or any other international partners as recommended by the International Committee and approved by the Executive Committee).
 - 3) Provide a representative to serve on the City Managers' Department Annual Meeting Planning Committee to insure that members from the international partner agencies have a role in the meeting and are appropriately recognized.
- (b) The President shall appoint the Committee Chair. The Chair may select Committee of Department members to assist with this effort. Applicants selected to participate in exchange activities must serve on the Committee for one year.

Section 9 - Ad Hoc Committees and Task Forces

The President or the Executive Committee may establish an Ad Hoc Committee or Task Force to pursue a special study or cause an investigation of an isolated nature. The President shall select a Committee or Task Force Chair and determine membership selection and number of members, subject to ratification by the Executive Committee. The term of Ad Hoc Committees or Task Forces shall be one year but may be extended to allow adequate time to complete the study or investigation and submit a final report, all as determined by the President.

Section 10 - League Policy Committee Representatives

a) Duties and Responsibilities - Department representatives to the League's Policy Committees are expected to attend all Policy Committee meetings, seek information on the various subject matter from the Area Managers' Groups, and report on the activities of the Policy Committees to the Executive Committee. They also are expected to summarize the activities of their Policy Committee for the City Managers' Department newsletter. Summaries are to be submitted to League staff in accordance with the newsletter schedule of publication.

b) Appointment - The President shall appoint Department representatives to the League's Policy Committees, subject to ratification by the Officers of the Department. Any member of the Department is eligible for appointment.

c) Term of Appointment - Appointments to the League Policy Committees shall be for a one year term.

Section 11 - Area Managers' Groups

a) Duties and Responsibilities - Area Managers' Group representatives shall attend meetings and conference calls of the Executive Committee and report priorities and Work Program of the City Managers' Department within their Area Managers' Group. Area Managers' Group representatives shall involve the Municipal Management Association of Southern California and the Municipal Management Association of Northern California and report their business and priorities during Area Managers' Group meetings. Area Managers' Group representatives shall inform League staff, their At-large member, or Range Rider of any changes in officers or bylaws occurring within their Area Managers' Group.

b) Term of Appointment - It is recommended that Area Managers' Group representatives serve for two consecutive years, however, this can be determined by each Area Managers' Group. Area Managers' Group representatives shall select a delegate to attend meetings and conference calls in their absence.

Section 12 - League Staff

League Staff shall be responsible for: keeping the Department's bylaws and all records and documents, meeting minutes and activities of the Department; proper and timely mailing of all Department notices, agendas, ballots, and other Departmental information; maintaining Committee Rosters and contact information, maintaining the Department Newsletter and Website; managing communication tools; and contacting newly appointed officers including Area Manager Group Chairs and At-large members with information about their roles and responsibilities on the Committee. League staff shall maintain a current roster of Area Managers' Group representatives.

ARTICLE XI - RULES OF ORDER

Subject to the provisions in the League Bylaws and the Department Bylaws, Robert's Rules of Order shall prevail at all Department meetings.

ARTICLE XII - AMENDMENTS

These Bylaws may be amended by written mail ballot, email or fax by a majority vote of those voting, provided the proposed amendment(s) shall have first been prepared in writing, together with a statement in support therefore, and submitted to the Executive Committee, so as to permit their review and consideration. The proposed amendment(s) and any written comments from the Executive Committee in the form of support or opposition shall then be mailed to each member. Ballots shall be returned within 45 days from the date of mailing. Such amendments or any approved modification thereof shall take effect immediately after voted approval of the membership.

ARTICLE XIII - CONFLICT OF BYLAWS

If any portion of these Bylaws are declared to be contradictory or in any way in conflict with the Constitution and Bylaws of the League, then that portion shall become inapplicable and the Constitution and Bylaws of the League shall prevail.

Adopted, October 20, 1975
Amended, September, 1979
Amended, March, 1983
Amended, September, 1984
Amended, February, 1989
Amended, October, 1990
Amended, October, 1991
Amended, September, 1997
Amended, April, 2002
Amended, May 23, 2003
Amended, April, 2010

APPENDIX D

ORGANIZATIONAL IDEAS FOR AREA MANAGER GROUP MEETINGS

- Distribute agenda prior to meeting
- Include on agenda:
 - League of CA Cities update by Regional Affairs Representative
 - ICMA/Cal-ICMA update
 - Range Rider report
 - Assistant Association report
 - Citipac update
- Schedule annual PNG/assistant events
- Schedule annual Citipac fundraisers