

**M C M A**

**MICHIGAN CITY  
MANAGEMENT  
ASSOCIATION**

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**PRESIDENT**

GEORGE J. STRAND  
Lapeer:

**PRESIDENT-ELECT:**

DOUGLAS B. THOMAS  
Alma

**IMMEDIATE  
PAST PRESIDENT:**

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Sault Ste. Marie

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**SECRETARY/TREASURER**

LOIS L. THIBAUT  
Michigan Municipal League

# The Manager

The official newsletter of the Michigan City Management Association

December 1999

## Amway Grand Hotel to Host MCMA 2000 Winter Institute

by Wayne D. Wiley, Assistant City  
Manager, Battle Creek

The upcoming Winter Institute offers a major change in focus that promises to be one of the most interesting in recent memory. An entire day will focus on the timely, complex issue of how communities assist youth. The Littleton shootings and today's thriving youth drug culture has brought this issue to the forefront and placed pressure on all community leaders to be part of the solution.

Dr. Larry Brendtro will provide an opening keynote to define the issues related to communities assisting youth. He'll address the question, "What can local governments do to help?". Other outside experts will provide their own views in defining the issues, as well as solutions.

MCMA participants will draw on their own experience and the expert presentations as they work in small professionally facilitated groups to fashion the most effective and achievable solutions. Work groups will be clustered around topics such as enchantment with chemicals, trench coat kids and other timely issues. Members will have the opportunity to sign up during registration

for the topic of their choice on first-come, first-served basis. At the end of the day, each group will report its findings. At the end of the conference, you can take these solutions home to your community in the form of a complete written report.

### Other Valuable Sessions

Ralph Qualls, Director of Public Works for San Jose, California will keynote Thursday's sessions with a presentation on the Power of Humor. Mr. Qualls comes highly recommended and is certain to set a brisk, upbeat tone for the entire conference. Other Institute topics include high-performance government, bargaining, recruiting for boards and commission, communication (the rules have changed), the first 100 days, and alternative recreation.

Great topics. Great presenters. This conference will have it all, enhanced by the lushly renovated Amway Grand Hotel and its top-notch facilities and service. On behalf of the Winter Institute Planning Committee, we look forward to seeing all members of MCMA at the Winter Institute.

—WDW

# President's Message

by George J. Strand, City Manager, Lapeer

As I write, it's late October, and I'm sort of caught up from the ICMA Conference in Portland, Oregon and the Michigan Municipal League 101st Annual Convention in Grand Rapids. It's a good thing because I'm getting ready to jet out to join our comrades in Ironwood for their Annual Upper Peninsula City and Village Managers Fall Meeting.

From the reports I've received from several Past Presidents who have attended the Upper Peninsula meeting, it was one of the highlights of their MCMA Presidential tenure. Consequently, even though the distance may be slightly further than in the past, I wouldn't miss the warm hospitality that the Upper Peninsula MCMA membership is noted for. In short, say ya to the U.P.!

In a more formal sense, I would like to report to the membership that your MCMA Board, MCMA standing committees, and various volunteers of the MCMA/Michigan Municipal League—Lois Thibault in particular—have remained busy. Since I last wrote about the MCMA activities underway, the MCMA Board has met three times and held several MCMA events, including the Summer Workshop, MCMA dinner in Portland and the John M. Patriarche MCMA Colloquium at the Michigan Municipal League Annual Convention with great success. A sincere expression of

gratitude is offered to all the contributions made by the membership for these activities and other efforts that have been completed or are ongoing.

In addition to the articles contained within this edition of *The Manager*, I would like to elaborate upon the MCMA Board of Directors evaluation of the organizational structure of MCMA and recommendations approved by the Board at our October 6, 1999 meeting.

## The Study

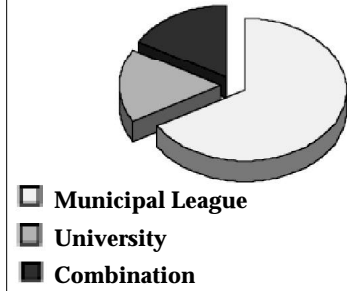
On February 4, 1999, MCMA sent a survey to all of the state management associations throughout the country. The purpose of the survey was to identify the programs and services provided by the other associations, as well as the perceived strengths and weaknesses of the organizational models in existence. A total of 60%, or 28 out of 47, of the state management associations participated in the survey. I am pleased to report that MCMA, when benchmarked with the other state management association survey respondents, was identified as a "top performer" based upon budget and number of programs provided. The following table provides greater detail.

### TOP QUARTILE OF STATE ASSOCIATIONS BASED UPON BUDGET AND NUMBER OF PROGRAMS

#### State & Type of Organizational Structure

ARIZONA
Municipal League, Board & Members
FLORIDA
Municipal League, Board & Members
ILLINOIS
University, Board & Members
MICHIGAN
Municipal League, Board & Members
NORTH CAROLINA
Municipal League, Board & Members
TEXAS
Municipal League, Board & Members
VIRGINIA
Municipal League, University, Board & Members

### Organizational Structure of Top Quartile of State Associations



The top quartile associations provided 10-14 programs per year to their memberships. Their budgets ranged from \$81,799 to \$282,960 annually.

In addition to identifying MCMA as a top performer, several other observations became apparent from the information submitted and further analysis conducted by the writer:

- Michigan is a high performer (top quartile)
- Michigan's administrative costs appear low compared to the other states within the top quartile.
- Municipal leagues staff the majority of state management associations (54%) and a higher percentage within the top quartile (72%).
- Municipal league-staffed organizations appear to have a greater role in the municipal leagues.
- University-staffed organizations appear to enjoy greater involvement with the university community.
- Michigan's financial trend of an increasing fund balance is unlikely to continue due to new programs and enhanced programming at conferences.
- The Virginia model and several other states, including Michigan, appear to enjoy the best of both worlds; i.e., significant involvement with the municipal league and university community.

## Special Meeting

On July 13, 1999, a Special Meeting of the MCMA Board of Directors and Past Presidents was held in Lapeer.

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## NOTICE

MCMA members are encouraged to submit articles for publication in *The Manager*. Please contact the editor, Sue Lee, by phone at 734/665-6798 or fax 734/662-8083; or e-mail documents in "text only" [document name.txt] format to leeford598@aol.com.

The purpose of the meeting was to determine if the existing organizational structure of our Association would continue to meet the expectations of our membership during the next decade. Tom Dority, President of Tom Dority Associates, Inc, facilitated the meeting. Spencer Nebel, MCMA Immediate Past President, provided the opening comments and George Strand, MCMA President, presented the results of the State Management Association Survey.

### **Assessment of Programs/ Services Provided by MCMA**

It became readily apparent during a discussion about the MCMA programs/services that there was a high level of satisfaction. This may be partially attributed to the "benchmarking" that occurred as a result of the MCMA State Management Association Survey which identified Michigan as one of the top performers in the country. However, it was apparent that the participants were eager to continue to look at ways that MCMA could improve. As a result of the ensuing discussion, two themes became readily apparent. Interestingly, they were consistent with the 1997-1998 MCMA membership Survey report completed by Spencer Nebel, Immediate Past President:

- Develop and promote local government curriculum materials for elementary and secondary schools to support the council/manager form of government and professional management in all forms of government. Expand program 79.3%.
- Promote professional development programs for members. Expand program 77.9%.

Although there were several ideas suggested that aren't currently incorporated within the MCMA Strategic Plan, clearly the input resulting from the special meeting was strongly consistent with the top two priorities identified by the MCMA membership for expanding programming.

### **Administrative Alternatives**

It quickly became apparent at the meeting that a strong consensus existed to maintain the current relationship between the Michigan Municipal League and the MCMA. The meeting participants strongly believed that the long-standing relationship had mutually benefited both organizations. It was recognized that if MCMA decided to significantly expand our programs, it is likely that additional administrative support would be required and related costs would be incurred.

In addition to maintaining our existing relationship with the Michigan Municipal League, the meeting participants expressed an interest in further developing our Association's relationship(s) with the university community.

### **Recommendations Ratified**

On October 6, 1999, the MCMA Board of Directors ratified a series of recommendations that represented the conclusion of an approximate year-long evaluation of the organizational structure of the MCMA. The recommendations resulted from the input the Board received over the past year, including the July 13, 1999 meeting and the results of the MCMA State Management Association Survey. The recommendations adopted are as follows:

1. An Associate Director or the Executive Director of the Michigan Municipal League should continue to serve as the Secretary/Treasurer of MCMA.
2. A letter of understanding between the Michigan Municipal League and MCMA should be developed outlining the current relationship.
3. The additional costs the Michigan Municipal League will require if at a later date MCMA desired a higher percentage of the Secretary/Treasurer's time to coordinate and monitor new MCMA initiatives should be identified.

4. Invite faculty from relevant university programs to serve on the 2000 Winter Conference Planning Committee.

### **In the Future**

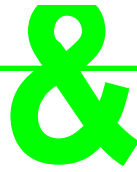
1. Consider participating with the Michigan universities on a rotational basis to host, on campus or their community, the MCMA Winter Conference.
2. Annually develop 1-4 training sessions with the universities and make them available to our membership on a "regional basis" through the Michigan Municipal League and/or MCMA regional meetings.

I am pleased to report that the MCMA Board of Directors unanimously approved the recommendations. In the final analysis, this matter has been brought to a thoughtful and successful conclusion.

Finally, I wish to offer kudos to the following people:

- **Curtis Holt**, Deputy Manager of Wyoming and Chairman of the Summer Workshop Planning Committee, and his committee for the successful 1999 Summer Workshop held at the Treetops Sylvan Resort in Gaylord.
- **Tom Dority**, President of Tom Dority Associates Inc., for facilitating pro bono the July 13, 1999 MCMA Special Meeting.
- **George Goodman**, Executive Director of the Michigan Municipal League, for his willingness to partner with MCMA in the development of the John M. Patriarche MCMA Colloquium Award.
- **Maurice Evans**, Chair of the Awards and Recognition Committee, and **Al Vandenberg**, Chair of the Professional Development Committee, for pulling together the inaugural John M. Patriarche MCMA Colloquium Award.
- **Pete Stalker**, City Manager of Cadillac, for planning the ICMA dinner in Portland, Oregon.
- **Darnell Earley**, Deputy Controller for Ingham County, for

# Back page news



# Calendar

## Regional Managers Groups

### BORDER BANDITS

Hillsdale/Branch/Jackson/Calhoun Counties.  
Contact: Maurice Evans, CM, Marshall.

### DOWNRIVER

Breakfast meetings held 2nd Thursday of the month in Riverview. Contact: Bob Elliott, CM, Riverview.

### GENESEE COUNTY

Genesee County—meetings held last Friday of the month. Contact: Mike Cain, CM, Fenton.

### LAKE AREA

Macomb County, parts of St. Clair County and the Grosse Pointe area—lunch meetings held 3rd Thursday, every other month. Contact: Brian Vick, AA, Grosse Pointe.

### MID-MICHIGAN CITY/COUNTY

Contact: Steven Stilwell, CM, Big Rapids.

### MIDDLE OF THE MITTEN

Lansing metro area—meetings held 1st Thursday of the month. Contact: Theodore J. Staton, CM, East Lansing.

### NORTHERN MICHIGAN L.P.

Bi-monthly meetings. Contact: Richard Lewis, CM, Traverse City.

### OAKLAND COUNTY

Meetings held 1st Wednesday of the month, excluding July and August. Contact: Frank Lauhoff, CM, Farmington.

### SAGINAW COUNTY

Saginaw County—meetings held last Friday of the month. Contact: Ron Lee, Saginaw Township Manager.

### SOUTHEAST

Wayne/Washtenaw/Lenawee/Monroe Counties—meetings held 3rd Wednesday of the month. Contact: Jim Wonacott, VM, Blissfield.

### SOUTHWEST MICHIGAN

Berrien/Kalamazoo/St. Joseph/Cass/Van Buren Counties—meetings held 3rd Wednesday of the month. Contact: Frank Walsh, CM, St. Joseph.

### THUMB NUTS

Thumb area—meetings held three times each year. Contact: Charlie Graham, CM, Frankenmuth.

### U.P.

Meetings held twice each year. Contact: Michael Uskiewicz, CM, Escanaba.

### WEST MICHIGAN

Holland/Ludington/Portland—lunch meetings held in Grand Rapids, 3rd Wednesday of each month, except July and August. Contact: Pauline Luben, ACM, Hudsonville.

## Congratulations!

by Douglas B. Thomas, City Manager, Alma

Special congratulations go to three MCMA members.

**John (Jack) M. Patriarche**, Range Rider, received the inaugural MCMA Colloquium Award as presented at the MML Centennial Conference in Grand Rapids.

**R. Ben Bifoss**, Manistee City Manager, was selected to participate in the ICMA International Exchange Program. Ben met his counterpart, Marion Dafcik of Kermarose Slovakia (formerly part of Czechoslovakia), at the ICMA Portland Conference, followed by a two-week visit in Manistee. Ben will be traveling to Slovakia for a two-week visit this spring to learn more about the international practices of the council-manager plan.

**Daryl J. Delabbio**, Kent County Administrator, received the ICMA In-Service Training Award in Memory of Clarence E. Ridley at the ICMA Conference in Portland, Oregon.

**Special thanks to Larry Thibeault** for restoring a piece of MCMA history. Larry, spouse of MCMA Secretary/Treasurer, Lois Thibeault, repaired the President's Cup presented to MCMA for the most people in attendance at the ICMA Annual Meetings in 1941, 1942 and 1943. The trophy now resides in the MCMA display case in the lobby of the Michigan Municipal League.

—DBT

## Board Meeting Highlights

The MCMA Board met July 26, 1999 and October 6, 1999 and took these actions:

- Approved the recommendations of the MCMA Board and Past Presidents who participated in the July 13, 1999 Special Meeting held to evaluate MCMA's Organizational Structure.

## Calendar

### 2000

#### February

- 1- MCMA Winter Institute,
- 4 Grand Rapids

#### March/April

- 31- ICMA Midwest Regional
- 1 Meeting, Schaumburg, IL

- Purchased liability insurance for MCMA and discussed the efforts of the Ethics Committee.
- Approved guidelines for the John M. Patriarche Distinguished Service Award and the MCMA Colloquium Award.
- Appointed a subcommittee to review MCMA's Constitution.
- Selected the topic for next year's Brommage Report.
- Approved the proposed MCMA Investment Policy.
- Discussed recommendations made by the Professional Development Committee, including proposed guidelines for the MCMA Scholarship Program.
- Discussed recommendations from the Diversity and Assistants committees, including the possible consolidation of the two committees.
- Received from Plante & Moran the financial review for MCMA for the fiscal year ending December 31, 1998.

For more information, contact Lois Thibeault, MCMA Secretary/Treasurer, at 734/669-6317, or any other MCMA Board member.

## President's Message, continued from page 3

- developing the MCMA Investment Policy.
- **Ed Koryzno**, City Manager of Ypsilanti and Chairman of the Managers in Transition Committee, for developing guidelines for the use of laptop computers as part of the Managers in Transition Program.

—GJS