MME Experience Committee Agenda
March 16, 2017
Location: Conference Call
Call in number:
866-200-5786
Code: 3186288
Moderator Pin: 2667

AGENDA

1. Call to Order

2. Subcommittees

   Updates:

   a. Nominating:
      Curtis Holt
      Al Vanderberg
      Jeff Lawson
      Tom Youatt

   b. Awards:
      Adam Umbrasas
      Joe Bippus
      Gordon Gallagher
      Brad Kaye
      Joe Valentine

   c. Managers' in Transition:
      Frank Walsh
      Mitch Deisch
      Neil Rankin
      Ben Swayze

   d. Senior Advisors:
      Mark Wollenweber
      Maurice Evans

3. Committee Summaries for MME Website

4. Tentative Meeting Schedule (Conference Calls)
   a. March 16, 2017, 9:00 a.m.
   b. May 25, 2017, 9:00 a.m.
   c. July 13, 2017, 9:00 a.m.
   d. September 14, 2017, 9:00 a.m.
   e. November 9, 2017, 9:00 a.m.
5. Any other Matters

6. Adjourn
"MLGMA 2012" Strategic Plan Draft Proposal
October 2007

"Better Local Government through Professional Management"
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I. Charge from MLGMA President Richard Watkins:

When Richard Watkins assumed the 2007 MLGMA presidency in January, one of his first actions was to appoint a strategic planning committee charged with developing a vision for the future of the association, as well as with identifying broad action items to facilitate achievement of that vision (loosely termed “MLGMA 2012”).

II. Committee Composition:

Chaired by East Lansing city manager Ted Staton, members of this ad hoc committee include Jane Bais-Disessa, City Manager of Berkley, Albion city manager, Mike Herman, City Manager of Albion. Tom Markus, City Manager of Birmingham, Clay Pearson, City Manager of Novi, Kathie Grinzinger, Ed Koryzno, City Manager of Ypsilanti, Pam Antil, Assistant City Manager of Novi, Dale Kerbyson, City Manager of Lapeer, Al Vanderburg, Administrator of Ottawa County and Dan Gilmartin, Executive Director of the Michigan Municipal League.

III. 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 the planning process the MLGMA Strategic Planning Committee developed a mission statement that reflects the core purpose of the organization which reads: “Better Local Government through Professional Management.”

IV. Process & Membership Input:

Process:

Initially the committee came together on March 27, having done a typical SWOT exercise in preparation for its first meeting. This exercise was very helpful in getting to key challenges and assets of the organization, however, it was decided that a facilitator should be retained to focus and expedite the visioning/strategic planning process. As committee chair, Ted Staton worked with the facilitator to design an agenda that guided the committee through a thoughtful, targeted process that included group work, team work and even homework. During the April 30th committee meeting this process gave rise to the Dimensions of the Vision that will be discussed later, 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.

In order to take the dimensions to the next level (and the next meeting on May 16th), the committee divided into four teams charged with honing the Vision Statements for each of the dimensions and with developing Action Steps for each Vision Statement. This assignment necessitated additional work outside of the meeting setting and when
the committee reconvened in May, these statements were brought back to the group as a whole for feedback. Desired outcomes for the May meeting included affirmation of the four Dimensions of the Vision and agreement upon Action Steps for each of the dimensions.

An additional desired outcome for the meeting in May was the development of a list of “supports” and “barriers” related to achieving the action steps. To this end, the committee used a “Force Field Analysis” sheet to identify supports and barriers graphically. The meeting was concluded with this exercise.

**Member Input:**

Throughout the strategic planning process, the committee has used two criteria to measure the value of recommendations that might be included in its final document. They must **meet member needs** and **link to the purpose of the organization**. Clearly an initiative as important as this requires input and buy-in from the broader membership. Accordingly, progress reports and drafts of the plan have been disseminated on an ongoing basis through the monthly MLGMA Newsletter. The draft strategic plan was also presented to 55 or so attendees during a session of the July 2007 MLGMA Summer Institute. Participants in the session divided into four groups according to the Dimensions of the Vision and committee members were on hand to facilitate discussions regarding action steps that might be undertaken to achieve the vision statements that had been identified for each dimension. The committee was extremely pleased with the feedback and again, worked in small groups to incorporate member feedback into the draft document.

The committee met again on August 29 to finalize incorporation of member feedback on proposed action items and to create a strategy for rollout and implementation of MLGMA 2012. A plan was drafted and again, submitted to the membership for consideration via the monthly newsletter and during a session at the Michigan Municipal League Annual Convention in September. While participation in the MML session was relatively low, the small number of people allowed for a thoughtful dialogue about how this plan will be put into place. Elements of the conversation are reflected in this draft.

On October 16, the committee met to revisit key issues associated with implementation. The resulting recommendations comprise this document.

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1 Appendix A includes all Planning Committee meeting agendas and subsequent notes.
2 Appendix B includes MLGMA Newsletters that reference the Strategic Planning Process.
V. 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 listserv 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.).

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;

- 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 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;
- 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 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.
VI. 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

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3 Appendix C contains the list of MML Policy Committee Members
First, the 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**.

**VII. 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.
VIII. Relationship with the Michigan Municipal League:

From the outset, the 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.

IX. Implementation:

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:

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4 Appendix D contains the current agreement between MLGMA and the MML.
1. Amend the by-laws by vote of the membership to create the position of vice president.

2. Re-constitute the Member Services Committee as the “Recruitment Committee.”

3. Dissolve the Small Communities Committee.

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;

5. Board members will serve on a rotating basis as liaisons to the committees, driving their work and reporting back to the board;

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;

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

8. Maintain all current services provided by the MML.

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.

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.

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5 Appendix E contains the MGLMA by-laws.
MLGMA STRATEGIC PLANNING COMMITTEE
Meeting Agenda
March 27, 2007
East Lansing City Hall

I. Welcome and Introductions

II. Discuss SWOT feedback from committee members

III. Development of a member survey instrument to gather feedback to guide strategic planning. Possible topics to include:

   A. Committee Structure
   B. Committee Leadership
   C. Board Leadership
   D. Length of Terms for Board and Committee Leadership
   E. Primary focus of organization (eg. Legislative Advocacy, Ethics, Promoting the Council-Manager Form of Government)

IV. Schedule of Committee Meetings moving forward

V. Items for the Good of the Order

VI. Adjournment
MLGMA Strategic Planning Committee

Present were Staton, Watkins, Gilmartin, Herman, Bais-DiSessa, Pearson, Antil, Grinzinger, Markus, Kerbyson, McKenna

Challenges:
- We don’t hold committee members/ chairs accountable
- We need a profile of membership current/potential
- We don’t promote the profession
- We need to increase internship opportunities through MLGMA (use the web) & otherwise.
- Not enough communication
- Referree the listserve, publish a summary of answers
- Do to much-diffused mission
- Ambiguous assignments for officers/ committees
- More/ better record keeping
- Little attention paid to local government in the universities
- Difficulty “entering” the profession mid-career
- Perception of Michigan handicap to recruitment
- Continuity
- Process for Board Appointment
- Youth involvement
- Inconsistent workload/ performance of committees
- Committee structure
- Need summary of ICMA strategic plan
- Need a roadmap for accomplishing our plan/ objectives
- How we get more young people involved – there is an absence of entry level or “first jobs”
- Inconsistent follow through on initiatives

Strengths:
- Large group left untapped
- Large number of experienced managers
- Financial resources $ 
- Loyal membership base
- Sharing within membership
- Camaraderie
- Excellent relationship with MML
- Membership has a passion for communities.

Opportunities:
- Mission
- Vision
- Beliefs/ Values
- What we do that supports our mission, vision, values?
- What detracts?
- What we need to do differently?
- How do we get it done?
Michigan Local Government Managers’ Association
March 2007

Strengths
1. Have a tradition as an organization with many quality members; moreover, many managers nationally have been through Michigan at one time in their professional or educational lives.

2. Ethical traditions and adherence to ICMA ideals generally.

3. Number of very strong higher education institutions.

4. As an organization we are strong financially at least for the activities that we now take on. We have good creative leadership and a membership that is willing to participate and volunteer their time and talents. We also are an organization of members who are willing to share ideas, programs and expertise without concern about who will get the credit, profit, etc. We also have an excellent working relationship with the MML which is important for our future as an organization and which allows us good access to the legislative process as well as to information.

Weaknesses
1. Dedicated staff support to MLGMA; gets lumped in with MML who has to serve multiple causes/perspectives. There is a need for listserv monitoring and minutes-taking for example.

2. Large state physically, e.g., difficult to associate/coordinate between the U.P. and southeast Michigan. It is often difficult for managers in smaller communities to participate as a result.

3. Fragmentation of local government – Townships that look like cities with elected CEOs, strong mayor cities, council-manager cities.

4. Term limits impacting strength of elected leadership at State level make it difficult to build relationships.

5. County governments – few professionally-run, weak structural system in Michigan for counties generally.

6. Communications from the association spotty and thus not anticipated nor relied upon.

7. We have yet to find a way to really help managers who are having trouble with their councils in order to intervene before the decision is made to terminate the manager. Short of that we need to find a way to provide better severance and transition options for managers. Because of the volatility of our profession we will always have managers in transition. Obviously we are having trouble attracting young people to our profession. Certainly we have adequate challenges (maybe the challenges are becoming too difficult in comparisons to the rewards) and an ability to provide variety for managers. Also there is an abundant opportunity for the use of creativity. Over the last few years because of the long financial draught, maybe the FUN has gone out of the business. It was
always exciting to build new facilities and start new programs, but we are seeing little of this as we perfect cut-back management here in Michigan.

8. Lots of ideas for improvement but difficulty with follow-through.
9. Lack of diversity.
10. Lack of mechanism to facilitate transition of private sector managers (possibly mid-career) to public sector management.

Opportunities

1. ICMA as a parent organization is now extremely focused and energized – we should capitalize on this relationship.
2. Opportunity to make the stand-out Michigan cities with city managers examples for the rest to follow (so long as results and facts are really there).
3. Reverse all the weaknesses above (except for being a large state).
4. Capitalize on proximity to Canada – learn from them, develop exchanges, be the gateway for all kinds of learning and relationships! We could be an example and resource to the rest of the country.
5. Many of the items listed under weaknesses could also be potential opportunities if we can find a way to reward (not always monetary) people for joining the profession. With the high cost of housing and the high cost of living in the larger metro areas, we need to promote the benefits of living where you work and having a job where you really can have an impact on the lives of the people in the community who become and are your friends and neighbors. Most of us manage in small towns and maybe we need to really promote the benefits of this environment for raising a family, etc.
6. Desire by membership to improve MLGMA and to provide value for the dues that are paid.

Threats

1. Fiscal crises bring calls for any solution – change in forms of government to “bring strong leadership”
2. Unwillingness to change/facethe brutal facts – unwillingness to learn/believe that there are local government management associations that are better than ours right now.
3. Difficult to recruit professional local government talent to Michigan because of negative perceptions generally.
4. There seems to be a lack of promotion of the local government management profession at our colleges and universities. They seem to be emphasizing work at the federal and international level. Maybe we need to encourage some of our retired or semi-retired managers to be part time professors to help instill the message at the college level. The lack of vision by our local elected officials may also be a cause for alarm. Who wants to get beat up by the people who hired...
you and for whom you work your butt off! At all government levels we need statesman not politicians. Hopefully working with the MML we can do a better job of educating the elected officials as to the importance of professional management.

5. **Baby Boomer managers are retiring** without a deep bench for replacement in some cases.
MLGMA STRATEGIC PLANNING COMMITTEE
April 30, 2007
10am – 2pm
East Lansing City Hall

Purpose: Launch the MLGMA Strategic Planning Process

Desired Outcomes:
- Affirm MLGMA purpose as stated in the Constitution
- Develop a vision for 2012 that that supports the purpose
- Determine next steps for the May 16, 2007 meeting

Agenda:

I. Coffee, Carbs and Conversation!
II. Welcome, Purpose and Process ~ Ted Staton
III. Affirm MLGMA Purpose
IV. Coffee Refill (and Exfill!)
V. Develop MLGMA 2012 Vision
VI. Prioritizing the Vision Statements
VII. Next Steps
    - Compile Notes
VIII. Meeting May 16, 2007, 1 – 3:30pm
    - Purpose is to reach consensus on Vision
    - Identify supports and barriers to achieving the vision
    - Form Goal Teams for each vision statement
    - Discuss next steps/ expectations for review with the MLGMA Board at the Summer Institute
Meeting Notes
MLGMA Strategic Planning Committee
April 30, 2007
East Lansing City Hall

Team Members Present: Pam Antil, Jane Bais-DiSessa, Kathie Grinzinger, Mike Herman, Dale Kerbyson, Ed Koryzno, Tom Markus, Clay Pearson, Ted Staton

Initially, we broke down the Purpose of the organization, as stated in the MLGMA Constitution, into five separate components as follows:

1. Increase proficiency of managers of city, county, village, township and other units including councils of government in the state of Michigan.
2. Strengthen the quality of local government through professional management.
3. To encourage and support the council-manager form of government.
4. To maintain the high ethical standards of the profession.
5. To provide opportunities to enhance the professional development of its members.

In response to the suggestion that these components (the Purpose collectively) be used as the basis for developing a vision for “MLGMA 2012,” the following points were made:

- One and five could be combined
- One and two are duplicative
- The Purpose lacks reference to the role of management to assist in the enhancement of local communities
- It reflects the preamble to the MLGMA Constitution and serves a legal purpose but is not necessary "mission-oriented"
- It does not contain a reference to ICMA Code of Ethics or to ongoing professional development
- Should we start from scratch? Is the “purpose of the purpose” understood?
- Mission should be succinct and everyone should know it
- Who do we represent? Ourselves? Government?
- What do members get/need from MLGMA?

The group then chose to move forward (after some spirited discussion) by creating a succinct mission statement which reads:

“Better Local Government through Professional Management.”

The group then arrived at four dimensions of the vision from which to develop its overall vision for MLGMA 2012:

They are Education, Experience, Ethics, and Advocacy

From there, individuals were asked to identify outcomes for each of these dimensions, and then worked in groups of three to identify commonalities. The subsequent lists of outcomes were shared with the committee as a whole, with commonalities being identified across the three groups. Some of the outcomes listed for each of the dimensions are written in terms of a vision for MLGMA 2012 and some were written as action items that could either be finessed to reflect a vision outcome, or serve some other purpose. We took a crack at putting the list of outcomes
In the wording of "what is in place" using the present tense. This is consistent with a "Vision" of what is desired.

Education:
- Lifelong learners are created through ....
- Each educational opportunity provided by MLGMA provides practical learning opportunities that facilitate participant growth.
- Other state associations come to Michigan to study our best practices.
- 90% of our members take part in professional development events annually.
- All those members eligible to be credentialed will have attained ICMA’s voluntary credentialing.

Experience:
- Membership and increased ....
- A process is in place for students to become local government managers.
- Internship opportunities are expanded ....
- Experiences of local managers are highlighted and they are profiled.
- All CEO’s will have a minimum of five years’ experience in local government management.
- A coaching/mentoring program is implemented and "All credentialed managers have adopted an emerging leader."

Ethics:
- Ethical behavior is the standard as indicated by no sustained ethics violations for MLGMA for the past three years.
- The ICMA Code of Ethics is included in the Employment Contract.
- National ethics violations statistics are published (demonstrating that a very small number occur in the profession and that the profession and associated organizations are self-policing).
- 100% compliance with ethical standards.
- All communities represented by members recognize MLGMA standards.

Advocacy:
- All challenges to the council-manager form are successfully defended.
- The number of communities with the council-manager form has increased.
- Individual successes are successfully used as a vehicle to promote the council manager form.
- Local government curriculum is incorporated within the education system, including information about forms of government in Michigan.
- A group is selected to advocate/defend MLGMA as needed.
- Each situation/community is evaluated for appropriateness for the CM form.
- Protection for local resources/options is provided.

The day concluded with subcommittee assignments aimed at accomplishing two goals:
1. Finesse the wording of outcomes to reflect vision statements where needed and where possible.
2. Identify "action steps" for each outcome.
Committee assignments:
  Kathie, Pam, Dale – Education
  Jane, Ed – Ethics
  Pam, Clay – Advocacy
  Tom, Ted – Experience

Send Visions & “Action Steps to the entire team by Friday, May 11 for the May 16 meeting. You may do so by e-mailing them to Marie for distribution to the group.
MLGMA STRATEGIC PLANNING COMMITTEE
May 16, 2007
1:00 – 3:30pm
East Lansing City Hall - Green Room

Purpose: Move forward on MLGMA Strategic Planning Process

Desired Outcomes:

- Affirm four dimensions of the vision
- Agree upon action items for each of the four dimensions
- Develop list of “supports” and “barriers” related to achieving the action items
- Determine next steps

Agenda:

I. 1:00 - Cool Drinks, Candy, Cookies and Conversation!
   Review “Ground Rules” (We will take a break! Say “when”!)

II. 1:10 - Review & Affirm the Mission and Vision developed on April 30

III. 1:30- Review, Add Input and Agree upon the Vision and Action Steps for:

   - Education (ED): Kathie, Pam & Dale
   - Ethics (ET): Ed & Jane
   - Experience/Membership (EX): Ted & Tom
   - Advocacy (AD): Clay, Mike & Pam

Process:

1. Each team review their “dimension’s Vision & Action Steps.

2. Others comment on agreements, suggested additions, changes and/or wording”

3. Reporting teams listen to the input, ask questions for clarification, record suggests and “take these suggestions into consideration”.

4. Each team reconvenes to integrate suggestions
IV. 2:30 - Identify supports and barriers to achieving the vision

Process: In Dimension Teams:

1. List existing or potential supports and barriers for their dimension’s vision and action steps. (Record on one sheet)

2. Review the Committee’s 3/27 meeting notes Identify supports and barriers that apply to:
   - All aspects of the proposed Mission, Vision and Action Plans
   - Indicate “General” items with a “G”
   - Indicate your dimension with ED, ET, EX or AD

3. Develop a list of the core/critical barriers and supports that could impact core barriers. (Use a “Force Field Analysis Sheet”)

4. Review all “Force Field Analysis Sheets to identify common and the core/critical barriers and supports.

V. 3:15 - Next Steps

Discuss next steps including:

- What remains to be done before the MLGMA Board meeting at the Summer Institute and who will do what?
- How and when can the input of the broader membership be solicited?
- Other?
"Force Field Analysis"

**Dimension:**

From your list of supports and barriers for your "Dimension", identify and record the core/critical Barriers that could impact the successful achievement of the Vision and Action Steps. Identify the Vision and Steps if needed.

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MLGMA Member Feedback – Summer Institute 2007
Strategic Planning Session

Education

➢ We need to get experienced managers to participate in the training sessions so that they can share their knowledge and experience with new managers.
➢ We need to emphasize increasing distance learning opportunities, especially for new young managers in smaller communities that cannot afford to attend training sessions, etc.
➢ We need to coordinate the credentialing criteria with workshops put on by MLGMA i.e. summer and winter as well as sponsored programs in conjunction with MML. Suggested that the chairs of the summer and winter workshops coordinate this with the Board or the committee charged with promoting the credentialing program.
➢ For future summer and winter workshops indicate on attendee list the number of years experience of each attendee. This might be helpful to new managers in seeking out assistance and advice, etc.

Experience

Approximately 14 people participated in on our discussion of the draft copy of the Dimension of Experience that was provided to them. I informed them that other subcommittees may have covered sections of the topic in their dimension so some obvious items may be included in a different dimension that could be represented in the Dimension of Experience such as the education dimension. My discussion group comments are as follows:

➢ They felt the draft had only one dimension. Perhaps an additional dimension should be added reflecting the experience communities around the State have with a Council/Manager form of government. By communities they meant those communities that have benefited from the Council/Manager form of government.
➢ Expanding on the first comment our fellow managers thought we should highlight those communities that have celebrated a 100 year anniversary with the Council/Manager form of government. This may give credibility to our form of government.
➢ The strategic planning committee and specifically the members of the subcommittee for the experience dimension should discuss and demonstrate how we embrace and enhance our experience as an organization.
➢ Many comments on the bullet "Experience that is reflected in the nearly universal eligibility for ICMA credentialing"; they are:

A. Small communities don't have access to the ICMA due to the cost.
B. We should commit to work on educating service organizations on the Council/Manager form of government as well as the primary and secondary education organizations.
C. Why aren't there additional ICMA references in the other sub bullet points in this dimension?
Ethics:

- We should find a way to connect Code of Ethics Tenants to good governance in local communities (frequently asked questions).
- A component of adherence to a code of professional and personal conduct should be included.
- Counseling and assistance should be provided in cases in which a breach of ethics may have taken place or if a member finds him or herself in a questionable situation and self-reports.
- Ethical requirements of the profession should be shared as a component of promoting the council-manager form (perhaps this component belongs in advocacy).
- The process for handling ethical violations should be disclosed. What are sanctions for ethical violations?
- Include statement that the organization will “self-police” to the best of its ability.
- As an organization do we explore/investigate situations in which a manager is separated from employment unexpectedly? Is that our role? Should it be our role?

Advocacy

As a group we agreed that the only statements I would bring back to the Planning Committee for consideration or possible inclusion into the final document were those that garnered consensus by all participants. Minority opinions were thoroughly discussed and motivated rewording changes in the statements we agreed to send back to you; clarifying statements for inclusion into the action plans or were civilly dismissed with the agreement of all.

Overall the group was wholeheartedly behind the idea that advocacy be included as a dimension in the association’s Strategic Plan. They were also very supportive of the idea that advocacy is not a reaction activity but a pro-active education and promotion process.

Two general pieces of advice were offered:

- First, the group suggests that the Executive Board give consideration to increasing MLGMA’s hours of contracted support through MML. It was thought that many of the items in the goals statements (in this dimension and others) were both long overdue and crucial and could not be achieved without increased management assistance.
- Secondly, as we discussed our relationship with young professionals several members of the group suggested that the "student session" of the Winter Institute must be changed to reflect the Association’s agreed upon Vision and, therefore, target the value and excitement to be found in the profession. There was great consensus that the traditional panel lecture/presentation should be forever-more banned and war stories of terminations, difficult councils, horrible job search processes, etc. be outlawed under penalty of something really icky.

Feedback on MLGMA Strategic Priorities Draft Document
July 2007
The group suggests (but certainly does not demand) that preceding the five descriptors of our Advocacy Vision the Planning Committee might consider a simple and concise (less wordy, perhaps) summary that makes is very clear that we do two things (defend and promote) for three targets (the form, the profession, the individual) for one reason (better communities). **Maybe:**

A. MLGMA is an association dedicated to defending and promoting the council-manager form of government; the management profession and the individual professionals for the sake of bettering Michigan communities. We envision: ....

B. The group also asked that as the Strategic Planning group continues it work or the Executive Board and Committees refine objectives, that the following be considered.

**Under "establish an action team:"**

- The Action Team will collect data and analyze the situation of an identified community to determine whether a threat exists to undermine the structure of the council-manager form of government or a crisis has arisen around political issues or between a particular manager and council.

- The Action Team will suggest "intervention techniques" whenever possible to assist a manager and council in crisis solve underlying issues before the situation can threaten the form of government.

- The Action Team shall always seek out local community-based coalitions whom we can assist in defending the form.

**Under "increase awareness...youth leadership"; first bullet:**

- Aim toward establishing a method or system to directly recruit young professionals into the management profession and match them with opportunities in appropriate communities.

- Edit "supports members...recognizes achievements" by adding the following: "... a public relations professional or team to create interest and excitement in the profession by highlighting the achievements of local government managers." Remove reference to experience if intention is years-of-service orientation.

- The PR Team will collect stories and information about the achievements of managers and their communities and will cause articles to be published in targeted newspapers, magazines, alumni newsletters, e-zines and other outlets.
MLGMA STRATEGIC PLANNING COMMITTEE
August 29, 2007
Noon – 2:00 p.m.
East Lansing City Hall - Court Conference Room

Purpose: Move forward on MLGMA Strategic Planning Process

Desired Outcomes:

- Recap Strategic Planning Session at Summer Institute
- Incorporate Member Feedback from Summer Institute into Strategic Plan
- Determine next steps

Agenda:

I. Noon – Lunch will be provided – please help yourself to food upon arrival

II. 12:10 – Recap Summer Institute Strategic Planning Session – Ted

III. 12:20 - Review, Add Input and Agree upon incorporation of Summer Institute Member Feedback:

- Education: Pam, Dale, Richard
- Ethics: Ed, Jane, Al
- Experience/Membership: Ted, Tom, Dan
- Advocacy: Clay, Marie, Mark

Process:

1. Each Dimension team will review the suggested additions/ modifications.

2. Bring additions/modifications back to the group for consideration and to finalize language.

3. Each team reconvenes to integrate suggestions
IV. 1:30 - Next Steps

Discuss next steps including:

- What additional steps could or should be taken to solicit and incorporate member feedback?
- Should we convene an informal meeting of managers during the MML convention?
- Should we further discuss the Force Field Analysis?
- What should our final document look like?
- What might be the role of MLGMA Policy Committees in operationalizing this Strategic Plan? Will the Strategic Planning Committee ask for formal action on the part of the MLGMA Board and membership (such as adoption of the Plan)?
- How should recommendations be implemented?
- Other?
Notes from the MLGMA 8/29/2007 Strategic Planning Meeting

It was agreed by the group that, based on the feedback provided by membership during the Summer Institute, the committee could move forward in two ways. First, each Dimension Team will review the feedback outside of the meeting setting, and determine what should be incorporated, as well as fine-tune the verbiage.

The next step is to determine how the Strategic Priorities should be implemented. Several recommendations emerged from the discussion (see below) and it was agreed that the group would convene a meeting during the MML Annual Convention to discuss implementation. Ted will likely make a presentation to the MLGMA Board in October to update members on the additional action steps as well as recommendations for implementation.

Recommendations for Implementation

1. Modify Committee Structure;
2. Modify length of terms of committee members and chairs (lengthen to two or three years);
3. Strengthen the role/responsibility of the president-elect;
4. Require regular (quarterly?) reports by the committee chair to the board;
5. Align committee structure with dimensions of the vision;
6. Increase electronic committee meetings;
7. Increase geographic dispersion of meetings.

One member suggested and the group concurred that the organization pursues its objectives through committee work. This is evident from the recommendations above – implementation of the Strategic Priorities should be committee-driven. Thus, 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 involved 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 value of the Public Policy Committee in that its work potentially duplicates that of the MML Policy Committees which not only include professional administrators, but local elected officials as well. It was suggested that the managers could best assist the legislative policy/advocacy process by lending their technical expertise as needed. Here is how the group proposes to restructure the committees in order to best serve the membership and achieve the Dimension of the Vision:

MLGMA Strategic Planning Notes
August 29, 2007
First of all, the planning committee envisions the four Dimensions of the Vision serving as overarching committees, with current committees falling under the appropriate category. As you can see, Member Services and Small Communities were omitted. The Member Services Committee was re-defined as "Recruitment." There was also significant discussion around the 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?" The planning committee agreed that the organization rides a fine line between the two but that embracing the purpose-driven course of action might be more effective in achieving a proactive agenda.

The last item of discussion was the role of board members as it relates to committee chairmanship. Several possibilities emerged (and a combination is possible):

1. Board members serve as liaisons to the committees, drive their work and report back to the board;
2. Board members serve as committee chairs with two being assigned to chair and co-chair on a rotational basis;
3. Four members could be added to the board to chair these committees.
MLGMA STRATEGIC PLANNING COMMITTEE
October 16, 2007
Noon – ?
East Lansing City Hall - Court Conference Room

Purpose: Move forward on MLGMA Strategic Planning Process

Desired Outcomes:

- Recap Strategic Planning Session MML Convention
- Determine next steps
- Prepare set of formal recommendations regarding implementation to present to the MLGMA Board

Agenda:

I. Noon – Lunch will be provided – please help yourself to food upon arrival

II. 12:30 – MML Convention Feedback Session – Ted (see attached notes)

III. Items for Consideration:

- The role of Managers on MML Policy Committees
- The contract with MML
- What additional services might be requested from MML
- Committee name changes
- Achieving continuity through committees
- What action should be recommended/taken in terms of implementation particularly those that might require a change of the by-laws and vote of the membership in January
Appendix B
During this year’s first board meeting, a discussion was held regarding the MML colloquium that we fund each year. It was decided that instead of just having the MML choose a speaker, we should use this session to highlight the benefits of the Council-Manager form. Subsequently we invited Robert O’Neil, Executive Director of the ICMA, to be the speaker for the colloquium. This will be a general luncheon session at the MML Conference. We believe this is a much better use of the Colloquium Sponsorship.

The strategic Planning Committee has met several times and has been doing a lot of work putting together the plan, as you can see in the article in this newsletter. Ted Staton is leading the committee. He and the entire committee membership have done a great job forming a framework in which the MLGMA can move forward in the future.

During the last month, I have given presentations to two township boards regarding the benefits of the manager form of government. I am also waiting for a date to do a third presentation. I have done these presentations in the past but it seems that there is beginning to be more interest lately.

The MLGMA Board has authorized me to begin discussions regarding the production of a DVD promoting the Council/Manager plan. This promotion would be similar to the Revenue Sharing DVD that the MML put out earlier this year.

I have asked Clay Pearson, Novi City Manager, to represent Michigan on the 2008 ICMA Conference Planning Committee. I want to thank Clay for agreeing to represent Michigan on that committee.

**NEWSLETTER ARTICLES**

"The Manager" newsletter will be published on a monthly basis. MLGMA members are encouraged to submit articles for the monthly newsletter. Please e-mail all copy for the next newsletter to rwatkins@deltami.gov by the 25th of each month.
When Richard Watkins assumed the 2007 MLGMA presidency in January, one of his first actions was to appoint a strategic planning committee charged with developing a vision for the future of the association, as well as with identifying broad action items to facilitate achievement of that vision (loosely termed “MLGMA 2012”). Members of this ad hoc committee include Jane Bais-DiSessa, Mike Herman, Tom Markus, Clay Pearson, Kathi Grinzinger, Ed Koryzo, Pam Antil, Mark Wollenweber, Dale Kerbyson, Al Vanderburg, MML’s executive director Dan Gilmartin and chairperson, Ted Staton. It should be strongly emphasized that the work of the committee is in draft form and that numerous opportunities to provide input will be offered to the MLGMA membership, beginning during the Summer Institute in Gaylord.

In terms of background, the Strategic Planning Committee convened its first meeting in March having done a Strengths, Weaknesses, Opportunities and Threats (SWOT) exercise in advance. The responses of committee members to the SWOT “homework” served as an effective springboard for identifying key challenges and assets of the organization. Not surprisingly, recent efforts to term-limit managers through ballot and charter initiatives ranked high among perceived threats faced by the association, while the dedication and professionalism of the membership was recognized as a key strength.

Moving forward, a facilitator was retained to help focus and expedite the visioning/strategic planning process. The committee met again in April and May, working through a thoughtful, targeted process that included group work, team work and even individual work outside the group process. The effort resulted in a mission statement that seems to reflect the core purpose of the organization and reads: “Better Local Government through Professional Management.”

After much discussion, the committee identified four “dimensions” that characterize its vision for MLGMA 2012. Each dimension is tagged with its own vision statements and they are as follows:

**Education:**
- An organization that provides practical educational opportunities to facilitate its members’ personal and professional growth;
- An organization in which 90% of all members attend at least one professional development event each year;
- An organization that supports life-long learning and one in which all those members who are eligible have achieved ICMA voluntary credentials;
- An organization that promotes a level of educational and professional achievement such that professionals from other state associations study Michigan’s best practices.

**Experience:**
An organization that has membership with experience worthy of recognition;
- An organization that regularly profiles the extensive experience of its members;
- A membership that is open and that shares its extensive experience with other communities, university students and new professionals;
- Experience that is reflected in the nearly universal eligibility for ICMA credentialing.

**Ethics:**
- An organization that values and promotes adherence to ethical standards;
- An organization that facilitates ethical behavior in its members;
- An organization that recognizes high ethical standards.
MLGMA Strategic Plan
Continued from Page 2

Advocacy:

- 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;
- An organization that supports and defends established 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;
- An organization working towards increasing the total number of ICMA-Local Government recognition jurisdictions in Michigan;
- 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;
- An organization that supports its members by independently promoting and recognizing member accomplishments within the professionally managed local governments in the State of Michigan.

A number of specific action steps designed to help attain each of the four dimensions have also been drafted. Those will be available for review and discussion at the summer conference in Treetops. Please be reminded that, while the committee has worked hard to compose the mission, dimension and vision statements, the results are in still in draft form pending membership feedback. Your input is critical and will be reflected in the document/set of recommendations slated for rollout in final form during the 2008 Winter Institute. Remember, this is the future of your organization!

Craig Rapp
ICMA’s New State Liaison for Michigan

Beth Kellar, ICMA’s state liaison for Michigan, will be assuming a new position for ICMA and no longer our direct contact. The new state liaison for Michigan will be Craig Rapp, who is a former city manager in Minnesota and, according to Beth, a superb trainer.

As Director of Member Solutions at ICMA, Craig provides a broad range of services to members and their organizations. He directs ICMA’s consulting and technical assistance efforts, focusing personally on strategic planning, organizational improvement, and economic development. In addition, he conducts a variety of workshops and assists state associations.

Prior to joining ICMA, he worked for over twenty-eight years as a senior executive in both the public and private sectors, holding the positions of City Manager in three cities, Community Development Director of the Metropolitan Council of the Twin Cities, Managing Principal of a Planning and Urban Design firm, and Vice President of a local government consulting firm. As a matter of interest, the last mayor he worked for was Jesse Ventura—a position he reflects as the longest four years of his life.

Craig has been an ICMA University instructor for the last six years - starting with "Managing in Difficult Political Environments" (compliments of personal experience w/ Jesse Ventura). He also teaches "Lean Thinking for Government," "Visioning, Strategic Planning and Facilitation," and "Public/Private Partnerships". He is also developing a session on Baldrige for Government.

He has been working with ICMA on a 1/2 time basis since mid October, 2006, and will begin full time on July 1, 2007. He will be developing a Consulting Services business - to enhance and expand our current Technical and Peer Assistance offerings.

In addition to Michigan, he is also the Illinois state liaison.
LOCAL MANAGER'S GROUPS

**Border Bandits**
Hillsdale/Branch/Calhoun Counties. Contact: Bill Stewart, CM, Coldwater

**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: Ken Podolski, CM, St. Clair Shores

**Middle of the Mitten**
Lansing metro area—meetings held 1st Thursday of the month. Contact: Jennifer Tubbs, TM, Watertown Township

**Mid-Michigan City/County**
Upper Central Lower Peninsula. Contact: Roger Elkins, CM, Evart

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

**Oakland County**
Meetings held 2nd Tuesday of the month, excluding July and August

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

**SOUTHWEST MICHIGAN**
Berrien/Kalamazoo/St. Joseph/Cass/Van Buren Counties—meetings held 3rd Tuesday of the month. Contact: Larry Nielsen, CM, Bangor

**U.P.**
Meetings held twice each year. Contact: John Siira, CM, Wakefield

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

**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: Ken Krombeen, CM, Grandville

Please e-mail rwatkins@deltami.gov with any changes, deletions, or additions.

ICMA 93RD ANNUAL CONFERENCE
PITTSBURGE, PA
OCTOBER 7-10, 2007

KEY DATES TO KEEP IN MIND

**May 14**—Housing bureau opens and hotel housing form available in ICMA Newsletter

**June**—ICMA members receive the Annual Conference preliminary program packet. The same detailed information contained in the conference preliminary program will also be available at [http://icma.org/conference2007](http://icma.org/conference2007)

**June 18**—Annual Conference registration opens

**July 27**—Cutoff for the most affordable, early-bird registration rates.
The Manager

The Newsletter of Michigan Local Government Management Association

Affiliated with the Michigan Municipal League

September, 2007

Update Included from the Strategic Planning Committee

Included with this newsletter is a copy of the notes from the Strategic Planning Committee from their August 29, 2007, meeting and the MLGMA Strategic Planning Report, Summer of 2007. Arrangements have been made for the use of the Mackinac Room from 1:00 p.m. to 3:00 p.m., Thursday afternoon, after the conclusion of the MML meeting next week, for further discussion and input from MLGMA members.

Please plan to attend.

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

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**SOUTHEAST MICHIGAN**
Southeast Michigan—meetings held 3rd Wednesday of the month in Ann Arbor. Contact: Mike Steklac, mjsteklac@gmail.com

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<td>Kathie Grinzinger</td>
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<td>Dale Kerbyson</td>
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<td>Edward Koryzno</td>
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<td>Mark Wollenweber</td>
<td>Grosse Pointe Woods</td>
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**Notes from the MLGMA 8/29/2007 Strategic Planning Meeting**

It was agreed by the group that, based on the feedback provided by membership during the Summer Institute, the committee could move forward in two ways. First, each Dimension Team will review the feedback outside of the meeting setting, and determine what should be incorporated, as well as fine-tune the verbiage.

The next step is to determine how the Strategic Priorities should be implemented. Several recommendations emerged from the discussion (see below) and it was agreed that the group would convene a meeting during the MML Annual Convention to discuss implementation. Ted will likely make a presentation to the MLGMA Board in October to update members on the additional action steps as well as recommendations for implementation.

**Recommendations for Implementation**

- Modify Committee Structure;
  - Modify length of terms of committee members and chairs (lengthen to two or three years);
  - Strengthen the role/responsibility of the president-elect;
  - Require regular (quarterly!) reports by the committee chair to the board;
  - Align committee structure with dimensions of the vision;
  - Increase electronic committee meetings;
  - Increase geographic dispersion of meetings.

One member suggested and the group concurred that the organization pursues its objectives through committee work. This is evident from the recommendations above – implementation of the Strategic Priorities should be committee-driven. Thus, 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 involved 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 value of the Public Policy Committee in that its work potentially duplicates that of the MML Policy Committees which not only include professional administrators, but local elected officials as well. It was suggested that the managers could best assist the legislative policy/advocacy process by lending their technical expertise as needed. Here is how the group proposes to restructure the committees in order to best serve the membership and achieve the Dimension of the Vision:
First of all, the planning committee envisions the four Dimensions of the Vision serving as overarching committees, with current committees falling under the appropriate category. As you can see, Member Services and Small Communities were omitted. The Member Services Committee was re-defined as “Recruitment.” There was also significant discussion around the 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?” The planning committee agreed that the organization rides a fine line between the two but that embracing the purpose-driven course of action might be more effecting in achieving a proactive agenda.

The last item of discussion was the role of board members as it relates to committee chairmanship. Several possibilities emerged (and a combination is possible):

1. Board members serve as liaisons to the committees, drive their work and report back to the board;
2. Board members serve as committee chairs with two being assigned to chair and co-chair on a rotational basis;
3. Four members could be added to the board to chair these committees.
<table>
<thead>
<tr>
<th>Community</th>
<th>First Name</th>
<th>Last Name</th>
<th>Position</th>
<th>Address</th>
<th>City/State/Zip</th>
<th>Email</th>
<th>Phone</th>
<th>Issue Committee</th>
</tr>
</thead>
<tbody>
<tr>
<td>St. Clair</td>
<td>Scott</td>
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<td>Petoskey</td>
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<td>George L.</td>
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<td>Algonac</td>
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<td>Address</td>
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<td>Issue Committee Too?</td>
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<td>2 Woodward, Suite 112B</td>
<td>Detroit, MI 48226</td>
<td><a href="mailto:montgomery@mayor.ci.detroit.mi.us">montgomery@mayor.ci.detroit.mi.us</a></td>
<td>313-628-2824</td>
<td></td>
</tr>
<tr>
<td>Sterling Heights</td>
<td>Deanna</td>
<td>Koski</td>
<td>Mayor Pro Tem</td>
<td>40555 Ulca Road</td>
<td>Sterling Heights, MI 48313</td>
<td><a href="mailto:dkoski@sterling-heights.net">dkoski@sterling-heights.net</a></td>
<td>586-566-2388</td>
<td></td>
</tr>
<tr>
<td>Grand Rapids</td>
<td>Kimball</td>
<td>Kurt F.</td>
<td>City Manager</td>
<td>300 Monroe Ave., NW</td>
<td>Grand Rapids, MI 49503</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Troy</td>
<td>Dave</td>
<td>Lambert</td>
<td>Councilmember</td>
<td>1188 Player Dr.</td>
<td>Troy, MI 49065</td>
<td><a href="mailto:dave@lambert.net">dave@lambert.net</a></td>
<td>248-879-5596</td>
<td></td>
</tr>
<tr>
<td>Ovid</td>
<td>Bill</td>
<td>Lasher</td>
<td>President</td>
<td>114 E Front St.</td>
<td>Ovid, MI 48865</td>
<td><a href="mailto:clradmin@mutualista.com">clradmin@mutualista.com</a></td>
<td>989-834-5550</td>
<td></td>
</tr>
<tr>
<td>Livonia</td>
<td>Joe</td>
<td>Laura</td>
<td>Councilman</td>
<td>35505 Curtis</td>
<td>Livonia, MI 48152</td>
<td><a href="mailto:laurea@ci.livonia.mi.us">laurea@ci.livonia.mi.us</a></td>
<td>248-470-4139</td>
<td></td>
</tr>
<tr>
<td>AuGres</td>
<td>Dittenber</td>
<td>LaVern</td>
<td>Mayor</td>
<td>124 W. Huron Rd., PO Box 121</td>
<td>AuGres, MI 49073</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hazel Park</td>
<td>Andy</td>
<td>LeCureaux</td>
<td>Councilmember</td>
<td>23440 Tawas</td>
<td>Hazel Park, MI 48030</td>
<td><a href="mailto:andrew-7@comcast.net">andrew-7@comcast.net</a></td>
<td>248-225-7372</td>
<td></td>
</tr>
<tr>
<td>Eaton Rapids</td>
<td>Bill</td>
<td>LeFevre</td>
<td>City Manager</td>
<td>200 S. Mclelan Ave.</td>
<td>Eaton Rapids, MI 48027</td>
<td><a href="mailto:bneapolis@ci.eaton-rapids.mi.us">bneapolis@ci.eaton-rapids.mi.us</a></td>
<td>517-663-8118</td>
<td></td>
</tr>
<tr>
<td>New Baltimore</td>
<td>Marc A.</td>
<td>Levine</td>
<td>Administrator</td>
<td>36635 Green St.</td>
<td>New Baltimore, MI 48047</td>
<td><a href="mailto:mlevine@cityofnewbaltimore.org">mlevine@cityofnewbaltimore.org</a></td>
<td>586-725-2151</td>
<td></td>
</tr>
<tr>
<td>Traverse City</td>
<td>Richard J.</td>
<td>Lewis</td>
<td>City Manager</td>
<td>400 Boardman Ave.</td>
<td>Traverse City, MI 49664</td>
<td><a href="mailto:rlewis@ci.traverse-city.mi.us">rlewis@ci.traverse-city.mi.us</a></td>
<td>231-922-4440</td>
<td></td>
</tr>
<tr>
<td>Linden</td>
<td>David E.</td>
<td>Losaing</td>
<td>Mayor</td>
<td>211 Hickory</td>
<td>Linden, MI 48451</td>
<td><a href="mailto:dlosaing@lindenmi.us">dlosaing@lindenmi.us</a></td>
<td>910-766-6718 (O)</td>
<td></td>
</tr>
<tr>
<td>Southfield</td>
<td>Irv M.</td>
<td>Lowenberg</td>
<td>Treasurer</td>
<td>26000 Evergreen Road</td>
<td>Southfield, MI 49076</td>
<td><a href="mailto:ilowenberg@ci.southfield.com">ilowenberg@ci.southfield.com</a></td>
<td>248-796-5210</td>
<td></td>
</tr>
<tr>
<td>Hudsonville</td>
<td>Paulina</td>
<td>Luben</td>
<td>City Manager</td>
<td>3275 Central Blvd.</td>
<td>Hudsonville, MI 49426</td>
<td><a href="mailto:pluben@hudsonville.org">pluben@hudsonville.org</a></td>
<td>616-669-0200</td>
<td></td>
</tr>
<tr>
<td>Manistee</td>
<td>Richard</td>
<td>Mack</td>
<td>Councilmember</td>
<td>376 12th St.</td>
<td>Manistee, MI 49660</td>
<td><a href="mailto:rmayor@yahoo.com">rmayor@yahoo.com</a></td>
<td>231-723-2561</td>
<td></td>
</tr>
<tr>
<td>Madison Heights</td>
<td>Scott</td>
<td>Margene Ann</td>
<td>Councilmember</td>
<td>1850 Castlewood Dr.</td>
<td>Madison Heights, MI 48071</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community</td>
<td>First Name</td>
<td>Last Name</td>
<td>Position</td>
<td>Address</td>
<td>City/State/Zip</td>
<td>Email</td>
<td>Phone</td>
<td>Issue Committee Too?</td>
</tr>
<tr>
<td>----------------</td>
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</tr>
<tr>
<td>Durand</td>
<td>Lynn</td>
<td>Markland</td>
<td>City Manager</td>
<td>205 W Clinton St.</td>
<td>Durand, MI 48429</td>
<td><a href="mailto:lhmdurand@comcast.net">lhmdurand@comcast.net</a></td>
<td>989-248-3113</td>
<td>Chair of the Land Use Committee</td>
</tr>
<tr>
<td>Hastings</td>
<td>Robert L.</td>
<td>May</td>
<td>Mayor</td>
<td>201 E State St</td>
<td>Hastings, MI 49050</td>
<td><a href="mailto:mayor@hastings.org">mayor@hastings.org</a></td>
<td>269-945-2468</td>
<td>NO</td>
</tr>
<tr>
<td>Jonesville</td>
<td>Michael D.</td>
<td>Mitchell</td>
<td>Village Manager</td>
<td>265 E Chicago St</td>
<td>Jonesville, MI 49250</td>
<td><a href="mailto:manager@jonesville.org">manager@jonesville.org</a></td>
<td>517-849-2104</td>
<td>YES - TI, ED</td>
</tr>
<tr>
<td>Sault Ste Marie</td>
<td>Spencer</td>
<td>Nebel</td>
<td>City Manager</td>
<td>326 Court Street</td>
<td>Sault Ste Marie, MI 49783</td>
<td><a href="mailto:manager@sauff.com">manager@sauff.com</a></td>
<td>906-632-5705</td>
<td>NO</td>
</tr>
<tr>
<td>DeTour</td>
<td>L. Terrence</td>
<td>Nelson</td>
<td>President</td>
<td>PO Box 151</td>
<td>DeTour, MI 49725</td>
<td><a href="mailto:dilligo@lighthouse.net">dilligo@lighthouse.net</a></td>
<td>906-297-2141</td>
<td>YES - ED</td>
</tr>
<tr>
<td>MI Rural Water Assoc.</td>
<td>Timothy</td>
<td>Neumann</td>
<td>CFO</td>
<td>PO Box 960</td>
<td>Harrison, MI 48025</td>
<td><a href="mailto:mna@chartermi.net">mna@chartermi.net</a></td>
<td>989-339-4114</td>
<td>YES - WIE</td>
</tr>
<tr>
<td>Holly</td>
<td>Aaron</td>
<td>Oppenheim</td>
<td>Village Manager</td>
<td>202 S. Saginaw St</td>
<td>Holly, MI 48442</td>
<td><a href="mailto:manager@yi.holly.mi.us">manager@yi.holly.mi.us</a></td>
<td>243-634-9157</td>
<td>YES - TI, ED</td>
</tr>
<tr>
<td>Inkster</td>
<td>Joyce A.</td>
<td>Parker</td>
<td>City Manager</td>
<td>2121 Inkster Rd</td>
<td>Inkster, MI 48141</td>
<td>jpark不少于@ci.inkster.mi.us</td>
<td>313-563-9329</td>
<td>NO</td>
</tr>
<tr>
<td>Pentwater</td>
<td>Juanita</td>
<td>Flemmer</td>
<td>Council President</td>
<td>PO Box 552</td>
<td>Pentwater, MI 49449</td>
<td><a href="mailto:pflemmer@verizon.net">pflemmer@verizon.net</a></td>
<td>231-869-4388 or 233-343-3776</td>
<td>YES - Elect, ED</td>
</tr>
<tr>
<td>Eastpointe</td>
<td>Suzanne</td>
<td>Pidley</td>
<td>Councilwoman</td>
<td>24305 Grove</td>
<td>Eastpointe, MI 48021</td>
<td>ss@<a href="mailto:1@gmail.com">1@gmail.com</a></td>
<td>586-218-8795 (H)</td>
<td>YES - Toch</td>
</tr>
<tr>
<td>Hillman</td>
<td>David J.</td>
<td>Post</td>
<td>Village Manager</td>
<td>P. O. Box 56</td>
<td>Hillman, MI 49746</td>
<td><a href="mailto:hillman@greatway.net">hillman@greatway.net</a></td>
<td>989-742-4751</td>
<td>YES - MF, ED</td>
</tr>
<tr>
<td>Coldwater</td>
<td>Mitch</td>
<td>Flick</td>
<td>Councilmember</td>
<td>224 Hull St</td>
<td>Coldwater, MI 49036</td>
<td><a href="mailto:mncm@cbp.com">mncm@cbp.com</a></td>
<td>517-677-0861</td>
<td>Yes - Jud, LJ</td>
</tr>
<tr>
<td>Walled Lake</td>
<td>William T.</td>
<td>Roberts</td>
<td>Mayor</td>
<td>1499 e. West Maple Ave</td>
<td>Walled Lake, MI 48304</td>
<td><a href="mailto:eroberts@walledlake.com">eroberts@walledlake.com</a></td>
<td>248-72-1299 (C)</td>
<td>YES - TI</td>
</tr>
<tr>
<td>Troy</td>
<td>Rotne E.</td>
<td>Beltranii</td>
<td>Council Member</td>
<td>6564 Parkview Dr</td>
<td>Troy, MI 49085</td>
<td><a href="mailto:rbtbeltran@widowopenwest.com">rbtbeltran@widowopenwest.com</a></td>
<td>248-828-1775</td>
<td>BM</td>
</tr>
<tr>
<td>Jackson</td>
<td>William R.</td>
<td>Roes</td>
<td>City Manager</td>
<td>161 West Michigan Ave</td>
<td>Jackson, MI 49201</td>
<td><a href="mailto:bross@cityoftacon.org">bross@cityoftacon.org</a></td>
<td>517-766-4035</td>
<td>YES - TI</td>
</tr>
<tr>
<td>Keego Harbor</td>
<td>Sidney</td>
<td>Rubin</td>
<td>Councilmember</td>
<td>PO Box 600</td>
<td>Keego Harbor, MI 49320</td>
<td><a href="mailto:sidrubin@pol.com">sidrubin@pol.com</a></td>
<td>248-613-8987</td>
<td>YES - MF, ED</td>
</tr>
<tr>
<td>Fremont</td>
<td>James M.</td>
<td>Rynberg</td>
<td>Mayor</td>
<td>101 E Main St</td>
<td>Fremont, MI 49412</td>
<td><a href="mailto:mayor@cityoffremont.net">mayor@cityoffremont.net</a></td>
<td>231-824-7099</td>
<td>YES - ED</td>
</tr>
<tr>
<td>Forest</td>
<td>Michael</td>
<td>Schildy</td>
<td>City Manager</td>
<td>301 S Leroy</td>
<td>Forest, MI 49430</td>
<td><a href="mailto:mschildy@cityoffremont.net">mschildy@cityoffremont.net</a></td>
<td>810-622-2261</td>
<td>YES - ED, LI, TI</td>
</tr>
<tr>
<td>Charlotte</td>
<td>Deb</td>
<td>Shaughnessy</td>
<td>Mayor</td>
<td>956 Chay Ave</td>
<td>Charlotte, MI 48813</td>
<td><a href="mailto:dshaughnessy@ameritech.net">dshaughnessy@ameritech.net</a></td>
<td>517-541-2004</td>
<td>NO</td>
</tr>
<tr>
<td>Wyoming</td>
<td>Carol S.</td>
<td>Sheets</td>
<td>Mayor</td>
<td>2126 Greenview Ct S</td>
<td>Wyoming, MI 49019</td>
<td><a href="mailto:csheets@ameritech.com">csheets@ameritech.com</a></td>
<td>616-533-5757</td>
<td>NO</td>
</tr>
<tr>
<td>Muskegon</td>
<td>Clara</td>
<td>Shepherd</td>
<td>City Commissioner</td>
<td>893 Terrace</td>
<td>Muskegon, MI 48442</td>
<td><a href="mailto:csherpherd@postman.org">csherpherd@postman.org</a></td>
<td>231-728-8130</td>
<td>NO</td>
</tr>
<tr>
<td>Milford</td>
<td>Arthur</td>
<td>Shuefler</td>
<td>City Commissioner</td>
<td>1100 Atlantic St</td>
<td>Milford, MI 49003</td>
<td><a href="mailto:ars@villageofmilford.org">ars@villageofmilford.org</a></td>
<td>248-684-1515</td>
<td>YES - TI, WIE</td>
</tr>
<tr>
<td>M. Morris</td>
<td>Bob</td>
<td>Stenley</td>
<td>Mayor</td>
<td>11649 N Saginaw St</td>
<td>Mt. Morris, MI 48458</td>
<td><a href="mailto:mstilley@mgc.org">mstilley@mgc.org</a></td>
<td>810-666-2160</td>
<td>YES</td>
</tr>
<tr>
<td>Auburn Hills</td>
<td>Peter</td>
<td>Stalker</td>
<td>City Manager</td>
<td>116 Lawrence Ave</td>
<td>Aubur, MI 48013</td>
<td><a href="mailto:dstark@cityofauburn.org">dstark@cityofauburn.org</a></td>
<td>517-942-8852</td>
<td>YES - ED</td>
</tr>
<tr>
<td>Sturgis</td>
<td>Karen</td>
<td>Stephens</td>
<td>Commissioner Box 52</td>
<td>2125 S Saginaw St</td>
<td>Sturgis, MI 49091</td>
<td><a href="mailto:kg@s.com">kg@s.com</a></td>
<td>269-651-6326</td>
<td>YES</td>
</tr>
<tr>
<td>North Muskegon</td>
<td>Dennis W.</td>
<td>Stegbe</td>
<td>City Manager</td>
<td>1502 Ruddman Dr</td>
<td>North Muskegon, MI 49445</td>
<td><a href="mailto:dstege@cityofnorthmuskegon.org">dstege@cityofnorthmuskegon.org</a></td>
<td>231-744-1621</td>
<td>NO</td>
</tr>
<tr>
<td>Grand Rapids</td>
<td>Gregory</td>
<td>Strickler</td>
<td>Chief Services</td>
<td>300 Monroe Ave NW</td>
<td>Grand Rapids, MI 49050</td>
<td><a href="mailto:gstrickler@grandrapids.org">gstrickler@grandrapids.org</a></td>
<td>616-456-3165</td>
<td>YES - Tech</td>
</tr>
<tr>
<td>Harbor Beach</td>
<td>Yousef</td>
<td>Thomas L.</td>
<td>City Manager</td>
<td>768 State St</td>
<td>Harbor Beach, MI 49044</td>
<td><a href="mailto:mvd@harborbeach.org">mvd@harborbeach.org</a></td>
<td>517-542-8852</td>
<td>YES - ED</td>
</tr>
<tr>
<td>Sterling Heights</td>
<td>Mark</td>
<td>Vanderpool</td>
<td>City Manager</td>
<td>14010 Merd Lane</td>
<td>Sterling Heights, MI 49311</td>
<td><a href="mailto:mvanderpool@sterlingheights.net">mvanderpool@sterlingheights.net</a></td>
<td>586-446-2319</td>
<td>Chair of the Economic Development Committee</td>
</tr>
<tr>
<td>Wyoming</td>
<td>Kent</td>
<td>Vandernoot</td>
<td>Councilmember</td>
<td>1535 2nd St SW</td>
<td>Wyoming, MI 49509</td>
<td><a href="mailto:kent@gospelcommunications.org">kent@gospelcommunications.org</a></td>
<td>616-262-6361</td>
<td>Chair of the Elections Committee</td>
</tr>
<tr>
<td>St. Joseph</td>
<td>Frank L.</td>
<td>Walsh</td>
<td>City Manager</td>
<td>700 Broad St</td>
<td>St. Joseph, MI 49065</td>
<td><a href="mailto:walex@silico.com">walex@silico.com</a></td>
<td>269-943-5541</td>
<td>NO</td>
</tr>
<tr>
<td>Tecumseh</td>
<td>Kevin</td>
<td>Welch</td>
<td>Manager</td>
<td>309 E Chicago</td>
<td>Tecumseh, MI 49286</td>
<td><a href="mailto:kwelch@tecumseh.mi.us">kwelch@tecumseh.mi.us</a></td>
<td>517-424-6655</td>
<td>YES - ED</td>
</tr>
<tr>
<td>East Jordan</td>
<td>David M.</td>
<td>White</td>
<td>City Administrator</td>
<td>PO Box 491</td>
<td>East Jordan, MI 49727</td>
<td><a href="mailto:dwwhite@eastjordan.org">dwwhite@eastjordan.org</a></td>
<td>231-636-3361</td>
<td>YES - ED</td>
</tr>
<tr>
<td>Mayville</td>
<td>James T.</td>
<td>Wickem</td>
<td>Village Manager</td>
<td>3960 Fox Street</td>
<td>Mayville, MI 49764</td>
<td><a href="mailto:jwickem@villageofmayville.org">jwickem@villageofmayville.org</a></td>
<td>989-325-0074</td>
<td>YES - PS, LI, Ed, Jud</td>
</tr>
<tr>
<td>Coldwater</td>
<td>Stewart</td>
<td>Williams</td>
<td>City Manager</td>
<td>1 Grand St</td>
<td>Coldwater, MI 49066</td>
<td><a href="mailto:smc@coldwater.org">smc@coldwater.org</a></td>
<td>517-677-0861</td>
<td>YES - Elect</td>
</tr>
<tr>
<td>Lake Isabella</td>
<td>Timothy</td>
<td>Wolff</td>
<td>Village Manager</td>
<td>1096 Queens Way</td>
<td>Lake Isabella, MI 48832</td>
<td><a href="mailto:twolf@msn.com">twolf@msn.com</a></td>
<td>989-344-8554</td>
<td>YES - LU</td>
</tr>
<tr>
<td>Grosse Pointe</td>
<td>Mark</td>
<td>Wolkenrebe</td>
<td>City Manager</td>
<td>22500 Meck Plaza Dr</td>
<td>Grosse Pointe Woods, MI 49236</td>
<td><a href="mailto:mwolkenrebe@op.com">mwolkenrebe@op.com</a></td>
<td>313-343-2450</td>
<td>YES - WIE, LI</td>
</tr>
<tr>
<td>Blissfield</td>
<td>James A.</td>
<td>Womscott</td>
<td>Village Admin</td>
<td>PO Box 129</td>
<td>Blissfield, MI 49236</td>
<td><a href="mailto:admin@blissfieldmichigan.org">admin@blissfieldmichigan.org</a></td>
<td>517-486-4347</td>
<td>YES - MF, ED</td>
</tr>
<tr>
<td>Ann Arbor</td>
<td>Wendy Ann</td>
<td>Woods</td>
<td>Councilmember</td>
<td>3034 Liberty Heights</td>
<td>Ann Arbor, MI 48103</td>
<td><a href="mailto:awwoods@att.net">awwoods@att.net</a></td>
<td>734-663-7092</td>
<td>NO</td>
</tr>
<tr>
<td>Southgate</td>
<td>Norma J.</td>
<td>Wurmlingar</td>
<td>City Manager</td>
<td>14040 Dix Dr</td>
<td>Southgate, MI 49155</td>
<td><a href="mailto:nwwurmlingar@att.net">nwwurmlingar@att.net</a></td>
<td>734-256-3022</td>
<td>NO</td>
</tr>
<tr>
<td>Rochester Hills</td>
<td>Ravi</td>
<td>Yalamanchi</td>
<td>Village Manager</td>
<td>1000 Rochester Hills Dr</td>
<td>Rochester Hills, MI 48090</td>
<td><a href="mailto:ryalamanchiri@rochestershills.org">ryalamanchiri@rochestershills.org</a></td>
<td>246-396-4358</td>
<td>YES - MF, Tech, Ed, LS</td>
</tr>
<tr>
<td>Benton Harbor</td>
<td>Glen</td>
<td>Yarbrough</td>
<td>Commissioner</td>
<td>606 8th St Apt 504</td>
<td>Benton Harbor, MI 49023</td>
<td><a href="mailto:Gryarbrough@bentonharbor.com">Gryarbrough@bentonharbor.com</a></td>
<td>268-757-2725</td>
<td>YES - PS, WIE</td>
</tr>
<tr>
<td>Community</td>
<td>First Name</td>
<td>Last Name</td>
<td>Position</td>
<td>Address</td>
<td>City/State/Zip</td>
<td>Email</td>
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<tr>
<td>Richmond</td>
<td>Jeff</td>
<td>Yaroch</td>
<td>Councilor</td>
<td>68225 Main St, PO Box</td>
<td>Richmond, MI 48062</td>
<td><a href="mailto:jeff_yaroch@yahoo.com">jeff_yaroch@yahoo.com</a></td>
<td>586-727-8141</td>
<td>Yes - PS</td>
</tr>
<tr>
<td>Quincy</td>
<td>Eric</td>
<td>Zuzga</td>
<td>Village Manager</td>
<td>47 Cole Street</td>
<td>Quincy, MI 49032</td>
<td><a href="mailto:Eric_Zuzga@quincy-mi.org">Eric_Zuzga@quincy-mi.org</a></td>
<td>517-630-9065 X11</td>
<td>Yes - ED</td>
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## Economic Development

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<th>Community</th>
<th>First Name</th>
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<tr>
<td>Farmington Hills</td>
<td>Teri</td>
<td>Arbenowakesy</td>
<td>Asst. City Manager</td>
<td>31555 Eleven Mile</td>
<td>Farmington Hills, MI 48336</td>
<td><a href="mailto:tarbenowakesy@fhgov.com">tarbenowakesy@fhgov.com</a></td>
<td>248-871-2500</td>
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<tr>
<td>Berkley</td>
<td>Jane</td>
<td>Bals-DiSessa</td>
<td>City Manager</td>
<td>3338 Coolidge</td>
<td>Berkley, MI 48072</td>
<td><a href="mailto:j.bals-disessa@berkleymich.net">j.bals-disessa@berkleymich.net</a></td>
<td>248-548-2470</td>
</tr>
<tr>
<td>Rochester Hills</td>
<td>Bryan</td>
<td>Barnett</td>
<td>Mayor</td>
<td>10000 Rochester Hills Dr.</td>
<td>Rochester Hills, MI 48309</td>
<td><a href="mailto:Barnett@rochesterrhills.org">Barnett@rochesterrhills.org</a></td>
<td>248-656-4664</td>
</tr>
<tr>
<td>Imlay City</td>
<td>Brad</td>
<td>Barrett</td>
<td>DDA Director</td>
<td>150 N Main St</td>
<td>Imlay City, MI 48444</td>
<td><a href="mailto:barrett@imlaycity.org">barrett@imlaycity.org</a></td>
<td>810-734-2135</td>
</tr>
<tr>
<td>Lathrup Village</td>
<td>Frank M.</td>
<td>Brock</td>
<td>Mayor</td>
<td>27400 Southfield Rd</td>
<td>Lathrup Village, MI 49076</td>
<td><a href="mailto:mbrock@hotmail.com">mbrock@hotmail.com</a></td>
<td>248-557-2800</td>
</tr>
<tr>
<td>Durand</td>
<td>Timothy J.</td>
<td>Doyle</td>
<td>Councilmember</td>
<td>420 W. Main St</td>
<td>Durand, MI 46429</td>
<td><a href="mailto:duranddoyle@aol.com">duranddoyle@aol.com</a></td>
<td>989-288-2032</td>
</tr>
<tr>
<td>New Baltimore</td>
<td>Thomas A.</td>
<td>Goldenbogen</td>
<td>Mayor</td>
<td>38535 Gran St</td>
<td>New Baltimore, MI 48047</td>
<td><a href="mailto:mayor@cityofnewbaltimore.org">mayor@cityofnewbaltimore.org</a></td>
<td>586-725-2151</td>
</tr>
<tr>
<td>Dearborn</td>
<td>Steve</td>
<td>Guile</td>
<td>Deputy Director,</td>
<td>13615 Michigan Ave</td>
<td>Dearborn, MI 48126</td>
<td><a href="mailto:soule@ci.dearborn.mi.us">soule@ci.dearborn.mi.us</a></td>
<td>313-943-2999</td>
</tr>
<tr>
<td>St Louis - Mt.</td>
<td>Phillip</td>
<td>Heisler</td>
<td>DDA/EC Dev - Exec</td>
<td>108 West Saginaw St</td>
<td>St. Louis, MI 48880</td>
<td><a href="mailto:sibusdka@ci.stlouis.mi.us">sibusdka@ci.stlouis.mi.us</a></td>
<td>989-681-3017</td>
</tr>
<tr>
<td>Downtown Assoc.</td>
<td></td>
<td></td>
<td>Director</td>
<td></td>
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<tr>
<td>Mackinaw City</td>
<td>Robert R.</td>
<td>Heilman</td>
<td>President</td>
<td>800 Box 580</td>
<td>Mackinaw City, MI 49071</td>
<td><a href="mailto:heilman@freeway.net">heilman@freeway.net</a></td>
<td>231-436-5351</td>
</tr>
<tr>
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<tr>
<td>Royal Oak</td>
<td>Thomas R.</td>
<td>Hoover</td>
<td>City Manager</td>
<td>211 Williams St, PO Box 64</td>
<td>Royal Oak, MI 48068</td>
<td><a href="mailto:tohm@ci.royal-ak.mi.us">tohm@ci.royal-ak.mi.us</a></td>
<td>248-246-3200</td>
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<tr>
<td>Kalamazoo</td>
<td>Jerome R.</td>
<td>Kisscomi</td>
<td>Economic Development</td>
<td>241 W South St</td>
<td>Kalamazoo, MI 49007</td>
<td><a href="mailto:kisscomi@kalamazoo.org">kisscomi@kalamazoo.org</a></td>
<td>269-337-8041</td>
</tr>
<tr>
<td>Zelandia</td>
<td>Tim</td>
<td>Krunder</td>
<td>City Manager</td>
<td>21 South Elm St</td>
<td>Zeeland, MI 49464</td>
<td><a href="mailto:citymgr@ci.zelandia.mi.us">citymgr@ci.zelandia.mi.us</a></td>
<td>616-772-6400</td>
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<tr>
<td>Kentwood</td>
<td>Frank</td>
<td>Rasha</td>
<td>Commissioner</td>
<td>4900 Breton Ave SE, PO Box 8486</td>
<td>Kentwood, MI 49518</td>
<td><a href="mailto:frankrasha@abcglobal.net">frankrasha@abcglobal.net</a></td>
<td>616-443-4117</td>
</tr>
<tr>
<td>Fenton</td>
<td>Michael</td>
<td>Sanyko</td>
<td>City Manager</td>
<td>301 S Leroy</td>
<td>Fenton, MI 48430</td>
<td><a href="mailto:msanyko@ci.cityoffenton.org">msanyko@ci.cityoffenton.org</a></td>
<td>810-629-2265</td>
</tr>
<tr>
<td></td>
<td>Kirk</td>
<td>Valentine</td>
<td>Commissioner</td>
<td>989 A W Maumee St</td>
<td>Adrian, MI 49221</td>
<td><a href="mailto:kirkvalentine@ci.aznet">kirkvalentine@ci.aznet</a></td>
<td>517-263-2936</td>
</tr>
<tr>
<td>Sterling Heights</td>
<td>Mark</td>
<td>Vanderpool</td>
<td>City Manager</td>
<td>14010 Merci Lane</td>
<td>Sterling Heights, MI 48320</td>
<td>m.vanderpool@sterling heights.net</td>
<td>586-446-2319</td>
</tr>
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<tr>
<td>Garden City</td>
<td>Paul</td>
<td>Zelenak</td>
<td>Community Development</td>
<td>6000 Middletown Rd</td>
<td>Garden City, MI 48135</td>
<td><a href="mailto:paul@gardencitymi.org">paul@gardencitymi.org</a></td>
<td>734-763-1800</td>
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<tr>
<td>Quincy</td>
<td>Eric</td>
<td>Zuzga</td>
<td>Village Manager</td>
<td>47 Cole Street</td>
<td>Quincy, MI 49062</td>
<td><a href="mailto:Eric.Zuzga@quincy.mi.org">Eric.Zuzga@quincy.mi.org</a></td>
<td>517-839-9065 X11</td>
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<tr>
<td>Sturgis</td>
<td>Karen</td>
<td>Stephens</td>
<td>Commissioner</td>
<td>200 North St, 2K</td>
<td>Sturgis, MI 49091</td>
<td><a href="mailto:kstephens@msn.com">kstephens@msn.com</a></td>
<td>269-851-8328</td>
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## Elections

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<tr>
<th>Community</th>
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<tbody>
<tr>
<td>Troy</td>
<td>Torri L.</td>
<td>Bartholomew</td>
<td>City Clerk</td>
<td>500 W. Big Beaver Rd</td>
<td>Troy, MI 48084</td>
<td><a href="mailto:torri.bartholomew@ci.troy.mi.us">torri.bartholomew@ci.troy.mi.us</a></td>
<td>248-824-3316</td>
</tr>
<tr>
<td>Vice Chair</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Farmington Hills</td>
<td>Kathryn</td>
<td>Dorman</td>
<td>City Clerk</td>
<td>31555 11 Mile Rd</td>
<td>Farmington Hills, MI 48336</td>
<td><a href="mailto:kdorman@fhgov.com">kdorman@fhgov.com</a></td>
<td>248-871-2422</td>
</tr>
<tr>
<td>Mt. Morris</td>
<td>Dennis</td>
<td>Heidenfeldt</td>
<td>Councilmember</td>
<td>1014 Howard St</td>
<td>Mt Morris, MI 48458</td>
<td><a href="mailto:dheidenfeldt@aol.com">dheidenfeldt@aol.com</a></td>
<td>810-813-6960</td>
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MC? = Requested Multiple Committees
Leg Gov? = Requested Legislative Governance Committee
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<td><strong>Pentwater</strong></td>
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<td><strong>East Lansing</strong></td>
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<tr>
<td><strong>Port Huron</strong></td>
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<td><strong>Durand</strong></td>
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<td><strong>Capac</strong></td>
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<td><strong>Chair</strong></td>
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<tr>
<td><strong>Ypsilanti</strong></td>
<td>Guy</td>
<td>Conti</td>
<td>Associate Attorney</td>
<td>105 Pearl St</td>
<td>Ypsilanti, MI 48197</td>
<td><a href="mailto:gcconti@burlawfirm.com">gcconti@burlawfirm.com</a></td>
<td>734-483-9642</td>
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<tr>
<td><strong>South Lyon</strong></td>
<td>Ray</td>
<td>Dryer</td>
<td>Mayor Pro-Tem</td>
<td>1375 Cartwright Lane</td>
<td>South Lyon, MI 48178</td>
<td><a href="mailto:raynigan_68@yahoo.com">raynigan_68@yahoo.com</a></td>
<td>248-756-3142</td>
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<tr>
<td><strong>Chair</strong></td>
<td>David</td>
<td>Harvey</td>
<td>City Manager</td>
<td>6000 Middlebelt Rd</td>
<td>Garden City, MI 48135</td>
<td><a href="mailto:daveh@gardencitymi.org">daveh@gardencitymi.org</a></td>
<td>734-783-1565</td>
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<tr>
<td><strong>Port Huron</strong></td>
<td>John</td>
<td>Livesay</td>
<td>City Attorney</td>
<td>100 McMorran Blvd</td>
<td>Port Huron, MI 48060</td>
<td><a href="mailto:livesay@porthuron.org">livesay@porthuron.org</a></td>
<td>810-984-9748</td>
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<tr>
<td><strong>Mount Clemens</strong></td>
<td>Bonnie M</td>
<td>McNerney</td>
<td>Assistant City Attorney</td>
<td>65 SB Greathot</td>
<td>Mount Clemens, MI 48043</td>
<td><a href="mailto:bmcinerney@mvnlaw.com">bmcinerney@mvnlaw.com</a></td>
<td>517-469-8660</td>
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<tr>
<td><strong>Coldwater</strong></td>
<td>Mitch</td>
<td>Rice</td>
<td>Councilmember</td>
<td>234 Hull St</td>
<td>Coldwater, MI 49036</td>
<td><a href="mailto:lrice@rb.com">lrice@rb.com</a></td>
<td>517-817-0681</td>
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<tr>
<td><strong>Lathrup Village</strong></td>
<td>Maria</td>
<td>Mannarino</td>
<td>Councilmember Corporation</td>
<td>28604 Sunset W.</td>
<td>Lathrup Village, MI 48075</td>
<td><a href="mailto:mmannarino@comcast.net">mmannarino@comcast.net</a></td>
<td>248-569-2957</td>
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<tr>
<td><strong>Dearborn</strong></td>
<td>Debra A</td>
<td>Walling</td>
<td>Counsel</td>
<td>13161 Michigan Ave</td>
<td>Dearborn, MI 48126</td>
<td><a href="mailto:dwalling@cl.dearborn.mi.us">dwalling@cl.dearborn.mi.us</a></td>
<td>313-914-2035</td>
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<tr>
<td><strong>Mayville</strong></td>
<td>James T</td>
<td>Wickman, III</td>
<td>Village Manager</td>
<td>5950 Fox Street</td>
<td>Mayville, MI 48744</td>
<td><a href="mailto:twickman@villageofmayville.org">twickman@villageofmayville.org</a></td>
<td>989-325-0748</td>
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<tr>
<td><strong>Law, Weathers</strong></td>
<td>Jessica L</td>
<td>Wood</td>
<td>Attorney</td>
<td>333 Bridge St NW, Suite 800</td>
<td>Grand Rapids, MI 49504</td>
<td><a href="mailto:losalawood@fwr.com">losalawood@fwr.com</a></td>
<td>616-732-1757</td>
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<tr>
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<th>Position</th>
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<tr>
<td><strong>Rockwood</strong></td>
<td>William</td>
<td>Beach</td>
<td>City Attorney</td>
<td>150 W Jefferson</td>
<td>Detroit, MI 48226</td>
<td><a href="mailto:beach@millicanfield.com">beach@millicanfield.com</a></td>
<td>313-406-7617</td>
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</tr>
<tr>
<td><strong>Southfield</strong></td>
<td>John E</td>
<td>Beras</td>
<td>City Attorney</td>
<td>26000 Evergreen Rd</td>
<td>Southfield, MI 48076</td>
<td><a href="mailto:jberas@cityofsouthfield.com">jberas@cityofsouthfield.com</a></td>
<td>248-796-5790</td>
<td></td>
</tr>
<tr>
<td><strong>Ace Chair</strong></td>
<td>Lori</td>
<td>Grigg</td>
<td>City Attorney</td>
<td>600 W Big Beaver Rd</td>
<td>Troy, MI 48084</td>
<td><a href="mailto:bluhm@ci.troy.mi.us">bluhm@ci.troy.mi.us</a></td>
<td>248-524-3323</td>
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<tr>
<td><strong>Roosevelt Park</strong></td>
<td>W. David</td>
<td>Boehm</td>
<td>City Manager</td>
<td>900 Oak Ridge Road</td>
<td>Roosevelt Park, MI 49441</td>
<td><a href="mailto:manager@rooseveltpark.org">manager@rooseveltpark.org</a></td>
<td>231-755-3721 x105</td>
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</tr>
<tr>
<td><strong>Grandville</strong></td>
<td>James R</td>
<td>Buck</td>
<td>Mayor</td>
<td>3195 Wilson Ave</td>
<td>Grandville, MI 49418</td>
<td><a href="mailto:mayor@cityofgrandville.com">mayor@cityofgrandville.com</a></td>
<td>616-530-4982</td>
<td></td>
</tr>
<tr>
<td><strong>Rockwood</strong></td>
<td>Gary</td>
<td>Carey, AIOCP</td>
<td>City Administrator</td>
<td>32049 Fort St</td>
<td>Rockwood, MI 48173</td>
<td><a href="mailto:twadlin@comcast.net">twadlin@comcast.net</a></td>
<td>734-379-9406</td>
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<tr>
<td><strong>Chelsea</strong></td>
<td>James L</td>
<td>Drolett</td>
<td>Planning &amp; Zoning Administrator</td>
<td>305 S Main St, Suite 100</td>
<td>Chelsea, MI 48118</td>
<td><a href="mailto:drolett@city-chelsea.org">drolett@city-chelsea.org</a></td>
<td>734-475-1686</td>
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**MC?** = Requested Multiple Committees  
**Leg Gov?** = Requested Legislative Governance Committees
## Issue Committees

<table>
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<tr>
<th>Community</th>
<th>First Name</th>
<th>Last Name</th>
<th>Position</th>
<th>Address</th>
<th>City/State/Zip</th>
<th>Email</th>
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<tbody>
<tr>
<td>Livonia</td>
<td>Michael</td>
<td>Fisher</td>
<td>Assist. City Attorney</td>
<td>33000 Civic Center Dr</td>
<td>Livonia, MI 48154</td>
<td><a href="mailto:mfisher@ci.livonia.mi.us">mfisher@ci.livonia.mi.us</a></td>
<td>734-466-2520</td>
</tr>
<tr>
<td>Manistee</td>
<td>Cynda</td>
<td>Fuller</td>
<td>Mayor</td>
<td>18 Cottage Lane</td>
<td>Manistee, MI 49660</td>
<td><a href="mailto:cfuller@harbor-village.com">cfuller@harbor-village.com</a></td>
<td>231-723-0070</td>
</tr>
<tr>
<td>Big Rapids</td>
<td>Terry</td>
<td>Harper</td>
<td>Commissioner</td>
<td>226 N Michigan Ave</td>
<td>Big Rapids, MI 49307</td>
<td><a href="mailto:harper@terra.edu">harper@terra.edu</a></td>
<td>231-561-2279</td>
</tr>
<tr>
<td>Au Gres</td>
<td>Patricia</td>
<td>Killingbnck</td>
<td>City Manager</td>
<td>124 E. Huron Rd, PO Box 121</td>
<td>Au Gres, MI 48703</td>
<td><a href="mailto:cityoftwpres@centurytel.net">cityoftwpres@centurytel.net</a></td>
<td>989-876-8811</td>
</tr>
<tr>
<td>De Witt</td>
<td>James</td>
<td>Lancaster</td>
<td>Councilmember</td>
<td>414 East Main St</td>
<td>De Witt, MI 48620</td>
<td><a href="mailto:lancaster@millercanfield.com">lancaster@millercanfield.com</a></td>
<td>517-483-4605</td>
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<tr>
<td>Eaton Rapids</td>
<td>Bill</td>
<td>LeFevere</td>
<td>City Manager</td>
<td>200 S. Main St</td>
<td>Eaton Rapids, MI 48827</td>
<td><a href="mailto:blsfevere@ci.eaton-rapids.mi.us">blsfevere@ci.eaton-rapids.mi.us</a></td>
<td>517-663-8118</td>
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<tr>
<td>Chair</td>
<td>David</td>
<td>Lossing</td>
<td>Mayor</td>
<td>211 Hickory</td>
<td>Linden, MI 48451</td>
<td><a href="mailto:dlossing@lindenmi.us">dlossing@lindenmi.us</a></td>
<td>989-288-3113</td>
</tr>
<tr>
<td>Mt. Pleasant</td>
<td>James</td>
<td>Moreno</td>
<td>City Commissioner</td>
<td>1015 Andre St</td>
<td>Mt Pleasant, MI 48868</td>
<td><a href="mailto:gentigo@power-net.net">gentigo@power-net.net</a></td>
<td>989-773-5797</td>
</tr>
<tr>
<td>Ann Arbor</td>
<td>Evan</td>
<td>Pratt</td>
<td>Planning Commission Chair</td>
<td>1626 Harbel Dr</td>
<td>Ann Arbor, MI 48105</td>
<td><a href="mailto:evan.pratt@ohm-eng.com">evan.pratt@ohm-eng.com</a></td>
<td>734-679-6283</td>
</tr>
<tr>
<td>Lake Orion</td>
<td>JoAnn</td>
<td>VanTassel</td>
<td>Village Manager</td>
<td>37 E Flint St</td>
<td>Lake Orion, MI 48362</td>
<td><a href="mailto:vantassel@lakeorion.org">vantassel@lakeorion.org</a></td>
<td>248-693-8391 x 101</td>
</tr>
<tr>
<td>Lake Isabella</td>
<td>Timothy</td>
<td>Wolff</td>
<td>Village Manager</td>
<td>1096 Queens Way</td>
<td>Lake Isabella, MI 48893</td>
<td><a href="mailto:twolff@gmail.com">twolff@gmail.com</a></td>
<td>989-844-8654</td>
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## Municipal Finance

<table>
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<tr>
<th>Community</th>
<th>First Name</th>
<th>Last Name</th>
<th>Position</th>
<th>Address</th>
<th>City/State/Zip</th>
<th>Email</th>
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<tr>
<td>Huntington Woods</td>
<td>Alex R.</td>
<td>Allie</td>
<td>City Manager</td>
<td>26615 Scotia Ave</td>
<td>Huntington Woods, MI 48077</td>
<td><a href="mailto:aallie@ci.huntington-woods.mi.us">aallie@ci.huntington-woods.mi.us</a></td>
<td>248-541-4300</td>
</tr>
<tr>
<td>Ypsilanti</td>
<td>Robert</td>
<td>Bruner</td>
<td>Assist City Manager</td>
<td>1 S. Huron St</td>
<td>Ypsilanti, MI 48197</td>
<td><a href="mailto:tbruner@ferndale-mi.us">tbruner@ferndale-mi.us</a></td>
<td>734-483-7290</td>
</tr>
<tr>
<td>Boyne City</td>
<td>Michael</td>
<td>Cain</td>
<td>City Manager</td>
<td>852 Deer Run Drive</td>
<td>Boyne City, MI 49712</td>
<td><a href="mailto:mcain@boynecity.com">mcain@boynecity.com</a></td>
<td>231-582-0377</td>
</tr>
<tr>
<td>Howell</td>
<td>Shea</td>
<td>Charles</td>
<td>City Manager</td>
<td>611 E. Grand River</td>
<td>Howell, MI 48843</td>
<td><a href="mailto:shecharles@ci.howell.mi.us">shecharles@ci.howell.mi.us</a></td>
<td>517-46-3502</td>
</tr>
<tr>
<td>Marysville</td>
<td>Daniel</td>
<td>Cross</td>
<td>Community Dev</td>
<td>1111 Delaware Ave</td>
<td>Marysville, MI 48040</td>
<td><a href="mailto:dcross@ci.marysville.mi.us">dcross@ci.marysville.mi.us</a></td>
<td>810-364-6613</td>
</tr>
<tr>
<td>Hamtramck</td>
<td>Donald D.</td>
<td>Crawford</td>
<td>City Manager</td>
<td>3401 Eaville St</td>
<td>Hamtramck, MI 48212</td>
<td><a href="mailto:dcrawford@hamtramckcity.com">dcrawford@hamtramckcity.com</a></td>
<td>313-870-0349</td>
</tr>
<tr>
<td>Woodhaven</td>
<td>David W.</td>
<td>Fletan</td>
<td>City Administrator</td>
<td>21069 West Rd</td>
<td>Woodhaven, MI 48183</td>
<td><a href="mailto:cadmin@woodhaven.org">cadmin@woodhaven.org</a></td>
<td>734-675-4632</td>
</tr>
<tr>
<td>Clawson</td>
<td>Richard</td>
<td>Haberman</td>
<td>City Manager</td>
<td>425 N. main St</td>
<td>Clawson, MI 48017</td>
<td><a href="mailto:rhaberman@ci.clawson.mi.us">rhaberman@ci.clawson.mi.us</a></td>
<td>248-435-4800 x110</td>
</tr>
<tr>
<td>Albion</td>
<td>Michael S.</td>
<td>Herman</td>
<td>City Manager</td>
<td>112 W. Cass St</td>
<td>Albion, MI 49224</td>
<td><a href="mailto:mherman@ci.albion.mi.us">mherman@ci.albion.mi.us</a></td>
<td>517-629-7172</td>
</tr>
<tr>
<td>Vice Chair</td>
<td>Barbara</td>
<td>Holt</td>
<td>Mayor Pro Tem</td>
<td>4243 Remembrance Rd NW</td>
<td>Walker, MI 49534</td>
<td><a href="mailto:emholt@acoi.com">emholt@acoi.com</a></td>
<td>616-764-5327 or 616-834-0916 (C)</td>
</tr>
<tr>
<td>Standish</td>
<td>Toni</td>
<td>Kelly</td>
<td>City Manager</td>
<td>PO Box 726</td>
<td>Standish, MI 48658</td>
<td><a href="mailto:tckelly@ci.standish.com">tckelly@ci.standish.com</a></td>
<td>810-846-9588</td>
</tr>
<tr>
<td>Detroit</td>
<td>Kwame</td>
<td>Kipperick</td>
<td>Mayor</td>
<td>2 Woodward, St 1126</td>
<td>Detroit, MI 48226</td>
<td><a href="mailto:mcipperick@mayor.ci.detroit.mi.us">mcipperick@mayor.ci.detroit.mi.us</a></td>
<td>313-626-2824</td>
</tr>
<tr>
<td>Hamtramck</td>
<td>Scott</td>
<td>Klein</td>
<td>Councilmember</td>
<td>2408 Carpenter</td>
<td>Hamtramck, MI 48212</td>
<td><a href="mailto:kleinscott@yahoo.com">kleinscott@yahoo.com</a></td>
<td>313-876-7700</td>
</tr>
<tr>
<td>Ovid</td>
<td>Bill</td>
<td>Lasheer</td>
<td>President</td>
<td>114 E Front St</td>
<td>Ovid, MI 48866</td>
<td><a href="mailto:ovidadmin@mutualdata.com">ovidadmin@mutualdata.com</a></td>
<td>989-834-5550 or 989-866-4754</td>
</tr>
<tr>
<td>Livonia</td>
<td>Joe</td>
<td>Laura</td>
<td>Councilman</td>
<td>55030 Curtis</td>
<td>Livonia, MI 48152</td>
<td><a href="mailto:ilaura@ci.livonia.mi.us">ilaura@ci.livonia.mi.us</a></td>
<td>248-870-9139</td>
</tr>
<tr>
<td>Southfield</td>
<td>Irv M.</td>
<td>Lowenberg</td>
<td>Treasurer</td>
<td>26000 Evergreen Rd</td>
<td>Southfield, MI 48076</td>
<td><a href="mailto:ilowenberg@ci.southfield.com">ilowenberg@ci.southfield.com</a></td>
<td>248-796-5210</td>
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MC? = Requested Multiple Committees
Leg Gov? = Requested Legislative Governance Committee
## Issue Committees

<table>
<thead>
<tr>
<th>Community</th>
<th>First Name</th>
<th>Last Name</th>
<th>Position</th>
<th>Address</th>
<th>City/State/Zip</th>
<th>Email</th>
<th>Phone</th>
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</thead>
<tbody>
<tr>
<td>Hillman</td>
<td>David J.</td>
<td>Post</td>
<td>Village Manager</td>
<td>P.O. Box 96</td>
<td>Hillman, MI 49746</td>
<td><a href="mailto:hillman@free.net">hillman@free.net</a></td>
<td>989-742-4751</td>
</tr>
<tr>
<td>Kentwood</td>
<td>Frank</td>
<td>Raha</td>
<td>Commissioner</td>
<td>4900 Breton Ave SE, PO Box 8848</td>
<td>Kentwood, MI 49518</td>
<td><a href="mailto:frankraha@sbcglobal.net">frankraha@sbcglobal.net</a></td>
<td>616-443-4117</td>
</tr>
<tr>
<td>Saline</td>
<td>Larry</td>
<td>Stoever</td>
<td>City Manager</td>
<td>100 N. Harris</td>
<td>Salina, MI 48178</td>
<td><a href="mailto:lstoever@ci.saline.mi.us">lstoever@ci.saline.mi.us</a></td>
<td>734-429-3148</td>
</tr>
<tr>
<td>Blissfield</td>
<td>James A.</td>
<td>Wonacott</td>
<td>Village Admin</td>
<td>PO Box 120</td>
<td>Blissfield, MI 49228</td>
<td><a href="mailto:administrator@blissfieldmichigan.gov">administrator@blissfieldmichigan.gov</a></td>
<td>517-486-4347</td>
</tr>
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## Public Safety

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<tr>
<th>Community</th>
<th>First Name</th>
<th>Last Name</th>
<th>Position</th>
<th>Address</th>
<th>City/State/Zip</th>
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<th>Phone</th>
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</thead>
<tbody>
<tr>
<td>Chair</td>
<td>Davison</td>
<td>Pete</td>
<td>City Manager</td>
<td>200 E Flint St</td>
<td>Davison, MI 48423</td>
<td><a href="mailto:pdaugst@cityofdavison.org">pdaugst@cityofdavison.org</a></td>
<td>517-653-2191</td>
</tr>
<tr>
<td>Howell</td>
<td>George</td>
<td>Basar</td>
<td>Chief of Police</td>
<td>611 E. Grand River</td>
<td>Howell, MI 48843</td>
<td><a href="mailto:gbasar@ci.howell.mi.us">gbasar@ci.howell.mi.us</a></td>
<td>517-540-6702</td>
</tr>
<tr>
<td>Hastings</td>
<td>Don</td>
<td>Bowers</td>
<td>Council Member</td>
<td>219 Shriver</td>
<td>Hastings, MI 49056</td>
<td><a href="mailto:fraw@ispcaever.com">fraw@ispcaever.com</a></td>
<td>269-945-9687</td>
</tr>
<tr>
<td>Roosevelt Park</td>
<td>Edward C.</td>
<td>Breitenbach</td>
<td>City Council Member</td>
<td>900 Oak Ridge Road</td>
<td>Muskegon, MI 49441</td>
<td><a href="mailto:edward.c.breitenbach@wmich.edu">edward.c.breitenbach@wmich.edu</a></td>
<td>231-759-7119</td>
</tr>
<tr>
<td>Gladwin</td>
<td>John</td>
<td>Cafrey</td>
<td>Council Member</td>
<td>100 W. Cedar Ave</td>
<td>Gladwin, MI 48624</td>
<td><a href="mailto:cafrey29@hotmail.com">cafrey29@hotmail.com</a></td>
<td>989-426-1626</td>
</tr>
<tr>
<td>Vice Chair</td>
<td>Sturgis</td>
<td>Todd J.</td>
<td>Assistant City Manager</td>
<td>130 N. Nottawa</td>
<td>Sturgis, MI 49091</td>
<td><a href="mailto:tcampbell@ci.sturgis.mi.us">tcampbell@ci.sturgis.mi.us</a></td>
<td>269-659-7234</td>
</tr>
<tr>
<td>Monroe</td>
<td>Linda J.</td>
<td>Compora</td>
<td>City Council</td>
<td>411 Bentley Dr.</td>
<td>Monroe, MI 48182</td>
<td><a href="mailto:loisismom@yahoo.com">loisismom@yahoo.com</a></td>
<td>734-241-6203</td>
</tr>
<tr>
<td>Allegan</td>
<td>Rick</td>
<td>Day</td>
<td>Mayor</td>
<td>112 Locust St</td>
<td>Allegan, MI 49010</td>
<td><a href="mailto:rday@citizen.michigan.gov">rday@citizen.michigan.gov</a> or</td>
<td>209-673-6697</td>
</tr>
<tr>
<td>Lincoln Park</td>
<td>Steven M.</td>
<td>Duchane</td>
<td>City Manager</td>
<td>1355 Southfield</td>
<td>Lincoln Park, MI 48146</td>
<td><a href="mailto:sduchane@cityoflpc.org">sduchane@cityoflpc.org</a></td>
<td>269-544-4453</td>
</tr>
<tr>
<td>Bay City</td>
<td>James F.</td>
<td>Flannery</td>
<td>Commissioner</td>
<td>PO Box 592</td>
<td>Bay City, MI 48708</td>
<td><a href="mailto:usamobil@ymail.com">usamobil@ymail.com</a></td>
<td>989-284-2374</td>
</tr>
<tr>
<td>Sterling Heights</td>
<td>Deanna</td>
<td>Koski</td>
<td>Mayor Pro Tem</td>
<td>40555 Ulica Road</td>
<td>Sterling Heights, MI 48313</td>
<td><a href="mailto:dkoski@sterling-heights.net">dkoski@sterling-heights.net</a></td>
<td>586-566-2388</td>
</tr>
<tr>
<td>Lansing</td>
<td>Jim</td>
<td>Kraus</td>
<td>Lieutenant Lansing Police Dept.</td>
<td>3400 S Cedar St</td>
<td>Lansing, MI 48910</td>
<td><a href="mailto:ikraus@ci.lansing.mi.us">ikraus@ci.lansing.mi.us</a></td>
<td>517-272-7667</td>
</tr>
<tr>
<td>Ypsilanti</td>
<td>Bill</td>
<td>Nickels</td>
<td>City Council</td>
<td>311 N. Wallace</td>
<td>Ypsilanti, MI 48197</td>
<td><a href="mailto:bnickels@atl.com">bnickels@atl.com</a></td>
<td>734-483-3896</td>
</tr>
<tr>
<td>Rogers City</td>
<td>Gary A.</td>
<td>Nowak</td>
<td>Council Member</td>
<td>322 E. Ontario</td>
<td>Rogers City, MI 49779</td>
<td><a href="mailto:gnowak@ix.net">gnowak@ix.net</a></td>
<td>669-734-3404</td>
</tr>
<tr>
<td>Paw Paw</td>
<td>Steven D.</td>
<td>Richardson</td>
<td>Council Member</td>
<td>111 E. Michigan Ave P.O. E.</td>
<td>Paw Paw, MI 49079</td>
<td><a href="mailto:srichardson@big-bci.com">srichardson@big-bci.com</a></td>
<td>269-657-4233</td>
</tr>
<tr>
<td>Pinckney</td>
<td>Barry M.</td>
<td>White</td>
<td>Trustee</td>
<td>415 Pond</td>
<td>Pinckney, MI 48169</td>
<td><a href="mailto:white415@sbcglobal.net">white415@sbcglobal.net</a></td>
<td>517-231-1950</td>
</tr>
<tr>
<td>Benton Harbor</td>
<td>Glen</td>
<td>Yarbrough</td>
<td>Commissioner</td>
<td>665 8th St Apt 504</td>
<td>Benton Harbor, MI 49023</td>
<td><a href="mailto:byarbrough@comcast.net">byarbrough@comcast.net</a></td>
<td>269-757-2725</td>
</tr>
<tr>
<td>Richmond</td>
<td>Jeff</td>
<td>Yarech</td>
<td>Councilor</td>
<td>98225 Main St, PO Box 457</td>
<td>Richmond, MI 48062</td>
<td><a href="mailto:jeff_yarech@yahoo.com">jeff_yarech@yahoo.com</a></td>
<td>586-727-8141</td>
</tr>
<tr>
<td>Wixon</td>
<td>Richard</td>
<td>Ziegler</td>
<td>Council Member</td>
<td>1477 Forest Bay Ct</td>
<td>Wixon, MI 48393</td>
<td><a href="mailto:rziegler1969@yahoo.com">rziegler1969@yahoo.com</a></td>
<td>248-624-7420</td>
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## Technology & Lights of Way

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<thead>
<tr>
<th>Community</th>
<th>First Name</th>
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<th>Position</th>
<th>Address</th>
<th>City/State/Zip</th>
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<th>Phone</th>
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</thead>
<tbody>
<tr>
<td>Norway</td>
<td>Ray D.</td>
<td>Anderson</td>
<td>City Manager</td>
<td>915 Maple St</td>
<td>Norway, MI 48870</td>
<td><a href="mailto:citymanager@norwaymi.com">citymanager@norwaymi.com</a></td>
<td>906-563-7502</td>
</tr>
<tr>
<td>Ann Arbor</td>
<td>Tom</td>
<td>Crawford</td>
<td>CFO</td>
<td>100 N. Film Ave, PO Box 8847</td>
<td>Ann Arbor, MI 48107</td>
<td><a href="mailto:tcrawford@ad.gov.org">tcrawford@ad.gov.org</a></td>
<td>734-994-2909</td>
</tr>
<tr>
<td>Bay City</td>
<td>John F.</td>
<td>Davidson</td>
<td>Commissioner</td>
<td>1218 Marsas St</td>
<td>Bay City, MI 48708</td>
<td><a href="mailto:davidson@baycitymi.com">davidson@baycitymi.com</a></td>
<td>989-225-4958</td>
</tr>
<tr>
<td>Southfield</td>
<td>Donald F.</td>
<td>Fracassi</td>
<td>Councilman</td>
<td>28895 Monterey</td>
<td>Southfield, MI 48076</td>
<td><a href="mailto:mayor1.don@comcast.net">mayor1.don@comcast.net</a></td>
<td>248-356-0660 or 248-514-9601 @</td>
</tr>
<tr>
<td>Westland</td>
<td>James</td>
<td>Godbout</td>
<td>Council Member</td>
<td>36601 Ford Rd</td>
<td>Westland, MI 48185</td>
<td><a href="mailto:godbout@ci.westland.mi.us">godbout@ci.westland.mi.us</a></td>
<td>734-427-6870</td>
</tr>
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</table>

MC? = Requested Multiple Committees
Log Gov? = Requested Legislative Governance Committee
### Issue Committees

<table>
<thead>
<tr>
<th>Chair</th>
<th>Dearborn</th>
<th>William H. Irving</th>
<th>Asst Corporation Commissioner</th>
<th>13615 Michigan Ave, Suite A</th>
<th>Dearborn, MI 48126</th>
<th><a href="mailto:Irving@ci.dearborn.mi.us">Irving@ci.dearborn.mi.us</a></th>
<th>313-943-2035</th>
</tr>
</thead>
<tbody>
<tr>
<td>Huntington Woods</td>
<td>Jeff Jenks</td>
<td>Commissioner</td>
<td>13361 Ludow Ave</td>
<td>Huntington Woods, MI 48076</td>
<td><a href="mailto:jjenks@huntingtonwoods.mi.gov">jjenks@huntingtonwoods.mi.gov</a></td>
<td>900-736-6614 or 248-546-3361</td>
<td></td>
</tr>
<tr>
<td>Eastpointe</td>
<td>Suzanne Pixley</td>
<td>Councilwoman</td>
<td>24305 Grove</td>
<td>Eastpointe, MI 48021</td>
<td><a href="mailto:pixley@ci.eastpointe.mi.us">pixley@ci.eastpointe.mi.us</a></td>
<td>248-546-3361</td>
<td></td>
</tr>
<tr>
<td>Vice Chair</td>
<td>Grand Rapids</td>
<td>Gregory Sundstrom</td>
<td>Chief Services Officer</td>
<td>300 Monroe Ave NW</td>
<td>Grand Rapids, MI 49503</td>
<td><a href="mailto:sundstrom@ci.grandrapids.mi.us">sundstrom@ci.grandrapids.mi.us</a></td>
<td>616-456-3165</td>
</tr>
<tr>
<td>St. John's</td>
<td>Dan Vreeland</td>
<td>City Engineer</td>
<td>PO Box 477</td>
<td>St. Johns, MI 48879</td>
<td><a href="mailto:dvreeland@ci.st-johns.mi.us">dvreeland@ci.st-johns.mi.us</a></td>
<td>989-224-8944 ext. 280</td>
<td></td>
</tr>
<tr>
<td>Rochester Hills</td>
<td>Ravi Yalamanchi</td>
<td>Councilmember</td>
<td>1000 Rochester Hills Dr</td>
<td>Rochester Hills, MI 48309</td>
<td><a href="mailto:yalamanchi@ci.rochesterhills.mi.us">yalamanchi@ci.rochesterhills.mi.us</a></td>
<td>248-396-4586</td>
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### Transportation Infrastructure

<table>
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<tbody>
<tr>
<td>Kingsford</td>
<td>Dennis</td>
<td>Baldwin</td>
<td>Mayor</td>
<td>205 Garfield</td>
<td>Kingsford, MI 49002</td>
<td><a href="mailto:denbald@ci.kingsford.mi.us">denbald@ci.kingsford.mi.us</a></td>
<td>906-774-2015</td>
</tr>
<tr>
<td>Battle Creek</td>
<td>Susan</td>
<td>Baldwin</td>
<td>City Commissioner</td>
<td>164 W. Hamilton Lane</td>
<td>Battle Creek, MI 49016</td>
<td><a href="mailto:sbbaldwin@ci.battlecreek.mi.us">sbbaldwin@ci.battlecreek.mi.us</a></td>
<td>269-963-8124</td>
</tr>
<tr>
<td>Norton Shores</td>
<td>M. Kay</td>
<td>Beecham</td>
<td>Council</td>
<td>665 Farr Rd</td>
<td>Muskegon, MI 49444</td>
<td><a href="mailto:mbbeecham@ci.nortonshores.mi.us">mbbeecham@ci.nortonshores.mi.us</a></td>
<td>231-799-4457</td>
</tr>
<tr>
<td>Bay City</td>
<td>Michael</td>
<td>Buda</td>
<td>Mayor</td>
<td>301 Washington Ave</td>
<td>Bay City, MI 48708</td>
<td><a href="mailto:mbuda@ci.baycity.mi.us">mbuda@ci.baycity.mi.us</a></td>
<td>989-894-8168</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Chair</th>
<th>Port Huron</th>
<th>Robert E. Clagg</th>
<th>City Engineer/Director of Public Works</th>
<th>100 McMorran Blvd.</th>
<th>Port Huron, MI 48060</th>
<th><a href="mailto:cleagr@ci.porthuron.mi.us">cleagr@ci.porthuron.mi.us</a></th>
<th>610-984-9730</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ionica</td>
<td>Sue Ferguson</td>
<td>President</td>
<td>1 N. Bridge St</td>
<td>Saronica, MI 48871</td>
<td><a href="mailto:sfergus@ionica.gov">sfergus@ionica.gov</a></td>
<td>616-642-8324</td>
<td></td>
</tr>
<tr>
<td>Saranac</td>
<td>Sue Ferguson</td>
<td>President</td>
<td>1 N. Bridge St</td>
<td>Saronica, MI 48871</td>
<td><a href="mailto:sfergus@ionica.gov">sfergus@ionica.gov</a></td>
<td>616-642-8324</td>
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<tr>
<td>Grosse Pointe Park</td>
<td>Daniel Conigan</td>
<td>Grano</td>
<td>Councilmember</td>
<td>880 Bishop Rd</td>
<td>Grosse Pointe Park, MI 48236</td>
<td><a href="mailto:dconigan@yahoo.com">dconigan@yahoo.com</a></td>
<td>313-387-5517</td>
</tr>
<tr>
<td>Wayne</td>
<td>Thomas H. Kelly</td>
<td>Councilmember</td>
<td>355 S. Wayne Rd</td>
<td>Wayne, MI 48184</td>
<td><a href="mailto:citycouncil@ci.wayne.mi.us">citycouncil@ci.wayne.mi.us</a></td>
<td>734-722-2000</td>
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<tr>
<td>Jonesville</td>
<td>Michael D. Mitchell</td>
<td>Village Manager</td>
<td>305 E Chicago St</td>
<td>Jonesville, MI 49250</td>
<td><a href="mailto:jonesvillemanager@jonesville.mi.us">jonesvillemanager@jonesville.mi.us</a></td>
<td>517-849-2104</td>
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<tr>
<td>Leslie</td>
<td>Roland Olney</td>
<td>City Manager</td>
<td>108 E. Belleview St, PO Box 494</td>
<td>Leslie, MI 49251</td>
<td><a href="mailto:Rollyolney@voyager.net">Rollyolney@voyager.net</a></td>
<td>517-589-8236</td>
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<tr>
<td>Holly</td>
<td>Aaron Oppenheimer</td>
<td>Village Manager</td>
<td>222 S. Saginaw St</td>
<td>Holly, MI 48442</td>
<td><a href="mailto:manager@ci.holly.mi.us">manager@ci.holly.mi.us</a></td>
<td>248-634-9571</td>
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<tr>
<td>Walling Lake</td>
<td>William T. Roberts</td>
<td>Mayor</td>
<td>1499 E. West Maple Rd</td>
<td>Walling Lake, MI 48390</td>
<td><a href="mailto:wroberts@ci.wallinglake.mi.us">wroberts@ci.wallinglake.mi.us</a></td>
<td>248-72-1299 (C)</td>
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<tr>
<td>Jackson</td>
<td>William R. Ross</td>
<td>City Manager</td>
<td>161 West Michigan Ave</td>
<td>Jackson, MI 49201</td>
<td><a href="mailto:wross@ci.jackson.mi.us">wross@ci.jackson.mi.us</a></td>
<td>517-765-4505</td>
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<tr>
<td>Walker</td>
<td>Darrel Schmalzle</td>
<td>Asst. City Manager</td>
<td>4243 Rememberance Rd</td>
<td>Walker, MI 49534</td>
<td><a href="mailto:dschmalz@ci.walker.mi.us">dschmalz@ci.walker.mi.us</a></td>
<td>616-791-6787</td>
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<tr>
<td>Millford</td>
<td>Arthur Shuffelburger</td>
<td>Village Manager</td>
<td>1100 Atlantic St</td>
<td>Milford, MI 48381</td>
<td><a href="mailto:athurs@ci.milford.mi.us">athurs@ci.milford.mi.us</a></td>
<td>248-684-1515</td>
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<tr>
<td>Mt. Morris</td>
<td>Bob Slattery</td>
<td>Mayor</td>
<td>11649 N Saginaw St</td>
<td>Mt. Morris, MI 48456</td>
<td><a href="mailto:slattery@ci.mt.morris.mi.us">slattery@ci.mt.morris.mi.us</a></td>
<td>810-866-2180</td>
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<tr>
<td>GVMC</td>
<td>Don Stypula</td>
<td>Executive Director</td>
<td>40 Pearl St. Suite 410</td>
<td>Grand Rapids, MI 49503</td>
<td><a href="mailto:stypula@ci.gvmc.org">stypula@ci.gvmc.org</a></td>
<td>616-450-4217</td>
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<tr>
<td>St. John's</td>
<td>Dan Vreeland</td>
<td>City Engineer</td>
<td>PO Box 477</td>
<td>St. Johns, MI 48879</td>
<td><a href="mailto:dvreeland@ci.st-johns.mi.us">dvreeland@ci.st-johns.mi.us</a></td>
<td>989-224-8944 ext. 280</td>
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<tr>
<td>Muskegon Heights</td>
<td>William Watson Sr</td>
<td>Councilman</td>
<td>109 E Cleveland Ave</td>
<td>Muskegon Heights, MI 49444</td>
<td><a href="mailto:cwatson@ci.muskegonheights.mi.us">cwatson@ci.muskegonheights.mi.us</a></td>
<td>231-557-0455</td>
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### Water Infrastructure & Environment

<table>
<thead>
<tr>
<th>Community</th>
<th>First Name</th>
<th>Last Name</th>
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<tr>
<td>Bay City</td>
<td>Robert V. Bellman</td>
<td>City Manager</td>
<td>301 Washington Ave</td>
<td>Bay City, MI 48708</td>
<td><a href="mailto:rbellman@ci.baycity.mi.us">rbellman@ci.baycity.mi.us</a></td>
<td>989-894-8229</td>
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MC? = Requested Multiple Committees
Leg Gov? = Requested Legislative Governance Committee
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<tr>
<th>Location</th>
<th>Name</th>
<th>Title</th>
<th>Address</th>
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<th>Phone</th>
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<tr>
<td>Milan</td>
<td>Daniel Bishop</td>
<td>City Administrator</td>
<td>147 Wabash</td>
<td>Milan, MI 48160</td>
<td><a href="mailto:dbishop@milan.mi.us">dbishop@milan.mi.us</a></td>
<td>734-439-1501</td>
</tr>
<tr>
<td>Midland</td>
<td>Noel D. Bush</td>
<td>Utilities Director</td>
<td>333 W Elsworth St</td>
<td>Midland, MI 48641</td>
<td><a href="mailto:nbush@midland-mi.org">nbush@midland-mi.org</a></td>
<td>989-837-3943</td>
</tr>
<tr>
<td>Newberry</td>
<td>Robert F. Cameron</td>
<td>President</td>
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<td>Newberry, MI 49888</td>
<td><a href="mailto:rcameron@oue.k12.mi.us">rcameron@oue.k12.mi.us</a></td>
<td>906-263-3433</td>
</tr>
<tr>
<td>Port Huron</td>
<td>Robert E. Clegg</td>
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<td>100 McMorran Blvd.</td>
<td>Port Huron, MI 48060</td>
<td><a href="mailto:clegg@porthuron.org">clegg@porthuron.org</a></td>
<td>810-984-9730</td>
</tr>
<tr>
<td>Detroit</td>
<td>Sheila Cockrel</td>
<td>Councilmember</td>
<td>1340 Coleman Young Munic.</td>
<td>Detroit, MI 48226</td>
<td><a href="mailto:scockrel@ckl-cl.detroit.mi.us">scockrel@ckl-cl.detroit.mi.us</a></td>
<td>313-224-1337</td>
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<tr>
<td>MWEA</td>
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<td>Senior Engineer</td>
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<td>Lansing, MI 48917</td>
<td><a href="mailto:fcowles@fitch.com">fcowles@fitch.com</a></td>
<td>517-622-6105</td>
</tr>
<tr>
<td>Spring Lake</td>
<td>William (Bill) Filber</td>
<td>President</td>
<td>102 West Savidge</td>
<td>Spring Lake, MI 49456</td>
<td><a href="mailto:filber@abcglobal.net">filber@abcglobal.net</a></td>
<td>616-850-9547</td>
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<tr>
<td>Ithaca</td>
<td>Brad Heffner</td>
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<td>129 W Emerson</td>
<td>Ithaca, MI 48447</td>
<td><a href="mailto:fheffner@charterinternet.com">fheffner@charterinternet.com</a></td>
<td>989-765-3200</td>
</tr>
<tr>
<td>AWWA</td>
<td>Dave Koch</td>
<td>Engineer at Black and Veatch</td>
<td>125 Ottawa Ave NW, Ste. 380</td>
<td>Grand Rapids, MI 49503</td>
<td><a href="mailto:dkoehn@awwmi.com">dkoehn@awwmi.com</a></td>
<td>616-459-2360</td>
</tr>
<tr>
<td>Southgate</td>
<td>Theresa Laranen</td>
<td>City Council Member</td>
<td>14400 Dix Toledo Rd</td>
<td>Southgate, MI 48195</td>
<td><a href="mailto:tllaranen@yahoo.com">tllaranen@yahoo.com</a></td>
<td>734-439-1501</td>
</tr>
<tr>
<td>Hazel Park</td>
<td>Andy LeGurnaux</td>
<td>Council Person</td>
<td>23440 Tawas</td>
<td>Hazel Park, MI 48030</td>
<td><a href="mailto:andrew.7@comcast.net">andrew.7@comcast.net</a></td>
<td>248-225-7372</td>
</tr>
<tr>
<td>MWEA</td>
<td>Timothy Lynch</td>
<td>Plant Manager</td>
<td>269 Anchors Way</td>
<td>St. Joseph, MI 49085</td>
<td><a href="mailto:tlynch@com.net">tlynch@com.net</a></td>
<td>586-983-7719</td>
</tr>
<tr>
<td>Grand Haven</td>
<td>Pat McGinnis</td>
<td>City Manager</td>
<td>519 Washington Ave</td>
<td>Grand Haven, MI 49417</td>
<td><a href="mailto:pmcginnis@grandhaven.org">pmcginnis@grandhaven.org</a></td>
<td>616-847-4888</td>
</tr>
<tr>
<td>Mi Rural Water Assoc.</td>
<td>Timothy Neumann</td>
<td>Exec Dir</td>
<td>PO Box 960</td>
<td>Harrison, MI 48625</td>
<td><a href="mailto:tneumann@chartermi.net">tneumann@chartermi.net</a></td>
<td>989-339-4111</td>
</tr>
<tr>
<td>Shoreham</td>
<td>Mark C. Seaman</td>
<td>Village Trustee</td>
<td>2837 Hanley Rd, E</td>
<td>St. Joseph, MI 49085</td>
<td><a href="mailto:mcs380@gmail.com">mcs380@gmail.com</a></td>
<td>269-248-6285 (H)</td>
</tr>
<tr>
<td>Battle Creek</td>
<td>Wayne D. Wiley</td>
<td>City Manager</td>
<td>10 N. Division St.</td>
<td>Battle Creek, MI 49014</td>
<td><a href="mailto:wd.wiley@ci.battle-creek.mi.us">wd.wiley@ci.battle-creek.mi.us</a></td>
<td>269-966-3376</td>
</tr>
<tr>
<td>Grosse Pointe Woods</td>
<td>Mark Wollenweber</td>
<td>City Administrator</td>
<td>22500 Mack Plaza Dr</td>
<td>Grosse Pointe Woods, MI 48236</td>
<td><a href="mailto:mwollenweber@gpwm.com">mwollenweber@gpwm.com</a></td>
<td>313-343-2450</td>
</tr>
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Appendix D
UNDERSTANDING BETWEEN THE MICHIGAN MUNICIPAL LEAGUE AND THE MICHIGAN LOCAL GOVERNMENT MANAGEMENT ASSOCIATION

The MML and the MLGMA enjoy a strong connection to one another, which benefits both associations. MLGMA members lend their expertise to MML committees, to advocacy efforts, and to the Board of Trustees. The MML recognizes the important role of professional management in Michigan's local government and includes MLGMA members in the decision-making process of the League, thus lending support and strength to the MLGMA. Both associations agree that this historic relationship should be preserved.

The MML offers to the MLGMA, the opportunity to appoint an MML Director as the MLGMA Secretary/Treasurer. Annually, the Secretary/Treasurer is nominated by the MLGMA nominating committee and elected by the membership at the winter institute business meeting for a one-year term.

This document sets forth and defines the areas of MML support to the MLGMA. The MLGMA Secretary/Treasurer:

1. Attends all MLGMA Board meetings, usually four or five per year and assumes the standard secretary/treasurer responsibilities. These include taking and transcribing the official record of the meetings.
2. Coordinates all membership mailings.
3. Assumes authority for MLGMA banking, investments, financial records, financial transactions, financial reviews, and financial reporting.
4. Provides the president-elect with information necessary to prepare the annual budget.
5. Provides project and information assistance to the MLGMA President, Board of Directors, and standing committees as requested.
6. Is the liaison between MML and MLGMA.
7. Provides for staff support for the winter institute and summer workshop planning committees.
8. Coordinates the ICMA Michigan night activities at the ICMA conference.
9. Serves as a spokesperson for the Association and issues press releases from time to time.

The assistance that is provided to the MLGMA by the League represents a major commitment of time and expertise from MML to MLGMA. MML does not charge MLGMA for this time and expertise. MLGMA provides periodic financial support to various MML and MMLF projects.

It is a priority of the MLGMA to increase professional development opportunities for its membership; these opportunities will require additional time and expertise from the Secretary/Treasurer for project coordination and support. As these additional duties are established, the president of the MLGMA, the executive director of the MML, and the deputy director of the MML, will negotiate any potential financial contribution from the MLGMA to the MML, on a project-by-project basis.

MML provides support services to MLGMA such as printing, mailing, copying, invoicing, accounting, word processing, desktop publishing, etc. For these services, MML charges MLGMA support staff charges of $22.00 per hour or $33.00 if overtime is involved. Said charges shall be thereafter adjusted each year based upon the CPI. Supplies and postage are charged at actual cost and printing is charged at $.015 per impression. Copying is charged at $.05 a copy.

George D. Goodman, Executive Director, MML
Date: 4-18-01

Daryl J. DeLappio, President, MLGMA
Date: 4-27-01

Michigan Municipal League
1675 Green Road, PO Box 1487, Ann Arbor 48106-1487
Phone 734-662-3246 • Fax 734-662-8083 • www.mml.org
Michigan Local
Government Management Association
Constitution

Article I

Name
The name of the corporation shall be: Michigan Local Government Management Association ("MLGMA"), sometimes herein referred to in these By-Laws as the Corporation or MLGMA.

Article II

Purposes
The purpose for which this Corporation is formed is to increase the proficiency of managers and administrators of city, county, village, township and other local governmental units, including councils of governments, in the State of Michigan; to strengthen the quality of local government through professional management; to encourage and support the council-manager plan form of local government; to maintain the high ethical standards of the profession of local government management; and to provide opportunities to enhance the professional development of its members.

Article III

Members
This corporation has been organized on a non-stock basis with members as permitted under the Michigan Non-Profit Corporation Act. The members of the Corporation shall be as follows:

1. Voting Members. Persons meeting the following qualifications and who have paid the requisite annual dues shall be voting members of the Corporation, entitled to vote on all matters on which members of this Corporation are entitled to vote under these By-Laws or under the Michigan Non-Profit Corporation Act:

   A manager, chief administrator or an assistant to a manager or chief administrator of a city, village, township, county, council of government (COG), or other local governmental unit, holding or eligible to hold, full or associate membership in the International City/County Management Association (herein referred to as ICMA).

2. Non-Voting Members. Persons meeting the following qualifications and who have paid the requisite annual dues (is any) shall be non-voting members of the Corporation entitled to attend all meetings of the members of the Corporation.

   (a) Consultant Affiliate Member: Those members of consulting firms specializing in local government who have held "full" or "associate" membership in ICMA or in this
Corporation or its predecessor.

(b) Cooperating Affiliate Member: Individuals employed by the Michigan Municipal League or a local governmental unit who have attained a high degree of contribution to the municipal management profession. Said members to receive initial approval by the Board of Directors with annual review thereafter.

(c) Education Affiliate Member: Faculty and students of universities and colleges located in Michigan.

(d) Retired Member: Voting Members who have qualified for benefits under a bona fide retirement plan and are no longer employed on a full time basis.

(e) Honorary Member: Non-member with distinguished service to municipal management as determined by the Board of Directors.

3. Membership Eligibility. Interpretation of the eligibility requirements in any membership category shall be made by the Board of Directors which shall establish a procedure for admission to membership. Persons who become members of the Corporation are to become such for purposes of advancing the profession and not for purposes of personal gain from marketing products or services to other members of the Corporation.

Article IV

Termination of Membership

1. Professional Conduct. The professional conduct of all members shall be governed by the ICMA Code of Ethics. A violation of this Code shall be considered reason for appropriate disciplinary action, up to and including expulsion. Credible evidence of any alleged violations of the Code must be presented to the Board of Directors before it can take action of a disciplinary nature.

2. By Board Action. The Board of Directors, by two-thirds vote of its then serving members, may suspend or revoke the membership of any member of the Corporation whose personal or professional conduct is deemed by the Board of Directors to be detrimental to the best interest of the Corporation. No member of the corporation shall have his or her membership suspended or revoked without due notice and a reasonable opportunity for hearing before the Board of Directors. A member whose membership has been revoked may be restored to membership by two-thirds vote of the then serving members of the Board of Directors.

3. Resignation. Any member under any classification may resign membership by written notice to the secretary of the Corporation of the desire to so resign.

4. Failure to Pay Dues. Any member whose dues are in arrears for a period of six months shall be suspended from membership and notified in writing of their suspension. Upon payment of the arrears, the person shall be restored to the membership category held prior to suspension.

Article V
Membership Meetings

1. Mid-Winter Institute. The Corporation shall annually conduct a mid-winter training session, known as the Mid-Winter Institute, designed to enhance the professional knowledge and personal development of its members and to generally provide a forum for the exchange of information, ideas and experiences. The time and place for the Mid-Winter Institute shall be set by the Board of Directors.

2. Time and Place of Annual Membership Meeting. The annual meeting of the members of the Corporation shall be held at such time and place as shall be designated by the Board of Directors. If the Board of Directors fails to so designate a time and place for the Annual Membership Meeting, such meeting shall be held in conjunction with the Mid-Winter Institute at the time and place set by the Board of Directors.

3. Notice. Written notice of the annual meeting shall be sent to each member by the Secretary at least 30 days in advance of such meeting.

4. Special Meetings. Special meetings may be called by the President and each member shall be notified by mail of the time and place of the meeting by the Secretary at least 10 days in advance of such meeting.

5. Elections at Annual Meetings. At the annual membership meeting, the Corporation shall elect the officers and Directors as enumerated in Article VII, except that a President shall not be elected unless a vacancy exists at that time in the office of President-Elect. A President-Elect shall be elected annually for a two year term, and during the final year following the election, said President-Elect shall serve as President-Elect and during the second year, said President-Elect shall automatically succeed to the office of President. Directors shall be selected for three year terms, with four such Directors to be elected each year. Any candidate receiving a majority of votes cast at the meeting for such office, including directorship, shall be declared elected. Voting by proxy shall not be allowed.

Article VI

Nominations of Officers and Directors

1. Nominating Committee. Nominations for officers and directors shall be made by a nominating committee consisting of at least seven members. Two of the members shall be the immediate past President and the President-Elect. The remaining members shall be appointed by the President, from the voting members of the Association with consideration being given to the geographic diversity of the members so appointed. Except for the immediate past President and the President-Elect, incumbent directors may not also serve on the nominating committee. The immediate past President shall serve as chairperson of the nominating committee.

2. Slate of Candidates. The nominating committee shall develop a slate of candidates for the officers and directors to be elected at the annual meeting of the members. The nominating committee shall provide ample opportunity for any eligible Association members to express interest in service as an officer or director.
When considering the selection of a slate of proposed officers and directors the nominating committee should place the candidate's desire to serve and dedication to the association above all other considerations. After establishing this as a primary concern, the nominating committee should ensure that the diverse opinions and concerns of the organization are well represented. Several additional factors should be considered when making nominations. Included among these considerations should be representation of all geographic areas, type of local government unit, and the size of communities represented. In addition, considerations should be given to women, minorities, and assistants.

The nominating committee's nominations for all officers and directors to be elected at the annual meeting shall be prominently posted at least two (2) hours prior to the opening of the annual meeting and shall remain posted until after the election at the annual meeting.

3. Additional Nominations. At the time the nominating committee officially makes the nomination for each elective office, additional nominations may be made from the floor.

Article VII

Officers and Board of Directors

1. Officers. The officers of this Corporation shall be: a President, a President-Elect, a Secretary, a Treasurer, and such other officers; including an Executive Director, as may be authorized from time to time by the Board of Directors. One person may serve both as Secretary and as Treasurer. All officers, except the Secretary, the Treasurer, and the Executive Director (if any), shall be a Voting Member of this Corporation. The term of office for each officer shall be one year, or until his or her successor is duly elected and has qualified. The status of an officer (except the Secretary, the Treasurer, and the Executive Director) or a Director, shall terminate 60 days after such officer or Director ceases to be a Voting Member of this Corporation. Upon a vacancy in the office of President, that office shall be filled by the President-Elect, if there be one, and if not, by election of a new President by the Board of Directors. Vacancies in any other offices or on the Board of Directors shall be filled as soon as practicable by a majority vote of the then serving members of the Board of Directors.

2. Board of Directors. The Board of Directors shall consist of the officers, the past President in active service in Michigan most recently retired from the Office of President (herein referred to as the "immediate past president"), and twelve Directors. All Directors shall be voting members of the Corporation, except the Secretary, the Treasurer, and the Executive Director (if any). The Secretary, the Treasurer, and the Executive Director (if any) shall serve on the Board of Directors without vote. Furthermore, the ICMA Midwest Vice President who is designated by ICMA to be a liaison to MLGMA and the ICMA State Liaison Officer shall serve as Ex-Officio members of the Board of Directors without vote.

3. Board Meetings. Meetings of the Board of Directors may be held without notice at such time or intervals and at such places within or without the State of Michigan as may from time to time be determined by resolution of the Board of Directors. Special meetings of the Board of Directors may be called by the President at any time and shall be called by the President or Secretary at the direction of no less than 3 Directors then in office. Special meetings shall be held at the office of the Corporation, unless otherwise directed by the Board of Directors, in which case the meeting may be held at any place within or
without the State of Michigan. Notice of the time, place and purpose of each meeting (except the purpose for a regular meeting need not be stated in such notice) signed by the President or the Secretary shall be served either personally or by mail on each Director not less than 10, nor more than 60 days, before the meeting. Meetings may be held without notice if all Directors are present in person, or if notice of the time, place and purpose of such meeting is waived by telegram or other writing, either before or after the meeting, by all Directors not present at such meeting.

4. **Quorum.** A quorum of eight voting Directors shall be required for the Board of Directors to conduct business.

5. **Electronic Participation.** A director shall be deemed to be present in person at the meeting of the Board of Directors, or the executive committee, if such Director participates in the meeting by a conference telephone or by other similar communications equipment through which all persons participating in the meeting may communicate with each other and all participants are advised of the communications equipment and the names of the participants in the conference are divulged to all participants.

6. **Executive Committee.** The Executive Committee shall consist of the officers of the Corporation and the immediate past president. The Executive Committee may act for and on behalf of the Board of Directors on matters requiring action by the Board of Directors when such action must be taken prior to the next scheduled Board of Directors meeting and it is not possible for a special meeting of the Board of Directors to be called before such action must be taken. Actions taken by the Executive Committee must be submitted for ratification to the full Board of Directors at its next meeting for review.

7. **Appointment of Committees.** The Board may designate one (1) or more other committees, each committee to consist of one (1) or more of the directors of the Corporation, and may include one or more members of the Corporation. The Board may designate one (1) or more directors as alternate members of a committee, who may replace an absent or disqualified member at the meeting of the committee. In the absence or disqualification of a member of a committee, the members thereof present at a meeting and not disqualified from voting, whether or not they constitute a quorum, may unanimously appoint another member of the Board to act at the meeting in place of such an absent or disqualified member. A committee, and each member thereof, shall serve at the pleasure of the Board.

8. **Powers of Committees.** A committee to the extent provided in the resolution of the Board, may exercise all powers and authority of the Board in management of the business and affairs of the Corporation. However, such a committee does not have power or authority to do any of the following:

   (a) Amend the Articles of Incorporation.

   (b) Adopt an agreement of merger or consolidation.

   (c) Recommend to members the sale, lease or exchange of all or substantially all of the Corporation's property and assets.

   (d) Recommend to members a dissolution of the Corporation or a revocation of a dissolution.

   (e) Amend the By-Laws of the Corporation.

   (f) Fill vacancies in the Board of Directors.
(g) Fix the compensation of the directors for serving on the Board or a committee.

(h) Cancel or terminate a member's membership.

Article VIII

Advisory Member Committees
The President shall appoint members of the standing committees and such additional committees as shall be deemed advisable from time to time by the Board of Directors. Each such committee shall consist of one or more members of the Corporation and shall have such duties and responsibilities as shall be designated by the President and/or Board of Directors. Each such committee shall serve only in an advisory capacity to the Board of Directors, and a committee, and each member thereof, shall serve at the pleasure of the President. The President shall also seek opportunities and respond to requests from the ICMA for nominations to serve on national committees of the ICMA.

Article IX

Duties of Officers

1. The President. The President shall be the Chief Executive Officer of the Corporation, and shall have general and active management of the activities of the Corporation and shall see that all orders and resolutions of the Board of Directors are carried into effect. The President shall execute all authorized conveyances, contracts or other obligations in the name of the Corporation, except where required by law to be otherwise signed and executed and except where the signing and execution thereof shall be expressly delegated by the Board of Directors to some other officer or agent of the Corporation. The President shall preside at all meetings of the Board of Directors. In the President's absence, the President-Elect shall preside at such meetings, and in the absence of a President-Elect, the meeting shall be presided over by another officer designated by the Board of Directors.

2. President-Elect. In the absence or disability of the President, the President-Elect shall perform the duties and exercise the powers of the President and shall perform such other duties as the Board of Directors may prescribe.

3. The Secretary. The Secretary shall attend all meetings of the Board of Directors and record all votes and minutes of all proceedings in a book to be kept for that purpose. The Secretary shall give or cause to be given notice of all meetings of the members of the Board of Directors for which notice may be required, and shall perform such other duties as may be prescribed by the Board of Directors or by the President under whose supervision the Secretary shall act. The Secretary shall execute with the President all authorized conveyances, contracts or other obligations in the name of the Corporation, except as otherwise directed by the Directors.

4. The Treasurer. The Treasurer shall have custody of the funds and securities of the Corporation and shall keep full and accurate accounts of receipts and disbursements in books belonging to the Corporation and shall deposit all monies or other valuable effects
in the name and to the credit of the Corporation in such depositories as may be designated by the Board of Directors. The Treasurer shall disburse the funds of the Corporation as may be ordered by the Board of Directors, taking proper vouchers for such disbursements, and shall render to the President and the Board of Directors, or whenever they may require it, an account of the transactions as Treasurer and of the financial condition of the Corporation. The Treasurer shall give bond in such amount and form as may be determined by the Board of Directors with such surety or sureties as shall be satisfactory to the Board of Directors for the faithful performance of the duties of the office of Treasurer and for the restoration to the Corporation (in the case of death, resignation, or removal from office) of all books, papers, vouchers, money or other property of whatever kind, in his/her possession, or under his/her control, belonging to the Corporation.

5. The Executive Director. The Board of Directors may appoint a person to the office of Executive-Director. Unless the Board of Directors provides otherwise, the Executive Director shall serve as the Secretary and Treasurer of the Corporation. The Board of Directors may assign other duties to the Executive Director at the time of such appointment. The Executive Director need not be a member of the Corporation.

Article X

Indemnification of Directors and Officers

1. Actions other than Actions by or in the Right of the Corporation. The Corporation shall indemnify any person who was or is a party or is threatened to be made a party to any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative or investigative (other than an action by or in the right of the Corporation) by reason of the fact that he is or was a director, officer, agent, or a volunteer worker of the Corporation, or is or was serving at the request of the Corporation, as director, officer, volunteer worker or agent of another corporation, partnership, joint venture, trust or other enterprise, against expenses (including attorneys' fees), judgments, fines and amounts paid in settlement actually and reasonably incurred by him in connection with such action, suit or proceeding if he acted in good faith and in a manner he reasonably believed to be in or not opposed to the best interests of the Corporation and, with respect to any criminal action or proceeding, had no reasonable cause to believe his conduct was unlawful. The termination of any action, suit or proceedings, by judgment, order, settlement, conviction, or upon a plea of nolo contendere or its equivalent, shall not, of itself, create a presumption that the person did not act in good faith and in a manner which is reasonably believed to be in or not opposed to the best interests of the Corporation, and, with respect to any criminal action or proceedings, had reasonable cause to believe that his conduct was unlawful.

2. Actions by or in the Right of the Corporation. The Corporation shall indemnify any person who was or is a party to or is threatened to be made a party to any threatened, pending or completed action or suit by or in the right of the Corporation to procure a judgment in its favor by reason of the fact that he is or was director, officer, volunteer worker or agent of the Corporation, or is or was serving at the request of the Corporation as director, officer, volunteer worker or agent of another corporation, partnership, joint venture, trust or other enterprise against expenses (including attorneys' fees) actually and reasonably incurred by him in connection with the defense or settlement of such action or suit if he acted in good faith and in a manner he reasonably believed to be in or not opposed to
the best interests of the Corporation, except that no indemnification shall be made in respect of any claim, issue or matter as to which such person shall have been adjudged to be liable for negligence or misconduct in the performance of his duty to the Corporation unless, and only to the extent that the court in which such action or suit was brought shall determine upon application that, despite the adjudication of liability but in view of all circumstances of the case, such person is fairly and reasonably entitled to indemnity for such expenses which such court shall deem proper.

3. Indemnification Against Expenses.

(a) To the extent that a director, officer, volunteer worker or agent of the Corporation has been successful on the merits or otherwise in defense of any action, suit or proceeding referred to in Sections (a) or (b) of this Article X, or in defense of any claim, issue or matter therein, he shall be indemnified against expenses (including attorneys' fees) actually and reasonably incurred by him in connection therewith.

(b) Any indemnification under Sections (a) or (b) (unless ordered by a court) shall be made by the Corporation only as authorized in the specific case upon a determination that indemnification of the director, officer, volunteer worker or agent is proper in the circumstances because he has met the applicable standard of conduct set forth in Sections (a) and (b). Such determination shall be made in either of the following ways:

(1) By the Board by a majority vote of a quorum consisting of Directors who were not parties to such action, suit or proceeding.

(2) If such quorum is not obtainable, or, even is obtainable, as a quorum of disinterested Directors so directs, by independent legal counsel in a written opinion.

4. Expense Advances. Expenses incurred in defending a civil or criminal action, suit or proceeding described in Section 1 or 2 may be paid by the Corporation in advance of the final disposition of such action, suit or proceeding as authorized in the manner provided in Subsection (b) of Section 3 upon receipt of an undertaking by or on behalf of the director, officer, volunteer worker or agent to repay such amount unless it shall ultimately be determined that he is entitled to be indemnified by the Corporation.

5. Other Agreements, Duration. Nothing contained in Sections 1 to 4 shall affect any rights to indemnification to which persons other than Directors and officers may be entitled by contract or otherwise by law. The indemnification provided in Sections 1 to 4 continues as to a person who has ceased to be a director, officer, volunteer worker or agent and shall inure to the benefit of the heirs, executors and administrators of such person.

Article XI

Fiscal Year
The fiscal year of the Corporation shall be the calendar year commencing on January 1 and ending on December 31 of each year.

Article XII
Dues
The annual dues of Voting Members, and all other categories of membership shall be
determined from time to time by the Board of Directors, and shall be due at the beginning of
each fiscal year of the Corporation.

Article XIII
Amendments to By-Laws
The Board of Directors, or ten or more members of the Corporation by petition to the Board of
Directors, may initiate an amendment to these By-Laws. The amendment shall become
effective upon ratification by a majority of the members of the Corporation present at the
annual meeting or special meeting at which the issue of ratification of such amendment is
presented at such meeting. The proposed amendment shall be mailed to all members of the
Corporation with the notice of the Secretary of such meeting. Alternatively, the proposed
amendment may be adopted by a majority of the members of the Corporation responding
favorably to a ballot mailed to all voting members 30 days in advance of a specified tabulation
date. Upon adoption of any amendment, a copy of the revised By-Laws shall be mailed to all
members of the Corporation.

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