



MLGMA

<http://www.mlgma.org>

MICHIGAN LOCAL GOVERNMENT MANAGEMENT ASSOCIATION

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The Manager

The official newsletter of the Michigan Local Government Management Association

Affiliated with the Michigan Municipal League

March 2002

What a Great Conference!

By Al Vanderberg, Assistant County Administrator, Kent County; Chair, 2002 Winter Institute Planning Committee

Feedback on the 2002 Winter Institute, "Do The Right Thing The Right Way, What A Great Idea!" has been excellent. A total of 84% of survey respondents rated the conference as superior and 16% ranked it average, while 65% of respondents rated the conference as better than previous years and 35% rated it the same as previous years.

Ms. Felicia Logan, Director of Professional Development for ICMA presented the ICMA University Pre-Conference Workshop titled "Expand Your Leadership Style—Expand Your Effectiveness." There were 43 registrants for this session. The Welcoming Reception featured a contest matching baby photos with MLGMA Board and Winter Institute Committee faces. Several individuals tied for the lead, so a raffle was held and Lynn Markland, City Manager of Durand, won a weekend stay at the Soaring Eagle Casino & Resort.

The Wednesday general session with Chic Thompson was mentioned most often as the favorite session. Respondents complimented the session

as "refreshing," "challenging and innovative," "tools that I can use."

A majority of respondents found the general session with Joe Girard very inspirational and motivational, with useful information on how to sell yourself and negotiate more effectively.

Total attendance for the Institute was 232, nine registrations shy of the Winter Institute record of 241 established in 1999, also at the Soaring Eagle. Though final figures are not available, the conference will easily meet the financial parameters for net revenue established by the Board of Directors.

The 2002 Winter Institute Planning Committee worked hard to provide a learning experience that blended educational delivery approaches used at Winter Institutes over the past few years. Presentation, learning specific skills, and team problem solving were all featured.

I would be remiss if I did not give kudos to the outstanding committee that worked very hard to make the conference a success. Committee members included: **Randy Byrne**, Vice

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My Time At Harvard

By Al Vanderberg, Assistant County Administrator, Kent County

I was honored to receive the William G. Baldrige Harvard Program for Senior Executives in State and Local Government Scholarship that paid half of the program expense. Kent County paid the other half of the program expense as well as travel and other incidental expenses.

It is difficult to reduce three weeks of comprehensive, cumulative learning into this short article, but I will give it my best shot. Significant time was spent on leadership, self presentation, political speech, power, managing the media and group/team development.

The Harvard faculty was excellent and used the case study method throughout the program to highlight different approaches to leadership and problem solving. Participants were pushed to look beyond obvious solutions to problems and to find root causes for problems.

Problems were divided into three general areas: technical, adaptive and a blend of technical and adaptive. A technical response to a problem might be to add staff and/or other resources to address a situation. An adaptive situation might be where there are much deeper issues that should be addressed prior to your deciding to add additional resources. The third realm consists of problems that are both technical and adaptive.

Most people in management get moved up the ladder based on their willingness to make decisions. In most organizations, strong emphasis is placed on keeping things orderly because that gives the perception of stability. One of the concepts taught at Harvard is that we try to use technical solutions to problems most of the time because they are easier and keep the sense of stability, at least in the short term.

What we really need to do is look deeper for the adaptive component of problems and deal with these, even though this takes many out of their comfort zone.

Another common theme was the concept of formal versus informal authority. A County Administrator or City Manager has a high degree of formal authority; the nature of the position has formal powers delegated by the elected governing body, charter, state law, etc. Informal authority comes from the consent of those we administer: peers, external groups, the public, media, etc.

A great example of this is former President Jimmy Carter. He had the awesome formal authority inherent in being President of the United States. However, he had almost no informal authority, as evidenced by his inability to get anything major through a Democratic House and Senate.

We need to be aware of and cultivate the informal side of the equation.

The 38 participants were housed in the Soldiers Field Apartments, located on the Harvard Campus in Boston. Each morning participants either were shuttled or walked the 1.25 miles across the Charles River to the main Harvard campus in Cambridge.

Classes were held at the John F. Kennedy School of Government. The typical day was from 7:00 to 3:00 and back for dinner at 6:00. I attended several faculty dinners with professors who taught at the program.

While there was plenty of reading to be done for the next day, program staff highly recommended that we use either the late afternoon or evening for study (but not both time periods).

We had fun too! We attended a Celtics game and spent some weekend free time viewing some of the icons of our nation's heritage. We had dinner at some fantastic places, one being the Union Oyster House, the oldest restaurant in Boston.

You meet great people too. A full day was spent doing physical team building activity at Thompson Island. We had nine elected officials (including three state legislators) and 29 appointed officials.

The Harvard faculty built a learning community out of the 38 participants by taking the group way out of its comfort zone on more than one occasion. It is amazing how close this group became—it was the beginning of many new friendships.

Three weeks is a long time to be away from family and work. The program is designed specifically for three weeks because Harvard faculty believes that is the minimum necessary for you and your staff to learn from your absence from each other. Harvard strongly requires you to be free from work duties while in program attendance and for the most part this was adhered to.

We started the scholarship programs in 1999 when I was Chair of the Professional Development Committee. I never thought I would be the first to attend Harvard. Approximately 400 + applicants try to get into the Program for Senior Executives in State and Local Government each year and only 120 spaces are available. The MLGMA worked out an arrangement with Harvard in 1999 where a member of our association is guaranteed a spot at Harvard (as long as minimum application requirements are met). This allows one of our members the opportunity to attend without competing with all 400 applicants.

Attending Harvard was an outstanding opportunity and I grew both professionally and personally from the experience. I would like to take this opportunity to extend my sincere “thanks” to the Board, association members and Professional Development Committee for making this possible.

Come to the Island!

by Tom Wieczorek, City of Ionia;
2002 Summer Workshop Chair

The Michigan Local Government Manager's Association (MLGMA) heads to Mackinac Island on July 23, 24, 25, and 26 for what promises to be an exciting, fun-filled summer conference at the Mission Point Resort.

The Summer Workshop Committee has chosen the theme, "Sound Manager; Sound Community—You'd have to be sick to miss it!" The keynote session will center around the topic of a successful organization, having trust, looking at the new rules, and change and innovation. The speaker is being confirmed at this time.

As a special feature you will be able to take the Applied Knowledge Assessment Test through the ICMA's Credentialing Program. The test will be given Tuesday afternoon, July 23, instead of a pre-conference speaker. The MLGMA is looking at ways it can reduce the cost for participants who wish to take the test. Continue to watch *The Manager* and your mail for future details.

A number of activities in the evening are planned for children and families as well as the annual golf outing and other events. The committee is checking to see if one of the receptions or dinners can be held at the fort.

Several of the sessions will be timely for managers preparing budgets or attempting to keep budgets in line. We are working on sessions that will offer advice on maintaining or reducing the costs associated with employee benefits, particularly insurance costs. We know that last year insurance rose in double digits; costs could be the same or higher this year. The speakers will offer some ideas on why, how, and what we can do to restrain these costs.

Space is limited on the island, so register early. Some starting times have been moved ahead so people may stay off-island.

President's Message

by Warren D. Renando, Jackson City Manager

At our Winter Institute this year, there was a lot of conversation about the ICMA Voluntary Credentialing Program. There are a lot of misconceptions about what the program is intended to do and the role that the Michigan Local Government Management Association (MLGMA) will have in its implementation. I would like to try to clarify a few things about what the credentialing program does and doesn't do and our role as Michigan managers.

The ICMA Voluntary Credentialing Program is really a means of recognizing those ICMA members who wish to make a statement about their adherence to the ICMA code of ethics and their willingness to make a commitment to life long learning. In order to give ICMA the opportunity to review and improve the credentialing process, they need a lot of people to go through the process. Since Michigan is one of the states with a large membership, our role is to help assess the process by participating in the program. We are trying to make sure the process works and that it will allow us to quantify our unique experiences. If the process works, then we will have a means of assessing ourselves and educational programs that will truly lead to professional development. By participating in the process, we will be able to determine any strengths and weaknesses in our own personal experience and/or education. Just as important, through the credentialing process we will have a tool to

judge how well ICMA and MLGMA training programs are meeting our needs. The credentialing process in Michigan should start to identify our training needs and develop programs to meet those needs. You do not have to participate in this credentialing process. It is not a requirement of membership. This is not a "certification" that signifies that a member possesses a defined set of skills. You do not pass a test. You complete a written assessment, but there are no passing or failing scores. You are simply going through an assessment of your life's experiences which should make you better as a professional manager.

Anyone wishing to receive information about the process should look in the Members Corner of the ICMA website at www.icma.org/members. It's under the voluntary credentialing section. The first step is to complete the Applied Knowledge Assessment. This assessment will provide the foundation for future professional development programs and planning by ICMA and MLGMA. If the web site doesn't answer your specific questions, call ICMA staff member, **Barbara Moore**, at 202-962-3643 or bmoore@icma.org.

In addition, **Pete Stalker** of the Professional Development Committee will be sending out a personal letter to each member explaining the process. We cannot progress together as professionals if we don't participate. It is my greatest hope that virtually everyone who is a member of this organization will participate.

DEADLINE

MLGMA members are encouraged to submit articles for publication in *The Manager*. The next issue is scheduled for June 2002. All copy should be submitted to the editor, Sue Lee, [leeford598@aol.com] by Wednesday, May 9, 2002.

MLGMA News

2002 Committee Appointments

The 2002 committee appointments have been completed. Following is a roster of all assignments.

AWARDS & RECOGNITION

Maurice Evans, Chair
City of Marshall

Charlie Graham, Vice Chair
City of Frankenmuth

Scott Huebler
City of Whitehall

Karen L. Lawrence-Webster
City of Saginaw

Marc A. Levis
City of New Baltimore

Dennis W. Stepke
City of North Muskegon

COMMUNITY EDUCATION

Michael F. Young, Chair
City of Rockford

Jeff Mueller, Vice Chair
City of Lathrup Village

Dale Cryderman
City of Brooklyn

Dale L. Martin
City of Linden

Micheal Overton
City of Grosse Pointe

Melanie Purcell
City of Flint

Arthur J. Sciorra
Village of Cassopolis

Mike Senyko
City of Fenton

Steve Stilwell
City of Big Rapids

Cathy VanderMeulen
City of Walker

Michael W. Wood
City of Belding

MANAGERS IN TRANSITION

George Brown, Chair
City of Adrian

Ed Koryzno, Vice Chair
City of Ypsilanti

Michael Cain
City of Saint Johns

Reid S. Charles
City of Mount Morris

Bryan Chodkowski
Village of Fowlerville

Mike Herman
City of Albion

Jim Hock
City of Oak Park

William H. Nelson Jr.
City of Dowagiac

Mark Wollenweber
City of Saint Clair Shores

NOMINATING

Daryl Delabbio, Chair
Kent County

Kathie Grinzinger, Vice Chair
City of Mount Pleasant

Dennis Bow
City of Flushing

Richard Lewis
City of Traverse City

Tom Markus
City of Birmingham

Bryon Mazade
City of Muskegon

Spencer Nebel
City of Sault Saint Marie

William Nelson Jr.
City of Dowagiac

Theodore J. Staton
City of East Lansing

Douglas B. Thomas
City of Alma

PROFESSIONAL DEVELOPMENT

Peter Stalker, Chair
City of Cadillac

Ken Krombeen, Vice Chair
City of Grandville

Randy Altimus
City of Riverview

Aaron Anthony
City of Bridgman

Peter E. Auger
City of Davison

Melvin C. Burns II
City of Muskegon Heights

Richard F. Dunnill
Bridgeport Charter Township

Jack Duso
City of Midland

Brian Kischnick
City of Vassar

Tim Klunder
City of Zeeland

Michael D. Mitchell
Village of Jonesville

Jim Murphy
City of Keego Harbor

Robert Museus
City of Swartz Creek

Paul L. Preston Jr.
City of Mount Pleasant

Jose L.R. Reyna
City of Grand Rapids

Phillip S. Vawter
City of Walled Lake

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Alex Allie, Chair
City of Huntington Woods

Doug Thomas, Vice Chair
City of Alma

Jeff Bremer
City of Lathrup Village

Thomas K. Cogswell
Village of Homer

Eric Delong
City of Grand Rapids

PUBLIC POLICY (CONT'D.)

Troy Feltman
Saint Clair County

Gregg G. Guetschow
City of Owosso

Jerome R. Kisscorni
City of Sturgis

Ken Krombeen
City of Grandville

Andrew D. Lukasik
Village of Spring Lake

Jerry Richards
Meridian Township

William R. Ross
City of Auburn Hills

Douglas B. Thomas
City of Alma

Karl S. Tomion
City of Midland

David White
City of East Jordan

SMALL COMMUNITIES

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Village of Roscommon

Gordon Gallagher, Vice Chair
City of Saugatuck

Ray D. Anderson
City of Norway

Aaron Anthony
City of Bridgman

Eric Cline
Village of Bellaire

Linda Forwerck
Village of Kingsley

Lou S. LaPonsie
City of Sandusky

Rolland A. Olney
City of Leslie

Kathy Parsons
City of Montrose

Steven R. Patrick
City of Coopersville

Arthur Shufflebarger
Village of Milford

SMALL COMMUNITIES (CONT'D.)

Jakki Sidge
Village of Goodrich

Dennis W. Stark
City of Litchfield

Paul C. Zelenak
Village of Ortonville

Karl Zueger
City of White Cloud

2003

SUMMER WORKSHOP PLANNING

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Melvin C. Burns II
City of Muskegon Heights

Jason Eppler
City of DeWitt

Scott Huebler
City of Whitehall

Ken Krombeen
City of Grandville

Pauline Luben
City of Hudsonville

Amy J.P. McEwan
Delta Charter Township

William H. Nelson Jr.
City of Dowagiac

Michael Overton
City of Grosse Pointe

Aeric Ripley
City of Alma

John E. Shay
Village of Almont

2003

WINTER INSTITUTE PLANNING

D. Wayne O'Neal, Chair
Eastpointe

Brent Bury
City of Pinconning

Randall D. Byrne
City of Grand Blanc

Tori D. Kelly
City of Standish

WINTER INSTITUTE (CONT'D.)

Brian Murphy
Village of Beverly Hills

David Pasquale
City of Lowell

Paul L. Preston Jr.
City of Mount Pleasant

William R. Stewart
City of Coldwater

Barbara VanDuren
City of Wyoming

Richard Watkins
Delta Township

John J. Zech
City of Wayne

WEB CITY DEVELOPMENT

Jack Duso, Chair
City of Midland

Robert Bruner
City of Oak Park

Reid S. Charles II
City of Hart

Brian M. Kischnick
City of Vassar

William R. Ross
City of Auburn Hills

Phillip S. Vawter
City of Walled Lake

OTHER

Retired Members Annual Reunion

Donald P. Ziemke

231-972-4111

ziemkesr@centurytel.net

**Thanks to all who have
volunteered their time
to serve the MLGMA
membership by working
on committees.**

**Participation is what keeps
our association strong!**

Back page news & Calendar

Regional Managers Groups

BORDER BANDITS

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

GENESEE COUNTY

Genesee County—meetings held first Thursday of the month. *Contact:* Michael Senyko, 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.

MIDDLE OF THE MITTEN

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

MID-MICHIGAN CITY/COUNTY

Upper Central Lower Peninsula. *Contact:* Ken Hibl, CM, Claire.

NORTHERN MICHIGAN L.P.

Meetings held 4th Thursday of the month. *Contact:* George Korthauer, CM, Petoskey.

OAKLAND COUNTY

Meetings held 1st Wednesday of the month, excluding July and August. *Contact:* William Ross, CM, Auburn Hills.

SAGINAW COUNTY

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

SOUTHEAST MICHIGAN

Wayne/Washtenaw/Lenawee/Monroe Counties—meetings held 3rd Wednesday of the month. *Contact:* Ed Koryzno, CM, Ypsilanti.

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:* Spencer Nebel, CM, Sault Ste. Marie.

WEST MICHIGAN

Kent/Muskegon/Ottawa Counties; Ludington/Portland areas—lunch meetings held in Grand Rapids, 3rd Wednesday of each month, except July and August. *Contact:* Scott Huebler, CM, Whitehall.

Calendar

2002

March

20 MML Legislative Conference
Lansing

July

23- MLGMA Summer Workshop
26 Mackinac Island

September

11- MML Convention
13 Dearborn

September/October

29- ICMA Annual Conference
2 Philadelphia, PA

2003

January

28- MLGMA Winter Institute
31 Ypsilanti

Professional Development Committee Needs Input

by Peter D. Stalker, Chair; City of Cadillac

The Professional Development Committee (PDC) has a busy slate for the upcoming year. First of all, applications are being solicited for the various scholarship programs offered by MLGMA. All members should have received a letter specifically detailing this year's program and the PDC will be meeting soon to review applications.

The PDC will also be discussing a number of issues associated with the ICMA Voluntary Credentialing Program. One of the main points of discussion will be to define the appropriate role for MLGMA to play in this process.

Items under consideration range from providing opportunities to take

the initial assessment at MLGMA events to helping to offset some of the cost associated with becoming credentialed. It is also recognized that there is still some confusion with regard to the process itself and, as mentioned in the President's column, a letter is being developed for all members of MLGMA which hopefully will clarify the specifics of the program. Look for this in the next few weeks.

In the meantime, the PDC would be interested in any suggestions pertaining to the role that MLGMA should play in the credentialing process. Comments can be sent to Peter D. Stalker, PDC Chair, at 200 Lake St. Cadillac, MI 49601; or phone (231) 775-0181.

Winter Institute, *continued from page 1*

Chair; **Kathie Grinzinger; Tim Klunder, Brian Murphy; D. Wayne O'Neal; Dave Pasquale; Greg Sundstrom; Cathy VanderMeulen; Richard Watkins; Tom Wiczorek, and John Zech.**

Richard Watkins graciously hosted the committee at the Delta Charter Township Hall so that we wouldn't have to navigate the I-496 construction around downtown Lansing. **Kathie Grinzinger** went above the call of duty in designing the colorful conference brochure.

Thanks to all for your attendance and kind comments regarding the Winter Institute.