



MLGMA

<http://www.mlgma.org>

Michigan Local Government Management Association

P.O. Box 1487, Ann Arbor, MI 48106
Ph: 734-662-3246 • Fax: 734-662-8083

PRESIDENT

Edward B. Koryzno
Ypsilanti

PRESIDENT-ELECT

Theodore J. Staton
East Lansing

VICE-PRESIDENT

Alan G. Vanderberg
Ottawa County

IMMEDIATE PAST PRESIDENT

Richard A. Watkins
Delta Township

DIRECTORS

Pam Antil, Novi
Dennis Bow, Flushing
Precia Garland, Cadillac
Brad Heffner, Ithaca
Ken Hibl, Clare
George Korthauer, Petoskey
Pat McGinnis, Grand Haven
Amy Planck, Imlay City
Steve Powers, Marquette County
Bill Ross, Jackson
Barbara VanDuren, Wyoming
Frank Walsh, St. Joseph

SECRETARY/TREASURER

Colleen Layton,
Michigan Municipal League

ICMA STATE LIAISON OFFICER

Elizabeth Kellar
International City/County
Management League

MANAGER

Affiliated with the Michigan Municipal League

August, 2008

Message from the President Edward B. Koryzno, City Manager, City of Ypsilanti

We have passed the halfway mark of summer and I hope yours has been an enjoyable one. It was great to see many of you at last month's Summer Workshop. Mike Cain, and his committee, were excellent hosts and assembled a great program. We were fortunate to have Ed Daley, ICMA President, attend the entire conference, as well as present a luncheon program. I am half-way through my term as President and I want to share the report I gave at Boyne on the activities of our Board and the numerous committees. Last year's adoption of our new Strategic Plan, positioned the organization this year to establish and implement the structure of the new plan. Our organization has always been special because of members' willingness to "pitch-in" when needed. This has never been more evident to me than during my term as president. I am happy to report that both the board and committees have been active in conducting the business of the MLGMA.

The MLGMA Board of Directors at their July 22nd meeting took the following action:

- Accepted the 2007 financial report prepared by Plante & Moran. Frank Audia of Plante & Moran said in a letter to the Board that "in summary, the financial position of the Association improved from 2006 to 2007" and "the Association continues to be in sound financial condition, which is an accomplishment we commend you for given these tough economic times". Congratulations to Past President Richard for improving the Association's financial condition.
- Received a presentation by Cobalt Community Research about their Citizen Satisfaction Index. They are a non-profit coalition created to help organizations measure, benchmark and manage their efforts through high quality affordable surveys, focus groups, and facilitated meetings. The Cobalt representatives felt this would potentially be a tool that local governments may want to use to measure, manage, monitor and communicate the customer satisfaction of our respective citizens. More information about Cobalt is available at www.cobaltcommunityresearch.org.
- Approved a one-time \$4,500 contribution to the ICMA Fund for Professional Management. The contribution was in response to Executive Director Bob O'Neill's request for an annual contribution of \$1,500 over a three-year period. ICMA has been active in defending the plan in Saginaw, Grand Rapids and other Michigan communities and the board fully supported this contribution.
- Approved a recommendation from the Professional Development Committee, chaired by Daryl DeLabbio, to include the Gettysburg Leadership Institute as an eligible program for the MLGMA annual scholarship program. The existing eligible programs include Harvard University, Senior Executives in State and Local Government Program; University of Virginia, Weldon Cooper Center for Public Service, Senior Executive Institute; Disney Institute Management Programs; and ICMA International Exchange Program.
- Approved a request from the Community Education Committee, chaired by Victor Cardenas to have the committee consider opening up the summer fellowship rotation to other schools besides Grand Valley State, Michigan State and Oakland University, or possibly offering two fellowships a year to individuals from west and east Michigan to have an opportunity to participate. The committee recommends Michigan State's removal from the rotation as they no longer offer a Masters in Public Administration, and have switched their focus to public policy. The summer-long fellowship offers a \$6,000 stipend for a public administration student from one of three universities in the state. The fellowship rotates each year among the three institutions. The Host University and MLGMA split the \$6,000 stipend.

(Continued on Page 2)

Message from the President continued

- Approved a request from ICMA President Ed Daley and Executive Director Bob O'Neill to celebrate ICMA's 100th anniversary legacy in 2014 by creating a Michigan Local Government Management Association history. The history would be compiled by collecting stories as told by people who made professional management happen. This would be accomplished by conducting video interviews with early managers, academics or elected officials involved in the creation of charters, or who played a major role in creating or furthering professional management, or who know, worked for, or had a connection to those individuals. The completed videos will be combined into a larger commemorative video that will be featured at the 2014 ICMA annual conference in Charlotte, North Carolina. The Board has given this assignment to the Experience committee, chaired by Tom Markus.
- Received an update from Jack Duso regarding his work with Rob Ferrari of the MML to have the Michigan Municipal League begin hosting the MLGMA web site. This action was part of the strategic plan recommendations and Jack, Rob, and Colleen will provide the Board with a progress report before the next Board meeting.
- Approved a proposal from Mike Cain to print new polo shirts bearing MLGMA and the MLGMA logo. The shirts will be offered in both male and female styles and will sell for \$30. Mike plans to have them ready soon so that they will be available for purchase prior to the ICMA Conference in Richmond, Virginia.
- Discussed the need for comments made on the MLGMA list serve to reflect the professional standards of our organization and directed the Ethics Committee, chaired by Dana Foster, to develop guidelines for using the list serve, to develop sanctions for violating the guidelines and send them to the Board for consideration and approval.
- Received an update from Mike Herman and Kathy Grinzinger, members of the Advocacy Committee, chaired by Lynn Markland, on the committee's work with Kirk Westphal to develop a Council-Manager DVD. I had selected unveiling of the video as the topic for the MML Colloquium on Mackinac Island. The development of the DVD will not be ready in time for the League Conference; however, the Committee is doing fine work and intends to have a DVD ready later this year. Since the video will not be ready for the MML Colloquium, President Elect Ted suggested having a representative from the National Civic League speak about the history and success of the C-M form. The National Civic League is an organization that was an early proponent of the C-M form and they have also been responsible for promoting the Model Charter and other governmental reforms. Gloria Rubio-Cortes, president of the National Civic League has tentatively agreed to be our luncheon speaker and share the podium with me.
- Discussed changes to the Michigan Night dinner at the ICMA Conference in Richmond. This year, the Virginia Management Association is hosting a reception with food at the State Capital, the same evening as we normally hold the Michigan Night dinner. I decided that rather than have our normal dinner, we would instead have a reception with drinks and hors d'oeuvres. This would provide the opportunity to both meet with the Michigan Managers, and take advantage of the food and tour of the State Capital. I hope to find two or more sponsors for our reception and if you have any suggestions please contact Colleen or me.

The various MLGMA committees are engaged in the work of our association and future newsletters will include updates from the committees. Please contact me if you have any suggestions, questions or concerns. I look forward to seeing you on Mackinaw Island or in Richmond.

Senior Executive Institute

(By Steve Powers, Marquette County)

For over 25 years, the Senior Executive Institute has been challenging local government managers to think and act on leadership. Perhaps an indicator of our states' challenges, Michigan was well represented at the 2008 Institute. The 34 students from twelve states included Tom Tanghe, City of Auburn Hills; Tammy Turgeon, Sterling Heights Public Library; Steve Powers, Marquette County; Darnell Earley, City of Saginaw; and Robert Belleman, City of Bay City.

(Continued on Page 3)

Please E-mail
Articles of Interest
for the
Manager to
Al Vanderberg
at
avander@
co.ottawa.mi.us

Professional Development Committee Update

(By Daryl Delabbio, Kent County—Professional Development Committee Chair)

Your Professional Development Committee has met twice this year, with two more meetings scheduled. As discussed in a previous article, this year's Scholarship Program was a success, with four scholarships awarded (three for the University of Virginia Senior Executive Institute and one for the ICMA International Program). The Committee also recommended to the MLGMA Board that the Scholarship Program be expanded to include the ICMA Gettysburg Leadership Program as an eligible activity.

The Committee has also been performing research on the "Local Government Management Initiative," co-sponsored by the University of Michigan-Dearborn, MLGMA, and Michigan Municipal League. It is our understanding that five seminars have been developed and another set of seminars are being developed, with a need to recruit local government managers as instructors. The five developed seminars are in the process of being approved by the University.

Another potential program receiving Committee attention is Mentoring. Some Committee members will be meeting with Don Maruska, coordinator of the highly-successful Cal-ICMA program in California, at this year's ICMA Conference in Richmond to discuss how this might be implemented in Michigan. Cost appears to be a factor, but the Committee thought it would be beneficial to meet with Mr. Maruska.

Finally, some research into the "Michigan Certified Government Manager Program" offered by Saginaw Valley State University, is taking place. There was a recent emailing announcing the program's enrollment for 300 hours of training in Ethics & Public Administration, Motivation Decision Making & Organization Culture, Leadership in Public Administration, Team Building, Human Resource Administration in Public Organizations, Conflict Resolution.

Several Committee members serve as members of the Summer Workshop Planning Committee and the Winter Institute Planning Committee, so that a link between professional development needs of our members and the activities planned for our two major state conferences is being developed.

As you plan your professional development opportunities, do not forget that ICMA has a Voluntary Credentialing Program. This program can be a valuable tool to not only plan your activities, but also to monitor those activities and keep an inventory on how your training is applied to the workplace.

Senior Executive Institute continued

SEI is an intensive, deep dive into what is essential to leadership and public service. During the two week program, held on the historic and beautiful University of Virginia campus, we engaged in discussion, reflection, and instruction regarding leadership philosophies, democratic values, and teamwork. The program involved a great deal of thinking, arguing, and reading, with fun teambuilding activities and opportunities for extracurricular networking and exploration. We tried new ways of learning, took risks and challenged faculty and each other on how organizations and communities can improve. The instructors are outstanding. Plus, the food was good.

Our teamwork skills were improved through SEI's use of learning teams. The teams helped each student examine management and leadership style, personal and professional goals, problem solving approaches, and future development needs. By being a supportive environment, the teams enabled each student to practice and engage in candid communication and self disclosure.

SEI balances personal development and organizational leadership. Personal development was covered exceptionally well by the use of the Meyers Briggs Type Indicator and Emotional Intelligence work, with an emphasis on improving effectiveness with your governing body. Leadership was thoroughly explored through lectures and discussions with professors and practitioners, including a moonshiner physicist. Practical information was provided on how to understand politics as choices among conflicting values, compare political and administrative values and perspectives, and identify translating and aligning roles for chief administrative officers. Each day and session was connected to public service leadership.

SEI practices different learning methods – poems, songs, and stories are used to communicate and teach the lessons. For an entertaining story or two, ask Tom, Darnell, or Robert about their game faces on SEI's outdoor day. Some of us got wet.

SEI is a commitment to professional development that can help a manager achieve personal and professional goals. SEI enables you to focus on your life's priorities. From the opening day's discussion of the essence of public service to the closing graduation ceremony, SEI offers students the opportunity for a life-changing experience.

2008 Summer Institute

(By Michael Can, City of Boyne—2008 Summer Institute Chair)

One hundred and two MLGMA members, and an almost equal number of family members, traveled the fourth week of July to Boyne Mountain to participate in this year's Summer Institute. Initial reports are that nearly everyone found the experience to be very positive, both professionally and personally, which is the mix that we try to provide at all our programs, but especially at the Summer Institute. We were fortunate to have great programs, great activities, great interaction, great facilities and great weather all come together at one time in one place. Even some of the non-scheduled events were both educational and entertaining. Be sure to ask Jeff Muller for further details.

Although many of the sessions dealt with some of the tough issues we are facing in our profession and our own lives today they seemed to be well received and on-target. Lew Bender got the institute off to a rousing start with his session on stress and change management. His insightful look into this issue, its effects on each of us and those we deal with in our lives, both on and off the job, and ways to deal with stress was right on target. ICMA President Ed Daley followed Lew at lunch with a very interesting audio/visual presentation which gave us all some big picture issues and concepts to think about. Other sessions throughout the conference included starting and running employee wellness programs, how we can come together as organizations to weather these tough economic times, how the film industry and Michigan's new incentives may be an opportunity for some of our communities to take advantage of, an update on our association's activities by President Ed Koryzno and the real and somewhat scary impact of declining property values on property taxes and our local finances.

Throughout the conference we had very good sessions with very good presenters. I don't think there was a dog in the bunch. MML Executive Director Dan Gilmartin provided an overview of the League's recent outstanding (my term, not his) public policy forums on the commonalities of successful communities from around the country and around the world and what we can and must learn from them to have successful communities and a successful state. This topic will be fleshed out in much greater detail at the upcoming MML Convention on Mackinaw Island in October. This is big stuff that all of us, along with our governing bodies and staffs, need to be thinking about. I encourage each of us to get as many of our governing body members to Mackinaw as possible so they can hear it for themselves. But enough of that commercial – I digress.

Inter-mixed throughout the conference were enough other activities like: golf outings (both the regular and mini varieties), Avalanche Bay Water Park, spas, shopping, award presentations, and receptions to keep all members of the families happy. This was the first time we have held our institute (summer or winter) at Boyne Mountain. From the reactions I've received my guess is that it won't be the last.

The conference ended with a bang, literally, when we got down from the Mountain and back to earth and had a session that dealt with all too real security issues like what would you and your staff do if someone came to one of your offices or meetings and opened fire. In short, as Community Relations Officer Matt Berchert from the Midland Police Department and others told us in vivid detail (no more ketchup for my eggs - thank you), if you start planning then, you're way too late.

If you have any suggestions or comments regarding this or future institutes please feel free to let me or next year's Summer Institute's Chair Spence Nebel of our host community Sault Sainte Marie know.

My sincere thanks to the entire 2008 Summer Institute Committee and MML staff, especially Seleena Carpenter, for making this conference the success it was. They are the ones who made it happen.

Thank you for this opportunity to serve the association and see you next year in the Sault!

Leadership on the Line Provides Taste of Harvard Experience

(By Al Vanderberg, Ottawa County)

The further that my career progresses I increasingly appreciate the professional development opportunities that I have had the good fortune to participate in over the years. Two of those opportunities in particular have had a continuing impact on my thinking; the Senior Executive Institute at the University of Virginia and the Program for Senior Executives in State and Local Government at Harvard University. These two programs are different in approach but are both outstanding. When we created the MLGMA Scholarship Program, both programs were included for 50 percent funding.

While members attend both programs, many more attend SEI than Harvard. The reason most stated for this is that the Harvard program is three weeks in duration, SEI is two weeks, and most cannot afford three weeks away from work and/or family. It is a major sacrifice. I asked Harvard staff about this when I attended and they firmly believe that the third week (for their program) is absolutely necessary to provide the mental separation from the normal grind of daily life for their teaching to have a permanent impact on the brain.

Marty Linsky serves on the faculty and as chair of many of Harvard's executive programs and led the program for Senior Executives in State and Local Government when I attended. He also has the distinction of being the roommate of former Grand Rapids Mayor John Logie at the College of William & Mary in Williamsburg, VA. Heifetz also serves on the faculty of Harvard and chair of many of the school's executive programs. He also authored *Leadership Without Easy Answers*.

Linsky and Heifetz use compelling examples of leaders from different types of organizations from around the world to highlight strategies for surviving and thriving while leading. Some of the themes include the following:

- "Getting on the balcony": stepping back to get perspective while remaining fiercely engaged
- "Thinking politically": keeping the opposition close, but watching your allies too
- "Orchestrating the conflict": using stress productively to work the issues
- "Giving the work back": putting the responsibility on those who need to make the change
- "Holding steady": maintaining your focus while taking the heat

The authors also take a look at how to manage your personal vulnerabilities, and how to anchor yourself and sustain your spirit through tough times.

I attended the Harvard Program in 2002 and read this book in 2007. It was amazing how much the book represented the learning from five years earlier.

For those who find that three weeks away is impossible, reading *LEADERSHIP ON THE LINE* will give you an excellent summary of the types of themes and leadership strategies recommended in the program.

LEADERSHIP ON THE LINE

Staying Alive through the Dangers of Leading

Ronald A Heifetz and Marty Linsky

ISBN: 1-57851-437-1