



***“MLGMA 2012” Strategic Plan
2008-2009 Update***

***“Better Local Government through
Professional Management”***

I. Mission Statement:

MLGMA is an association dedicated to promoting and defending the council-manager form of government; the management profession and individual professionals for the sake of bettering Michigan communities. Accordingly, at the outset of its 2007 planning process the MLGMA Strategic Planning Committee developed a mission statement that reflects the core purpose of the organization. It reads: *“Better Local Government through Professional Management.”*

II. January 2009 Midterm Strategic Plan Update Preface:

It is with pleasure that the MLGMA Board of Directors presents to the membership a update of the status of initiatives set forth in *MLGMA 2012 Strategic Plan*. As you read through this document it will become apparent that 2008 has been a very busy year indeed, and that 2009 promises to be equally so. Clearly our success in achieving so many goals over the past year is a function of the dedication of the various committees and the membership at large. We are looking forward to a productive and successful 2009.

III. Introduction:

Initially, the MLGMA Strategic Planning Committee was convened in March of 2007 to identify key challenges and assets of the organization. With the assistance of a professional facilitator, the Committee engaged in a thoughtful, targeted visioning/strategic planning process throughout the balance of the year. This process subsequently gave rise to the *Dimensions of the Vision* as well as two to three broad *Vision Statements* for each dimension. The *Dimensions of the Vision* are as follows: **Education, Experience, Ethics, and Advocacy**.

Throughout the strategic planning process, the Committee used two criteria to measure the value of recommendations to be included in its final document; they must **meet member needs** and **link to the purpose of the organization**. The final set of recommendations which was adopted by the Board of Directors in late 2007 and rolled out in early 2008, reflects significant input from the membership. We believe that the tremendous amount of activities undertaken in 2008 towards implementation of the Strategic Priorities also reflects the ongoing support and enthusiasm of our association. The Board of Directors hereby submits for your consideration, the *MLGMA Strategic Plan 2012, 2008 - 2009 Update*. Updates, you will note, follow the original set of recommendations and are printed in italics.

IV. Dimensions of the Vision, Vision Statements and Action Steps:

The Committee respectfully submits the following *Dimensions of the Vision*, *Vision Statements* and *Action Steps* for your consideration:

THE DIMENSION OF EDUCATION

The Vision:

An organization that provides practical educational opportunities to facilitate its members' personal and professional growth -

- Offer two primary multiple-day training and education seminar/conferences;

- Expand eligible scholarship opportunities to include other leadership and executive programs and increase scholarship fund to \$20,000 per year;
- Increase and promote distance learning opportunities to make training more affordable and widely available;
- Include experienced managers in “best practices” sessions, panel discussions or presentations whenever possible so that knowledge can be shared;
- Increase the number of ethics education sessions available to members.

An organization in which 90% of all members attend at least one professional development event each year -

- Market and recruit enrollment into the *Local Government Management Institute* program co-sponsored by the MLGMA and participating institutes of higher education;
- Create “Wall of Honor” and communicate training achievements of managers to city boards, commissions, councils and communities across the state.

An organization that supports life-long learning and one in which all those members who are eligible have achieved ICMA voluntary credentialing -

- Implement coaching/mentoring program and assign each new member to a more senior member of MLGMA;
- Develop and implement an educational session at the Annual Winter Institute to encourage and assist members with registration procedures for the ICMA Voluntary Credentialing Program.

An organization that promotes a level of educational achievement, professional growth and diversity among its members, such that professionals from other state associations study Michigan’s best practices -

- Formalize intern recruitment and establish method to link interns with communities;
- Refine and expand the MLGMA website and member listserve to create ease in:
 - ❖ Indexing
 - ❖ Maintaining Membership databases
 - ❖ Providing “Good Governance” models
- Expand invitation to MLGMA events and conferences to Managers and Assistant Managers in the Midwest region (Minnesota, Wisconsin, Illinois, Indiana, Ohio, etc.).

An organization that works to increase awareness of the council-manager form of government in secondary schools and universities in Michigan -

- Partner with institutions of higher learning to ensure that curricula are current and relevant to the profession and contemporary practice of local government administration;

- Work with statewide primary and secondary education programs to provide relevant educational materials explaining the council/manager form of government;

THE DIMENSION OF EDUCATION – UPDATE:

Professional Development Committee Update:

The Professional Development Committee met three times during 2008 (March 27, June 19, and September 12); a fourth meeting is scheduled for December 12. We may also meet during the MLGMA Winter Institute in February 2009. In terms of the goals and objectives, related to the Strategic Plan, the Professional Development Committee offers the following:

- **Offer two primary multiple-day training and education seminar/conferences:**

This is something the MLGMA has been doing forever; not something the Education Committee or Professional Development Committee can take credit for hallmarks of our professional development activities.

- **Expand eligible scholarship opportunities to include other leadership and executive programs and increase scholarship fund to \$20,000 per year:**

In March 2008, the Professional Development Committee recommended, and in June the MLGMA Board added, the ICMA Gettysburg Leadership Institute as an eligible activity for the Scholarship Program.

In March 2008, the Professional Development Committee recommended, and the MLGMA Board approved, increasing the 2008 Scholarship Fund budget from \$5,000 to \$10,000. In September 2008, the Professional Development Committee recommended to the Board of Directors to increase the 2009 Scholarship Program budget from \$10,000 to \$12,500. It is suggested that the Board consider increasing the Scholarship Program incrementally over the next four years (2009-2012) to achieve the \$20,000 goal. The Professional Development Committee should be directed to evaluate participation in the program (applications received, scholarships granted), measured against efforts to market the program, to determine if \$20,000 annually is an appropriate amount.

This year four scholarships were granted. The Professional Development Committee will be taking a more pro-active approach to publicizing the Scholarship Program and getting the word out to MLGMA membership in January-March of each year.

- **Increase and promote distance learning opportunities to make training more affordable and widely available:**

ICMA offers regular conference calls/distance learning opportunities for ICMA members. The MLGMA has investigated two learning programs (the Local Government Management Institute and the Saginaw Valley State University Michigan Certified Public Manager Program), but there has been limited publicity on the former and the latter is expensive.

- **Include experienced managers in “best practices” sessions, panel discussion, or presentations whenever possible so that knowledge can be shared:**

This objective should be emphasized to the Chairs of the Winter Institute Planning Committee and the Summer Workshop Planning Committee so that sessions can be incorporated into each program.

- **Increase the number of ethics education sessions available to members:**

Again, this objective should be emphasized to the Chairs of the Winter Institute Planning Committee and the Summer Workshop Planning Committee so that sessions can be incorporated into each program. This objective should also be considered by the MLGMA Ethics Committee.

- **Market and recruit enrollment into the Local Government Management Institute program co-sponsored by the MLGMA and participating institutes of higher education:**

The Professional Development Committee has interacted with the U of M regarding this program but there has been little or no communication from the U of M on program development and offerings. The MLGMA Board should revisit this and determine if it can be an effective professional development opportunity.

- **Create “Wall of Honor” and communicate training achievements of managers to city boards, commissions, councils and communities across the state.**

Nothing done on the part of the MLGMA Professional Development Committee regarding this objective.

- **Implement coaching/mentoring program and assign each new member to a more senior member of MLGMA:**

The Professional Development Committee is in the process of researching this issue, and met with Don Maruska, coordinator of the Cal-ICMA and the Florida programs. Mr. Maruska provided a lot of information and there are merits to pursuing a mentoring program. The Cal-ICMA program has evolved into a first-rate one. The Florida program is in its infancy (two years old). Cost is an issue (in excess of \$100,000 annually), but the Cal-ICMA program has been able to obtain funding not only from the state association, but also program sponsors. A first step might be to hold a program at the MLGMA Winter Institute to educate and inform our membership about the process. Mr. Maruska is willing to participate in that effort, but again, this is something that should be referred to the Winter Institute Planning Committee for consideration. Cost is an issue, but the Committee will continue its efforts in this area.

- **Develop and implement an educational session at the Annual Winter Institute to encourage and assist members with registration procedures for the ICMA Voluntary Credentialing Program:**

This objective should be emphasized to the Chairs of the Winter Institute Planning Committee and the Summer Workshop Planning Committee so that sessions can be incorporated into each program. This objective has been communicated to the three members of the Professional Development Committee who also serve on the Winter Institute Planning Committee.

- **Formalize intern recruitment and establish method to link interns with communities:**
- **Refine and expand the MLGMA website and member listserv to create ease in:**

- **Indexing**
- **Maintaining Membership databases**
- **Providing “Good Governance” models**

No action taken on these two objectives as they were not part of the committee’s charge

- **Expand invitation to MLGMA events and conferences to Managers and Assistant Managers in the Midwest Region (Minnesota, Wisconsin, Illinois, Indiana, Ohio):**

This objective should be emphasized to the Chairs of the Winter Institute Planning Committee and the Summer Workshop Planning Committee so that sessions can be incorporated into each program.

THE DIMENSION OF EXPERIENCE

The Vision:

An organization that has membership with experience worthy of recognition -

- Develop a database, through survey or other appropriate method, of experience that includes total years of service as well as substantive areas of experience and other special talents;
- Distribute information from the database through the Range Rider Program and through easy navigation of the MLGMA website.

An organization that regularly profiles the extensive experience of its members -

- Encourage the MML to regularly profile a cross section of city manager experiences;
- Develop a service awards program which annually recognizes total years of service and service in the State of Michigan at the annual MLGMA Conference.

A membership that is open and that shares its extensive experience with other communities, university students and new management professionals -

- Develop a program that links credentialed managers with emerging professionals;
- Develop a model in-service training program for department directors aspiring to become chief administrative officers;
- Examine and implement expanded internship opportunities (with MLGMA technical and financial support as necessary).

Experience that is reflected in the nearly universal eligibility for ICMA credentialing -

- MLGMA and partner organizations such as the MML make available all of the training opportunities to qualify for credentialing in the State of Michigan;

- Offer assessments for any MLGMA member who is *not* a member of ICMA provided the assessment is followed by an individual professional development plan by the member so that “MLGMA” credentialed manager can be added to their portfolio;

THE DIMENSION OF EXPERIENCE – UPDATE:

The following include the set of recommendations made by the Experience Committee and approved by the MLGMA Board of Directors:

- *Approval of a Committee/MML staff collaboration to develop a questionnaire to be distributed with the Winter Institute registration. The purpose of the form is to gather experience/background information about the membership to be included in an expanded statewide database. Pat Sullivan completed the initial draft of this questionnaire and planned to work with Colleen Layton to ready it for the Winter Institute registration.*
- *Approved a number of new awards to be considered by the Awards Committee. President Koryzno noted the importance of maintaining professional standards when establishing the various awards.*
- *Approved a Committee/MML collaboration to establish a comprehensive educational program within the State of Michigan so that our members can be credentialed without leaving the state. The courses are currently in place so the objective moving forward is to expand course offerings.*
- *Authorize the Committee and recommend that all in-state courses list the specific “core competency” addressed by a particular class, training, seminar or conference. The Committee is pleased to report that this has been established with respect to MLGMA offerings and due to the efforts of Colleen Layton, with MML offerings as well. The Committee respectfully suggests that the ICMA follow suit if it is not already doing so.*
- *Authorized the Committee to work with MML/ICMA to provide teleconference/Weimar- type access for our major educational offerings so as to make them more affordable and convenient. Colleen Layton has indicated that the MML staff has already begun working toward this objective.*
- *Amended the Strategic Plan to reassign two items in the Dimension of Experience to the Dimension of Education.*

Additionally, President Koryzno assigned the following items to the Experience Committee – the responses to these items are described below:

- *The model ICMA Range Rider Policy was referred to the Committee. The policy was modified to align with the needs of MLGMA and was returned to President Koryzno and the Board of Directors for consideration (refer to Appendix A).*
- *ICMA is compiling audio/video histories of our early managers and those individuals who are knowledgeable about our State’s early history of professional management. These histories are to be featured at the 2014 ICMA Annual Conference and will be further discussed by the Committee over the next year.*

- *President Koryzno also asked our committee to begin a discussion on updating MLGMA's written history. This issue will also be taken up in 2009.*
- *There are a number of items under deliberation by the Committee that had not reached the stage of consideration by the Board of Directors and so next year's committee will resume this work. 2008 Committee Chair Tom Markus will not be serving on the 2009 committee and therefore plans to transmit his file to the incoming chair in the interest of continuity.*

THE DIMENSION OF ETHICS

The Vision:

An organization that values and promotes adherence to ethical standards -

- The organization will "self-police" to the best of its ability;
- Share ethical components of the profession in promoting the council-manager form;
- Develop a process where the ethical integrity of all MLGMA members is recognized and acknowledged publicly;
- Connect the ICMA Code of Ethics Tenants to good governance in local communities;
- Demonstrate the integrity of our membership by annually publishing state and national ethical violation statistics to reveal the minimal amount that occur.

An organization that facilitates ethical behavior in its members -

- Increase the number of ethics classes as conference session choices for all MLGMA members;
- Disclose the process and possible sanctions associated with ethical violations;
- Publish informational articles on ethics that will assist MLGMA members to avoid potential pitfalls;
- Provide counseling and assistance in cases in which a breach of ethics may have occurred, or if a member self-reports a questionable incident;
- Develop an online library of ethical dilemmas/resolutions that MLGMA members can access for guidance and information.

An organization that recognizes high ethical standards -

- Encourage MLGMA members to attach the Code of Ethics to their employment contract;
- Endeavor to achieve zero ethics violations for all MLGMA members within three years;
- Encourage MLGMA members to uphold the ICMA Code of Ethics by consistently reinforcing the importance of ethical standards.

THE DIMENSION OF ETHICS – UPDATE:

The Ethics Committee first reviewed the Dimension of Ethics in MLGMA’s Strategic Plan along with its accompanying vision of where MLGMA should be with respect to ethics. It was the consensus of the Committee that the vision was appropriate.

The Ethics Committee has worked on the following three tasks:

- 1. A review of MLGMA’s Rules of Procedure for Enforcement of the ICMA Code of Ethics in order to determine how closely it aligns with the ICMA’s enforcement procedures and what, if any, changes should be made.**
- 2. Arriving at a determination as to whether or not MLGMA members should be subject to any guidelines or rules on the posting of messages to the MLGMA list serve.**
- 3. Preparing an “Ethics Court” session at the 2009 Winter Institute and articles in future editions of the MLGMA newsletter.**

1. Rules of Procedure:

The current MLGMA Rules of Procedure stipulate that any complaint for an alleged violation of the Code of Ethics may be investigated after such complaint is reviewed by the MLGMA President and Ethics Committee Chairperson. If the President and Ethics Committee Chairperson conclude that the complaint warrants further investigation,, the latter shall notify the respondent named in the complaint and give the respondent 30 days within which to respond in writing to the complaint. After receiving this information, the Ethics Committee Chairperson shall refer the issue to the Ethics Committee. The Ethics Committee Chairperson shall appoint a subcommittee of not more than three members of the Ethics Committee to investigate the complaint. The subcommittee shall report its findings to the Ethics Committee Chairperson, the MLGMA President, and the respondent. The Ethics Committee shall then review the findings and determine if a violation has occurred and, if so, determine the appropriate sanction, which includes issuing a private censure, a public censure, an expulsion from MLGMA membership, or a membership bar for those respondents who are no longer MLMGA members.

ICMA’s Martha Perego expressed concern about the Ethics Committee serving the roles of convener of the investigative process, the investigating or fact-finding committee, and the adjudicating body. She feels that this grants too much authority to the Ethics Committee. Given the potentially serious ramifications of sanctioning a member, she recommended that the MLGMA Board of Directors consider assuming the role of the adjudicating body pursuant to a review of the Ethics Committee’s recommendation.

The Ethics Committee reviewed this information and approved a motion recommending that the MLGMA Board of Directors approve the following proposed amendments to the MLGMA Rules of Procedure for the Enforcement of the ICMA Code of Ethics:

- *Amend the Rules of Procedure such that it will be stated that the Ethics Committee will continue to investigate and conduct fact-finding on complaints received regarding MLGMA and/or ICMA members, but will then forward its recommendations to the MLGMA Board of Directors for final adjudication.*
- *Amend the Rules of Procedures to include a recommendation that the MLGMA Ethics Committee Chairperson shall notify ICMA of a complaint, which involves an ICMA member at the time the Ethics Committee Chairperson and the MLGMA Board President*

make a concurrent finding that the complaints warrants investigation. The Ethics Committee will then proceed to investigate the complaint.

- *Amend the Rules of Procedure to require the MLGMA Board of Directors to notify the ICMA staff of its final adjudication decision on any complaint investigation recommendation that it has received from the Ethics Committee on an ICMA member.*
- *Amend the Rules of Procedure to permit the Ethics Committee Chairperson to appoint a member who is not on the Ethics Committee, but who may be from the immediate area as the respondent, to assist the Ethics Committee in investigating a complaint.*

If the MGLMA Board of Directors approves these recommendations, the Ethics Committee will revise the written Rules of Procedure accordingly. It should also be noted that the Ethics Committee is currently aware of two potential ethical violations by MLGMA members.

2. Appropriate Use of the MLGMA List Serve

At the request of the MLGMA Board of Directors, the Ethics Committee has discussed the idea of providing guidelines or rules governing the use of the MLGMA list serve in response to previous postings on the list serve, which some members felt were inappropriate and unprofessional. The committee felt that some of the comments may be due to less experienced members who are not familiar enough with the ICMA Code of Ethics. The committee also expressed concern about over regulating members' comments. It was the consensus of the committee to appoint a subcommittee composed of two committee members to contact the ICMA and other professional associates to determine what, if any, guidelines they have for use of their list serves. This subcommittee will report back to the Ethics Committee with its findings. The following guidelines were developed for listserv use:

LISTSERVE ETIQUETTE

1. Remember that the communications on the listserv are subject to FOIA and reflect upon yourself as well as the profession.
2. Observe ICMA/MLGMA codes of ethics regarding communications and conduct, as applicable.
3. Please keep all communications relevant to public policies, programs, services and projects, and the management profession.

* **Note:** The Listserv Etiquette guidelines will be considered by the Board of Directors during the meeting of December 12, 2008.

3. Future Ethics-Related Sessions at MLGMA Conferences

The Ethics Committee feels it is very important to have regular ethics-related sessions at both the winter and summer MGLMA conferences in order to continue educating members on their ethical responsibilities. The committee will work with the Winter Institute Planning Committee to develop an ethics-related session for this conference.

THE DIMENSION OF ADVOCACY

The Vision:

An organization working towards the recognition that the preferred form of government is the council-manager plan (or its derivation for counties and townships) in Michigan –

- Form a standing committee whose purpose will be to support and provide information to communities interested in exploring the benefits of the council/manager form of government;
- Members, in conjunction with supportive elected officials will promote professional local government management at events sponsored by the Michigan Municipal League, Michigan Township Association, Southeast Michigan Council of Governments and Michigan Association of Counties, etc. Promoting the form should be targeted to communities not currently identified as operating under the council/manager form;
- Highlight those communities that have marked 100 years under the Council/Manager form of government.

An organization that supports and defends local government structures, which by ordinance, charter or other legal document, have established positions of professional authority, wherever there is local support for that professional authority –

- MLGMA will closely monitor vacancies in surrounding communities with existing professional local government manager positions and work with MLGMA and MML to build community support for filling manager positions expeditiously as such vacancies can threaten the health of the organization as well as the community;
- MLGMA will establish an action team along with necessary resources for public information and travel related to defending the council-manager plan. Action team responses should have a general pre-plan but be tailored to particular circumstances. A pre-plan should include discussion of form of government issues, charter revisions, etc. Team composition will reflect geographic dispersion of membership. Specifically, the Action Team will:
 - ❖ Assess individual situations to determine whether a threat exists that would undermine the council-manager form of government, or if a crisis has arisen around local political issues/the council-manager relationship
 - ❖ Provide intervention when possible to assist a council and manager in crisis to mitigate the specific situation and preserve the form of government
 - ❖ Seek community-based coalitions with whom to collaborate in defending the form
- MLGMA members should develop sections on their community's website to explain professional local government management, the role of appointed and elected officials, and links to such resources as ICMA and the National Civic League.

An organization working towards increasing the total number of ICMA-Local Government recognition jurisdictions in Michigan –

- MLGMA should promote and distinguish the ICMA-recognized local government structure by encouraging members to bring their communities seek recognition and also highlight anniversaries of community recognitions around the state.

An organization working to increase the awareness of the council-manager form of government in secondary schools and universities as well as youth leadership organizations in Michigan -

- Establish a process to directly recruit a diverse pool of young professionals into the management profession and match them with opportunities in appropriate communities;
- MLGMA will work with local service organizations to explain and promote the council-manager form of government;
- MLGMA's Professional Development Committee (or some successor) will develop a process to better educate/encourage students to consider higher education preparation for careers as local government managers.
- MLGMA will actively seek out and collaborate with youth leadership programs in Michigan offering expertise to promote the profession among youth as a vital part of quality development and local governance.

An organization that supports its members by independently promoting and recognizing member accomplishments within the professionally managed local governments in the State of Michigan –

- MLGMA will appoint a public relations professional to create excitement about the profession by highlighting achievements of local government managers across the state. This will be accomplished through publication of achievements in targeted print, electronic and other media;
- MLGMA website will be kept current and active with new content for communication with members and other web viewers as to successes in council-manager communities.

THE DIMENSION OF ADVOCACY – UPDATE:

In order to work toward the MLGMA Recruitment Committee's goal to increase membership, a list was compiled of known city/township/village managers who are not currently members of MLGMA. The compiled list indicates that there are at least 108 individuals that fit in this category.

*The Recruitment Committee is seeking approval from the MLGMA Board to offer one-time, discounted memberships to these individuals to entice them to join and receive all the great benefits of this professional affiliation. Accordingly, the Committee has developed a recruitment packet that can be reviewed in **Appendix B**.*

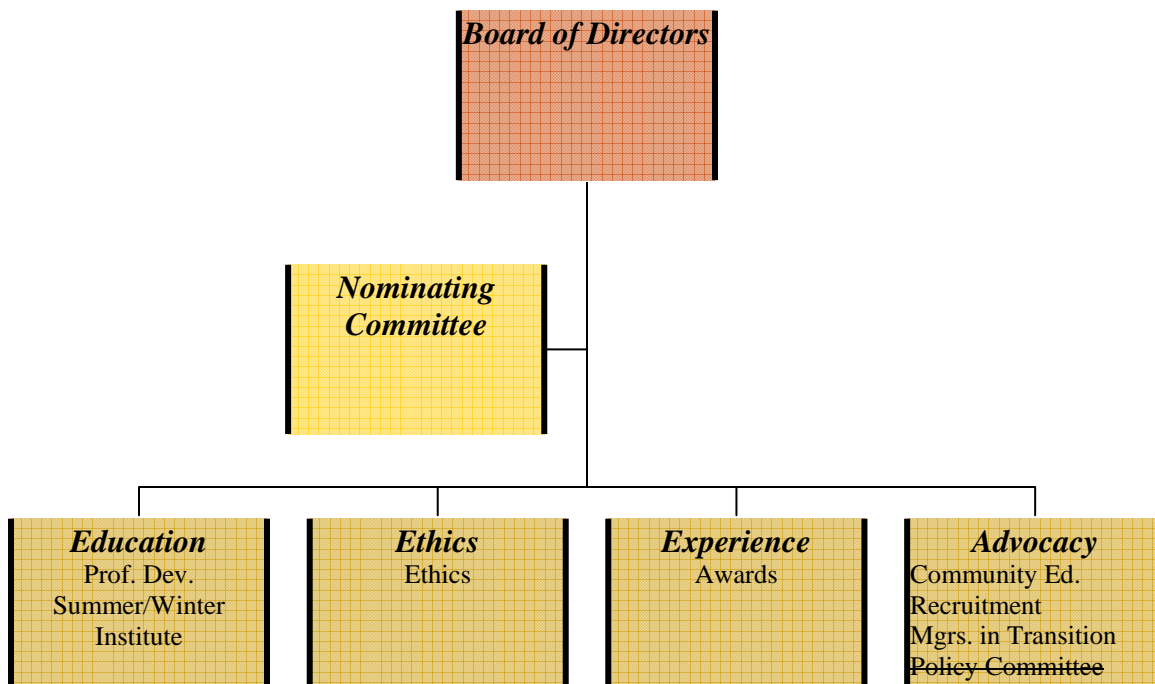
The Advocacy Committee met in Lansing on November 19, 2008 and the following comprises the essence of the group discussion:

- **Port Huron Charter Commission:** We believe a Charter Commission has or will be established and their formal discussions will or may begin in 2009. The consensus of the Advocacy Committee was to let the process play out for awhile and ask Karl Tomion to keep us in the loop in the event that activism on the part of MLGMA can help preserve the Council Manager form in Port Huron.
- **Walled Lake City Manager:** The Committee had a chance to review a memorandum prepared by Marie McKenna regarding the Walled Lake, Michigan City Charter and that community's apparent decision to forego the Council Manager form without formal action. Following considerable discussion, it was agreed that the following progression would be appropriate:
 1. Ed Koryzno will send a letter to the Walled Lake Mayor on behalf of the Association requesting an update on the current form of local government in Walled Lake.
 2. Meanwhile, Ted Staton has requested an opinion from the East Lansing City Attorney to be followed by a request for an opinion from the Michigan Attorney General (a legislator has committed to making the request).
 3. There was a willingness to remain engaged in a discussion about the Walled Lake form of government and to thoughtfully endorse a continuance of the Council Manager form.
 4. Furthermore, there was acknowledgement that, if this moves past the fact finding and discussion phase, the MLGMA may work on a strategy to make sure that the form is not simply dismissed without proper and legal procedure.
- **Web Site & DVD "piece" developed by Kirk Westfall:** The new web site will be on the agenda at the December 12 meeting of the MLGMA. Council Manager.org will bring people to the MLGMA site. Kirk will get with Rob Ferrari with an updated video portion for the new web site. Our intent is to get the digital video completed so we all may distribute to communities for outreach/educational purpose. We would like to distribute both the short bits for PSAs and have a longer piece to be used as an intro when we all go out into our communities to discuss the form.

V. Proposed Committee Structure:

The Strategic Planning Committee observed that as an organization, MLGMA pursues its objectives through committee work. This conclusion is reflected in the recommendations for implementation *MLGMA 2012*. In order to pursue the action steps and achieve the *Dimensions of the Vision*, it was recommended that that committee structure be reorganized around the four main dimensions. Two of the main concerns involve establishing the role of committee chairs and board members, and “finding a home” under the umbrella of the *Dimensions*, for the current standing committees. There was also a great deal of discussion regarding the role of the Public Policy Committee in that its work potentially duplicates that of the MML Policy Committees. It was suggested that the managers could best assist the legislative policy/advocacy process by lending their technical expertise as needed under the auspices of the MML legislative advocacy structure. Here is how the group proposes to align the committees in order to best serve the membership and achieve the *Dimension of the Vision*:

Proposed Committee/Dimension Alignment
(2009 Updates are in Italics and are located in Section VIII)



First, the Strategic Planning Committee envisions the four *Dimensions of the Vision* serving as overarching categories. Existing committees are slotted under the appropriate category and would be charged with fulfilling the associated *Action Steps* for the specific dimension. The graphic above reflects the following specific recommendations for MGLMA Committee Structure:

- ***The Member Services Committee was re-defined as the “Recruitment Committee”*** as that particular function is viewed as critical;
- ***The Planning Committee recommends dissolution of the Small Communities Committee***, the consensus being that most members of MLGMA come from communities of less than 5,000 and that, more importantly, it would be more progressive for the organization to consider that all communities face essentially the same challenges, it’s only a matter of scale. The question became “Is the organization purpose-driven or constituent-based?” After significant discussion, the planning committee agreed that the organization rides a fine line between the two but that embracing the purpose-driven course of action would be more effective in achieving a proactive agenda;
- ***Redefine the role of the Public Policy Committee as a committee that serves to manage challenges to the council-manager form with the ability to create ad-hoc committees as needed;***
- ***Board members will serve on a rotating basis as liaisons to the committees, driving their work and reporting back to the board;***
- ***The president-elect will work closely with the president and will appoint committees at the Winter MLGMA Institute in order for committee work to get underway expeditiously;***
- ***Committee Chairs will be appointed to serve two-year terms to enhance and ensure accountability and continuity.***

VI. Change in By-laws:

The Planning Committee is making one recommendation that would require a change to the MLGMA by-laws. In keeping with its goal to strengthen the role of committees through continuity and accountability, a change in the structure of ascension to the Board Presidency is key. The Planning Committee is therefore urging that the board and MLGMA membership approve the creation of a vice-president. This position would provide “depth on the bench” in the case of contingencies such as the unexpected departure of the president and like the president-elect, this position would be expected to be greatly involved in the committee appointment process.

VII. Relationship with the Michigan Municipal League:

From the outset, the Strategic Planning Committee has noted that MLGMA’s relationship with the MML is a tremendous asset for a number of reasons. First, the MML provides significant staff support in the areas of technical support, communications, meeting planning and registration for the summer and winter institutes, etc. It was also noted that the MML has grown increasingly visible and effective in legislative advocacy to the extent that the current role of MLGMA’s Public Policy Committee merits reconsideration. The idea of retaining an executive director was briefly considered, however, all agreed that at this time, the resources and assistance of the MML are sufficient to serve current needs. The Committee would make the following recommendations related to MLGMA staff support needs of the MML:

- **Maintain all current services provided by the MML.**
- **Revisit and re-craft the contract with MML to determine whether needs have changed or increased or both.**
- **Make use of MML as a “repository” of information.**
- **Work with MML to ensure MLGMA membership on MML Policy Committees.**
- **Retain MML to assist in records-keeping/performance measurement in order to move the Strategic Plan forward.**
- **Work with MML to develop a primer for newly-appointed committee chairs.**
- **Work with MML to devise a schedule for committee meetings and locations.**

VIII. Implementation (and updates):

In order to move forward with this Strategic Planning Process, the Planning Committee is seeking preliminary approval from the MLGMA Board of Directors, to introduce and rollout “MLGMA 2012” during the 2008 Winter Institute. As is noted above and recapped below, one of our recommendations entails a change in the by-laws voted upon by the membership. For ease of consideration, the Committee’s recommendations in sum:

1. **Amend the by-laws by vote of the membership to create the position of vice president.**
This change to the by-laws was approved by the membership during the 2008 Winter Institute Annual Business Meeting.
2. **Re-constitute the Member Services Committee as the “Recruitment Committee.”**
Approved and implemented.
3. **Dissolve the Small Communities Committee.**
Approved and implemented.
4. **Redefine the role of the Public Policy Committee as a committee that serves to manage challenges to the council-manager form with the ability to create ad-hoc committees as needed.**
After much thoughtful deliberation, the 2008 Public Policy Committee opted to recommend dissolution of this committee. Please refer to Appendix C for a full explanation.
5. **Board members will serve on a rotating basis as liaisons to the committees, driving their work and reporting back to the board;**
Approved and implemented.
6. **The vice president and president-elect will work closely with the president and will appoint committees prior to the MLGMA Winter Institute in order for committee work to get underway expeditiously;**

Approved and implemented.

- 7. Committee Chairs will be appointed to serve two-year terms to enhance and ensure accountability and continuity.**

Approved and implemented.

- 8. Maintain all current services provided by the MML.**

This remains the case with the exception of preparing and filing the MLGMA's annual tax returns.

- 9. Revisit and re-craft the contract with MML to determine whether needs have changed or increased or both.**

- 10. Make use of MML as a "repository" of information.**

- 11. Work with MML to ensure MLGMA membership on MML Policy Committees.**

Approved and implemented.

- 12. Retain MML to assist in records-keeping/performance measurement in order to move the Strategic Plan forward.**

- 13. Work with MML to develop a primer for newly-appointed committee chairs.**

- 14. Work with MML to devise a schedule for committee meetings and locations.**

The MLGMA Strategic Planning Committee respectfully submits for your consideration this document and recommendations herein.

APPENDIX A

MEMORANDUM

Date: November 14, 2008
To: Edward Koryzno
CC: MLGMA Experience Committee
Colleen Layton, MML
From: Tom Markus
Subject: Adoption of the ICMA Model Range Rider Policy

In response to your October 29, 2008 e-mail regarding the subject policy, I had intended to review same with the Experience Committee at our last meeting of the year, held yesterday (11/13/08) in Lansing, however only two of us were present for the meeting.

Recognizing the need to have a Range Rider policy and in furtherance of tying down remaining Experience Committee items, I have taken the liberty of reviewing and revising the ICMA Range Rider policy to fit our State's needs and situations. I have attached both a mark-up copy showing the changes and a finished version. By copy to the Experience Committee members, I am asking them to review the revised document and share any comments or suggestions they might have directly with you by the end of November. Once that review is complete, I would recommend that you take the policy to a MLGMA Board meeting for review and approval. Should you or the Board have any questions or comments regarding this policy, please do not hesitate to call upon me.

MICHIGAN LOCAL GOVERNMENT MANAGEMENT ASSOCIATION RANGE RIDER PROGRAM

STATEMENT OF POLICY

I. PURPOSE

The purpose of the Michigan Local Government Management Association (MLGMA) Range Rider Program is to make the counsel, experience and support of respected, retired managers of the profession available to individual members. The program is designed to help with personal and professional issues and not to provide any form of technical assistance nor to solve substantive problems in a local government.

II. APPOINTMENT OF RANGE RIDERS

A. QUALIFICATIONS - A Range Rider shall have the following qualifications:

1. A resident of Michigan at the time of appointment.
2. At least ten years experience as a chief appointed local government administrator and currently retired from the city management profession.
3. A willingness to actively participate in the program for the duration of the appointment.
4. A commitment to follow the outline of responsibilities for MLGMA Range Riders and the ICMA Range Rider Program Guidelines and Manual.
5. Be a member of the International City/County Management Association and the MLGMA at time of appointment and to maintain such memberships during service as a Range Rider.
6. Have an active email address.

B. APPOINTMENT PROCESS - The following process shall be used for the appointment of Range Riders.

1. Creation of an open position by the Michigan Local Government Management Association Board of Directors through the declaration of a vacancy as a result of the departure of an incumbent or by expanding the total number of Range Rider positions.
2. Notice of any vacancy shall be given to all MLGMA members, who then shall be given 30 days from the date of notice to recommend candidates to the MLGMA President. Potential candidates shall be requested to submit a letter of interest and a resume. Candidates shall be interviewed by the President, Vice President and at least one other member of the Board, or a panel of Range Riders who shall make a recommendation to the President.

3. Appointments shall be made jointly by the President of the MLGMA with concurrence of the MLGMA Board and the Executive Director of the ICMA.
4. Reappointments do not require the declaration of a vacancy and may be made by the President of the MLGMA, with concurrence of the MLGMA Board. Range Riders must continue to meet the program's qualifications in order to be considered for reappointment.

C. TERM OF APPOINTMENT

1. The appointment continues until the Range Rider, the ICMA, or the MLGMA wants to discontinue the relationship. Any one of the three parties may end the appointment upon written notification to the others.

III. OUTLINE OF RESPONSIBILITIES FOR RANGE RIDERS

- A. The Range Rider is encouraged to make contact by phone, email, fax or in person with each MLGMA member as practicable on an annual basis.
- B. The Range Rider is encouraged to contact, within the Range Rider's assigned area, each newly appointed manager and assistant manager within one month of notice of appointment; and is encouraged upon notification to immediately contact each MLGMA member in transition within the Range Rider's assigned area.
- C. The Range Rider is expected to provide confidential counseling to all MLGMA members on personal and professional issues when invited to do so by a member within a 48 hour response time if at all possible.
- D. The Range Rider is expected to offer support upon request in a private manner directly to members who may be experiencing problems with their elected officials.
- E. The Range Rider is encouraged to attend at least one meeting or social event annually of the manager's group within the Range Rider's assigned area.
- F. The Range Rider is encouraged to attend the annual MLGMA conference.
- G. The Range Rider is expected to refrain from direct or indirect public criticism of any MLGMA member and to uphold the standards as embodied in the ICMA Code of Ethics.
- H. The Range Rider should provide, at least quarterly, a statement of expenses along with a report of activities to the MLGMA secretary who shall then forward the same to the MLGMA President and MLGMA Range Rider Coordinator.
- I. As requested assist the MLGMA in recruitment of ICMA and MLGMA members and other joint activities and programs with the ICMA.

IV. RANGE RIDER EXPENSES

- A. Annual Budget - Each year the MLGMA Board of Directors shall approve an annual budget for the Range Rider Program.
- B. Eligible Expenses
 - 1. Automobile travel at the current IRS mileage rate.
 - 2. Meals, lodging, and registration fees while attending managers meetings and the MLGMA Annual Conference.
 - 3. Telephone usage, postage, miscellaneous supplies, copying costs and similar expenses incidental to performing Range Rider responsibilities.
- C. Procedure for Expense Reimbursement
 - 1. Range Riders shall send the reports required in Section III to MLGMA Secretary at the Michigan Local Government Management Association, P.O. Box 1487, Ann Arbor, MI 48106
 - 2. The MLGMA Board of Directors shall approve appropriate expenses and shall authorize full payment of authorized expenses from the MLGMA treasury.
 - 3. The MLGMA shall submit both the reports and a request for 50% reimbursement to ICMA.

V. OUTSIDE ACTIVITIES

- A. Range Riders may engage in part-time consulting or comparable professional activities as private entities and/or sole proprietors. They may also engage in teaching, consulting, or interim services with state agencies, quasi public entities, local governments or regional agencies. Such part-time activities shall be in accordance with ICMA Range Rider Guidelines. Range Riders shall advise the President of the MLGMA before accepting any consulting agreement with an ICMA recognized jurisdiction. In no instance shall a Range Rider accept a consulting assignment with a community without the expressed consent of all ICMA or MLGMA members who may be serving at the same entity.
- B. Range Riders may engage in interim manager positions and shall notify the MLGMA President of the acceptance of any such position. Such an assignment should not detract from the Range Rider's attention to his/her Range Rider responsibilities.
- C. Retired administrators who commercially advertise as consultants or who are members of a consulting firm, on a full time basis, are not eligible for Range Rider appointment.

VI. SUPPORT FOR RANGE RIDER PROGRAM

- A. The MLGMA Board of Directors shall serve as the Oversight Committee for the Range Rider Program and accepts by reference the International City/County Management Association Range Rider Program Guidelines and Manual.
- B. The MLGMA Board of Directors shall annually review this Statement of Policy and all aspects of the program. The Board of Directors shall meet with the Range Rider at the C/CMA annual conference to solicit his/her views on the program.
- C. The MLGMA President shall recognize the contributions of the Range Rider at the annual meeting of the association.

VII. APPROVAL OF AND AMENDMENTS TO THE STATEMENT OF POLICY

- A. This Statement of Policy shall become effective upon majority vote of the MLGMA Board of Directors.
- B. This Statement of Policy may be amended using the same process as with its original approval.

12/01/07

APPENDIX C

MEMORANDUM

October 23, 2008

TO: MLGMA Board of Directors

FROM: Peter D. Stalker, Chairperson, MLGMA Public Policy Committee

A meeting of the Public Policy Committee was held on October 22, 2008 in Lansing. Also attending were President Ed Koryzno and President-elect Ted Staton. The main purpose of this meeting was to discuss the future disposition of the MLGMA Public Policy Committee. As you may remember, the strategic planning process that was undertaken last year recommended this committee be eliminated as a part of the overall realignment of the MLGMA committee structure. When this recommendation was presented to last year's Public Policy Committee, concern was expressed by some of the members that the committee still served a useful purpose and therefore should not be eliminated. At that time, the MLGMA board agreed to reconsider this matter, and charged this year's committee with that task.

Accordingly, input has been solicited from the membership to examine the perceived need and purpose for a Public Policy Committee organized under MLGMA. Specifically, an article was written for the September/October *Manager* newsletter, and the question was also posted on our listserv. Limited feedback has been received to date, but enough discussion has been held regarding this topic to allow the public policy committee to meet to further review this question.

A great number of items were considered in an attempt to thoroughly examine this situation. Some of the more salient points raised include:

1. When the MLGMA Public Policy Committee was established a number of years ago, the MML legislative advocacy program was much different, and has changed significantly since that time. Originally, the MLGMA committee was developed to fill a perceived gap in the legislative process where municipal issues were not always being addressed. A much greater emphasis on this process through the MML appears to have filled most, if not all of that void.
2. Manager membership on the various MML committees was reviewed and it appears that there is significant representation throughout all of the committees.
3. The League's new Public Policy emphasis is also an expansion of its/our role in the legislative process, further addressing municipal issues which are germane to our membership.

4. It was recognized there could be issues that arise which may not be fully or appropriately addressed by the MML legislative committees, and therefore it could/would be necessary to appoint an ad hoc committee of the MLGMA (in the absence of a Public Policy Committee) to address these issues. Ad hoc committees are specifically authorized in the MLGMA strategic plan.
5. Concern was expressed with regard to our membership being proactive in identifying legislative issues which need to be addressed, as compared to simply reacting to issues as they materialize. Without a Public Policy Committee, this concern would be heightened.
6. It was recognized that managers who are not affiliated with the League, or who are members of organizations that are not affiliated with the League, have found the public policy committee to be an excellent way to keep abreast of current issues.

Additional discussion was held regarding the pros and cons of maintaining the Public Policy Committee. However, it was the consensus of those members in attendance that the MLGMA membership would be best served by eliminating the Public Policy Committee as originally envisioned in the strategic plan, while at the same time taking certain steps to make sure that this action does not result in a loss of service to our members. These would include:

1. Amend the strategic plan for MLGMA to require the board to annually review the membership of MLGMA members on MML committees to ensure adequate representation.
2. Require the Education Committee to hold an annual session seeking input on policy issues unique to municipal managers that are perceived to need additional attention beyond what MML is able to provide. This could result in the creation of an ad hoc committee on a case-by-case basis, or simply additional discussion with MML to ensure proper attention is given to the matter at hand.
3. Advise those who are not members of MML of the ability to become involved through affiliate memberships.

This matter is now presented to the MLGMA board for its review and action. If additional input is required from the Public Policy Committee as this recommendation is considered, please let me know.