

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 exercise¹.

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 document².

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.

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 listserve to create ease in:
 - ❖ Indexing
 - ❖ Maintaining Membership databases
 - ❖ Providing "Good Governance" models
- Expand invitation to MLGMA events and conferences to Managers and Assistant Managers in the Midwest region (Minnesota, Wisconsin, Illinois, Indiana, Ohio, etc.).

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.

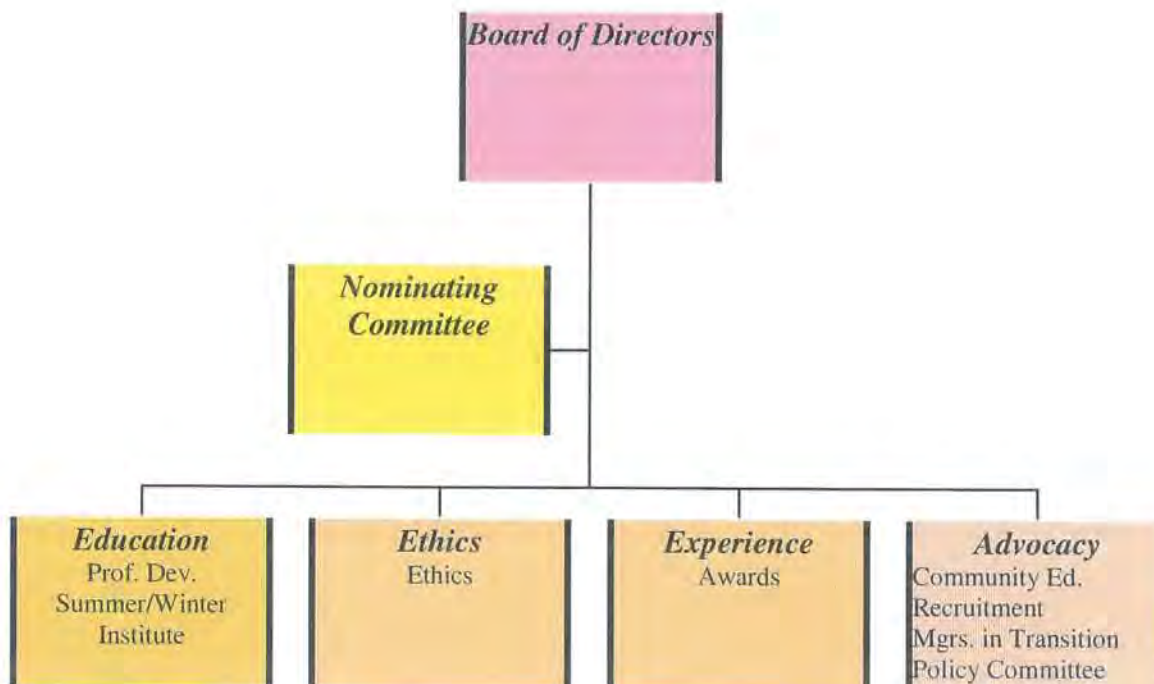
An organization that supports its members by independently promoting and recognizing member accomplishments within the professionally managed local governments in the State of Michigan –

- 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 structure³. 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



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 MML⁴:

- *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:

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 president⁵.*
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.

⁵ Appendix E contains the MGLMA by-laws.

Appendix A



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 Notes – 3/27/2007

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
- Referee 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/face the 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.

[illegible]

**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.

- 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/modification.*
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:



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



MLGMA

<http://www.mlgma.org>

**Michigan
Local Government
Management Association**

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

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Jeff Mueller, Lathrup Village

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Colleen Layton,
Michigan Municipal League

ICMA State Liaison Officer

Elizabeth Keller
International City/County
Management League

The Manager

The Newsletter of Michigan Local Government Managers Association

Affiliated with the Michigan Municipal League

May, 2007

Notes & Updates from the MLGMA President:

Richard Watkins

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.

Michigan Local Government Management Association Strategic Planning Committee Report

Presented by Ted Staton

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 on Page 3

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 out in final form during the 2008 Winter Institute. Remember, this is the future of your organization!

MLGMA SUMMER WORKSHOP
JULY 24—JULY 27, 2007
TREETOPS RESORT
GAYLOR, MICHIGAN

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.



CALENDAR 2007

JULY

24-27 MLGMA Summer
Workshop
Treetops Resort

SEPTEMBER

18-21 MML Convention
Lansing

OCTOBER

7-10 ICMA Annual
Conference
26 MLGMA Board Meeting

DECEMBER

14 MLGMA Board Meeting

2008

JANUARY-FEBRUARY

29-01 MLGMA Winter
Institute
Soaring Eagle

JULY

22-25 MLGMA Summer
Workshop

NEW MLGMA MEMBER

David R. Kowal
City Manager, Douglas

NEW ICMA MEMBERS

Brian S. Baker, Fin. Director
Sterling Heights

Walter C. Mears, City Manager
Belleville

Sheryl Mitchell, Student
Univ. at Albany
Patrick T. Reagan, Student
Grand Valley
Alan M. Weber, Student
U of M at Flint

Back Page News & Calendar

LOCAL MANAGER'S GROUPS

Border Bandits

Hillsdale/Branch/Calhoun Counties. Con-
tact: 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. Con-
tact: Roger Elkins, CM, Evart

Northern Michigan L.P.

Meetings held 4th Thursday of the month.
Contact: George Korthauer, CM, Petos-
key

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 Tues-
day 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; Luding-
ton/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 pro-
gram packet. The same detailed information contained in the confer-
ence preliminary program will also be available at [http://icma.org/](http://icma.org/conference2007)
[conference2007](http://icma.org/conference2007)

June 18—Annual Conference registration opens

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



MLGMA

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Dale Kerbyson, Lapeer
Bill Ross, Jackson
Precia Garland, Cadillac
Amy Planck, Imlay City
Barbara Van Duren, Wyoming
Jeff Mueller, Lathrup Village

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Michigan Municipal League

ICMA State Liaison Officer

Elizabeth Keller
International City/County
Management League

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.

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: Karen Doyle, FD, Zeeland

SOUTHEAST MICHIGAN

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

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



STRATEGIC PLANNING COMMITTEE

Ted Staton, East Lansing, Chair
tstaton@cityofeastlansing.com

Pam Antil	Novi	pantil@cityofnovi.org
Jane Bais-DiSessa	Berkley	jbais-disessa@berkleymich.net
Kathie Grinzinger	Mt. Pleasant	kgrinz@mt-pleasant.org
Mike Herman	Albion	mherman@ci.albion.mi.us
Dale Kerbyson	Lapeer	dkerbyson@ci.lapeer.mi.us
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Clay Pearson	Novi	cpearson@cityofnovi.org
Alan G Vanderberg	Ottawa County	avander@co.ottawa.mi.us
Mark Wollenweber	Grosse Pointe Woods	cityadmin@gpwmj.us

Notes from the MLGMA 8/29/2007 Strategic Planning Meeting

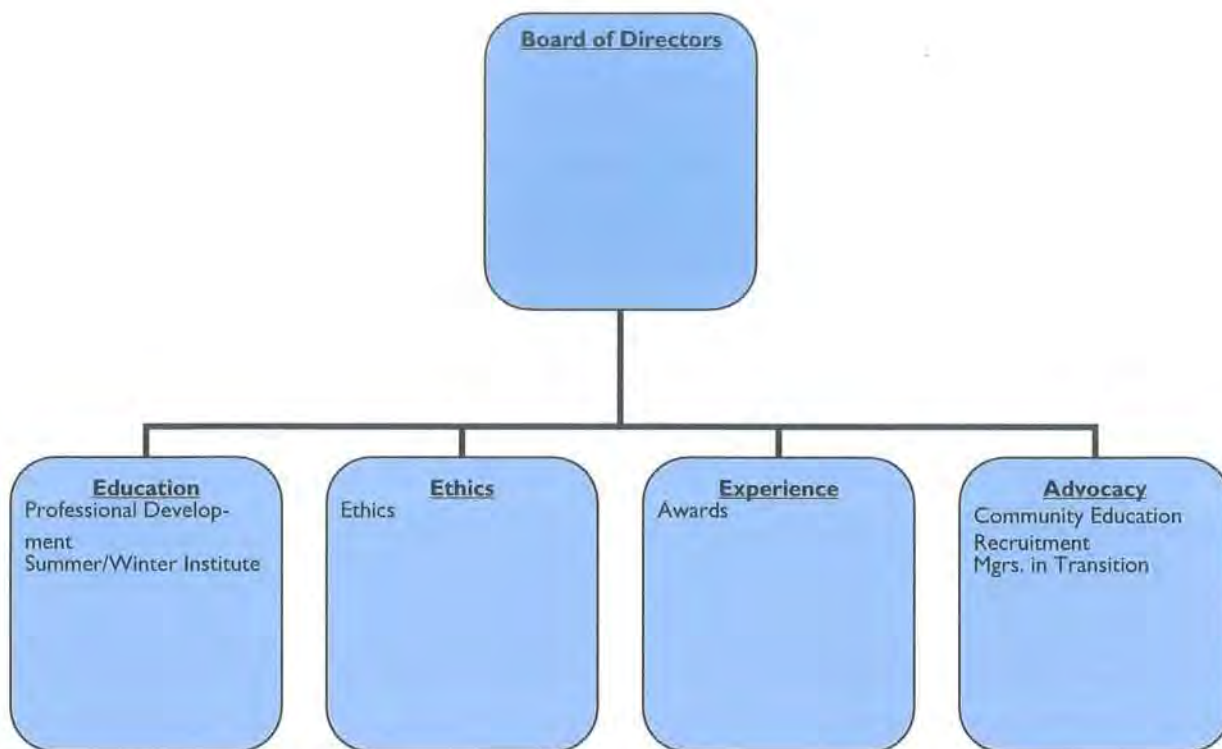
It was agreed by the group that, based on the feedback provided by membership during the Summer Institute, the committee could move forward in two ways. First, each Dimension Team will review the feedback outside of the meeting setting, and determine what should be incorporated, as well as fine-tune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

Appendix C

Governance Committee

Community	First Name	Last Name	Position	Address	City/State/Zip	Email	Phone	Issue Committee Top?
St. Clair	Scott	Adkins	City Superintendent	547 N Carney Dr.	St. Clair, MI 48079	sadkins@cityofstclair.com	810-329-7121 x207	NO
Flint	Jim	Ananich	Councilmember	1101 S. Saginaw St	Flint, MI 48502	ananichi@comcast.net		
Nonway	Ray D.	Anderson	City Manager	915 Maple St	Norway, MI 49870	citymanager@nonwaymi.com	906-563-7502	Yes-Tech, LU, WIE, TI
Farmington Hills	Teri	Arbenowske	Asst. City Manager	31555 Eleven Mile	Farmington Hills, MI 48336	tarbenowske@fhgov.com	248-871-2500	YES - MF, LU
Davison	Pete	Auger	City Manager	200 E Flint St	Davison, MI 48423	pauger@cityofdavison.org	810-653-2191	Chair of the Public Safety Committee
Kingsford	Dennis	Baldinelli	Mayor	205 Garfield	Kingsford, MI 49802	denbaldinelli@charlemi.net	906-774-2015	Yes - TI, ED
Battle Creek	Susan	Baldwin	City Commissioner	164 W. Hamilton Lane	Battle Creek, MI 49016	sbalwin4bc@aol.com	269-963-8124	Yes-TI, ED
MI Assoc. of Chief	George	Basar	Chief of Police	611 E. Grand River	Howell, MI 48943	gbasar@ci.howell.mi.us	517-540-6702	Yes-PS
Bay City	Robert V.	Belleman	City Manager	301 Washington Ave	Bay City, MI 48708	rbelleman@baycitymi.org	989-894-8229	Yes-MF, WIE
Greenville	George	Bosanic	City Manager	411 S. Lafayette St	Greenville, MI 48838	gbosanic@greenvillmi.org	616-754-5645	Yes - ED, LU
Hastings	Don	Bowers	Councilmember	219 Shriner	Hastings, MI 49058	traa@ispsaver.com	269-945-9657	Yes-PS, ED
Roosevelt Park	Edward C.	Breitenbach	City Council	900 Oak Ridge Road	Muskegon, MI 49441	edward.c.breitenbach@wmich.edu	231-759-7119	
Lathrup Village	Frank M.	Brock	Member	27400 Southfield Rd	Lathrup Village, MI 48076	mcfmb@hotmail.com	248-557-2600	Yes - ED
Farmington Hills	Randy	Bruce	Mayor	38293 Saratoga Cir.	Farmington Hills, MI 48331	couchdr@aol.com	248-752-1793	Yes-
Center Line	Kathleen	Buckner	Councilman	8459 Pershing	Center Line, MI 48015	nbourgeois@centerline.gov	586-758-5376	NO
Midland	Noel D.	Bush	Councilwoman	333 W. Elsworth St	Midland, MI 48641	nbush@midland-mi.org	989-837-3343	Yes- WIE
Monroe	Cappuccilli	C. D.	Utilities Director	120 E. First St.	Monroe, MI 48161			BM
Durand	Canute	Cameron	Mayor	215 W Clinton St	Durand, MI 49429	scanute@flintjournal.com	989-288-2615	
Newberry	Robert F.	Cameron	President	307 East McMillan Av	Newberry, MI 49868	rcameron@eup.k12.mi.us	906-283-3433	Yes-WIE
Howell	Shea	Charles	City Manager	611 E. Grand River	Howell, MI 48843	scharles@ci.howell.mi.us	517-546-3502	Chair of the Municipal Finance Committee
Burton	Charles H.	Smiley	Mayor	4303 S. Center Rd.	Burton, MI 48519			BM
Port Huron	Robert E.	Clegg	City Engineer/Director of Public Works	100 McMoran Blvd.	Port Huron, MI 48060	cleggr@porthuron.org	810-984-9730	Chair of the Transportation Infrastructure Committee
Detroit	Shella	Cockrel	Councilmember	1340 Coleman Young	Detroit, MI 48226	cockrels@ckrl.ci.detroit.mi.us	313-224-1337	Yes-MF, WIE
Bay City	John F.	Davidson	Commissioner	1218 Marsae St	Bay City, MI 48708	idavidson@baycitymi.org	989-225-4858	Yes- Tech, WIE, TI, ED
Durand	Timothy J.	Doyle	Councilmember	420 W. Main St	Durand, MI 48429	duranddoyle@aol.com	989-288-2032	
Farmington Hills	Jerry M.	Ellis	Councilmember	29832 High Valley Ct	Farmington Hills, MI 48331	terry.ellis@couzens.com	517-896-7895 (C)	Yes - ED
Ionla	Jason	Eppler	City Manager	114 N Kidd St	Ionla, MI 48846	ioniamanager@ci.ionla.mi.us	248-489-8600	NO
Bay City	James F.	Flannery	Commissioner	PO Box 592	Bay City, MI 48708	usnamiboo@yahoo.com	616-527-5776	Yes - TI
Ubyly	Schrader	Florence E.	Treasurer	2241 Pierce St., PO Box 216	Ubyly, MI 49475		989-284-237	Yes - MF, PS
Southfield	Donald F.	Fracassi	Councilman	28695 Monterey	Southfield, MI 48076	mayor1don@comcast.net		BM
Grand Rapids	Heartwell	George K.	Mayor	300 Monroe Ave., NW	Grand Rapids, MI 49503		248-356-0960 or 248-514-9601 @	Yes- Tech, ED, LU
Petoskey	Korthauer	George L.	City Manager	101 E. Lake St.	Petoskey, MI 49770			BM
Algonac	Tuznowski	Gerald	Councilmember	845 Townsend	Algonac, MI 48001			BM
Westland	James	Godbout	Councilmember	Crescent, W	Westland, MI 48185	jgodbout@ci.westland.mi.us	734-427-6879	BM
New Baltimore	Thomas A.	Goldenbogen	Mayor	36601 Ford Rd	New Baltimore, MI 48047	mayor@cityofnewbaltimore.org	586-725-2151 x119	Yes - EC
Owosso	Gregg G.	Guelschow	City Manager	36535 Green St.	Owosso, MI 48867	gregg.guelschow@ci.owosso.mi.us	989-725-0568	NO
Clawson	Richard	Haberman	City Manager	301 W. Main St	Clawson, MI 48017	rhaberman@ci.clawson.mi.us	248-435-4500 x110	Yes- MF
Lake Angelus	Gail	Haines	City Council	425 N. main St	Lake Angelus, MI 48326	ghaines1219@comcast.net	248-674-3767	

Governance Committee

Community	First Name	Last Name	Position	Address	City/State/Zip	Email	Phone	Issue Committee Too?
Garden City Wyoming	David L. Harvey	Harvey	City Manager	6000 Middlebelt Rd	Garden City, MI 48135	daveh@gardencitymi.org	734-793-1665	Chair of the Judicial Committee
	Roger J. Haynes	Haynes	Councilman	4357 Abby Lane SW	Wyoming, MI 49418	rthaynes2@comcast.net	616-530-3918	NO
Ithaca	Brad	Helfner	City Manager	129 W Emerson	Ithaca, MI 48847	ithacamor@charterinternet.com	989-875-3200	Chair of the Water, Infrastructure and Environment Committee
Mt. Morris	Dennis	Heidenfeldt	Councilmember	1014 Howard St	Mt Morris, MI 48458	denheidsr@aol.com	810-813-5430	Yes- Elect, MF, PS
Mackinaw City	Robert R. Heilman	Heilman	President	Box 580	Mackinaw City, MI 49701	rheilman@freeway.net	231-436-5351	Yes- ED
Albion	Michael S. Herman	Herman	City Manager	112 W. Cass Street	Albion, MI 49224	mherman@ci.albion.mi.us	517-629-7172	Yes -MF
Walker	Barbara	Holt	Mayor Pro Tem	4243 Remembrance Rd	Walker, MI 49534	emholt@aol.com	616-784-5327	Yes - MF
Whitehall	Scott	Huebler	City Manager	405 E Colby	Whitehall, MI 49461	huebler@cityofwhitehall.org	616-634-0916 (C) 231-894-4048	NO
Dearborn	William H. Irving	Irving	Asst Corporation	13615 Michigan Ave.	Dearborn, MI 48126	birving@ci.dearborn.mi.us	313-943-2035	Chair of the Technology and Rights of Way Committee
Harper Woods	Leidlin	James E.	City Manager	19617 Harper Ave.	Harper Woods, MI 48225			BM
Saint Joseph	Richards	Jeffrey E.	Commissioner	435 Upton Dr.	Saint Joseph, MI 49085			BM
Huntington Woods	Jeff	Jenks	Commissioner	13361 Ludlow Ave	Huntington Woods, MI 48070	travellisfun@comcast.net	800-736-6814	Yes - Tech
Oscego	Thompson	Joel M.	Mayor	217 Kalamazoo St.	Oscego, MI 49078		248-546-3361	BM
Wakelfield	Silra	John C.	City Manager	311 Sunday Lake St.	Wakelfield, MI 49968			BM
Wayne	Zech	John J.	City Manager	3355 S. Wayne Rd.	Wayne, MI 48184			BM
Northville	Christopher	Johnson	Mayor	215 W Main St	Northville, MI 48167	cjohnson@nrlal.com	248-489-4100	No
Port Huron	Tomion	Karl S.	City Manager	100 McMoran Blvd.	Port Huron, MI 48060			BM
Brighton	Lawrence	Kate	Councilmember	200 N. First St.	Brighton, MI 48116			BM
Detroit	Kwame	Kilpatrick	Mayor	2 Woodward, Suite 1126	Detroit, MI 48226	montgomeryk@mayor.ci.detroit.mi.us	313-628-2824	Yes-MF
Sterling Heights	Deanna	Koski	Mayor Pro Tem	40555 Utica Road	Sterling Heights, MI 48313	dkoski@sterling-heights.net	586-566-2388	Yes- PS, LU
Grand Rapids	Kimball	Kurt F.	City Manager	300 Monroe Ave., NW	Grand Rapids, MI 49503			BM
Troy	Dave	Lambert	Councilmember	1188 Player Dr	Troy, MI 48065	dave@Lambert.net	248-879-5596	NO
Ovid	Bill	Lasher	President	114 E Front St	Ovid, MI 48866	ovidadmin@mutualdata.com	989-834-5550 or 989-666-4754	Yes - MF
Livonia	Joe	Laura	Councilman	35305 Curtis	Livonia, MI 48152	ilaura@ci.livonia.mi.us	248-470-4139	Yes-MF
AuGres	Dittenber	LaVern	Mayor	124 W. Huron Rd., PO Box 121	AuGres, MI 48703			BM
Hazel Park	Andy	LeCureaux	Councilmember	23440 Tawas	Hazel Park, MI 48030	andrew-7@comcast.net	248-225-7372	Yes -MF, ED, WIE
Eaton Rapids	Bill	LeFevre	City Manager	200 S. Main St	Eaton Rapids, MI 48827	blefevere@ci.eaton-rapids.mi.us	517-663-8118	Yes- LU
New Baltimore	Marc A.	Levis	Administrator	36535 Green St.	New Baltimore, MI 48047	mlevis@cityofnewballimore.org	586-725-2151 x109	Yes- ED
Traverse City	Richard I.	Lewis	City Manager	400 Boardman Ave	Traverse City, MI 49684	rlewis@ci.traverse-city.mi.us	231-922-4440	NO
Linden	David E.	Lossing	Mayor	211 Hickory	Linden, MI 48451	dllossing@lindenmi.us	810-766-6718 (O) 810-735-6303 (H)	Yes- LU
Southfield	Irv M.	Lowenberg	Treasurer	26000 Evergreen Road	Southfield, MI 48076	ilowenberg@cityofsouthfield.com	248-796-5210	Yes- MF, ED
Hudsonville	Paulina	Luben	City Manager	3275 Central Blvd.	Hudsonville, MI 49426	pluben@hudsonville.org	616-669-0200 x448 231-723-2561	NO
Manistee	Richard	Mack	Councilmember	376 12th St.	Manistee, MI 49660	rlmavor@yahoo.com	x4286 (W) 231-723-6830 (H)	Yes- ED
Madison Heights	Scott	Margene Ann	Councilmember	1850 Castlewood Dr.	Madison Heights, MI 48071			BM

Governance Committee

Community	First Name	Last Name	Position	Address	City/State/Zip	Email	Phone	Issue Committee Too?
Durand	Lynn	Markland	City Manager	215 W Clinton St.	Durand, MI 48429	lhmdurand@aol.com	989-288-3113	Chair of the Land Use Committee
Hastings	Robert L.	May	Mayor	201 E State St	Hastings, MI 49058	mayormay@yahoo.com	269-945-2468	NO
Jonesville	Michael D.	Mitchell	Village Manager	265 E Chicago St	Jonesville, MI 49250	manager@jonesville.org	517-849-2104	Yes - TI, ED
Sault Ste. Marie	Spencer	Nebel	City Manager	325 Court Street	Sault Ste. Marie, MI 49783	spencern@sault.com	906-632-5705	Yes - TI, ED
DeTour	L. Terrence	Nelson	President	PO Box 151	DeTour, MI 49725	dillidai@lighthouse.net	906-297-2141	Yes-ED
MI Rural Water Assoc.	Timothy	Neumann	CFO	PO Box 960	Harrison, MI 48625	mnwa@chartermi.net	989-539-4111	Yes- WIE
Holly	Aaron	Oppenheimer	Village Manager	202 S. Saginaw St	Holly, MI 48442	manager@vi.holly.mi.us	248-634-9571	Yes- TI, ED
Inkster	Joyce A.	Parker	City Manager	2121 Inkster Rd	Inkster, MI 48141	jparker@ci.inkster.mi.us	313-563-4232	NO
Pontwater	Juanita	Pierman	Council President	PO Box 622	Pontwater, MI 49449	pierman@verizon.net	231-869-4338 or 231-343-3776	Yes-Elect, ED
Eastpointe	Suzanne	Pixley	Councilwoman	24305 Grove	Eastpointe, MI 48021	pix41@aol.com	586-218-4875 (H)	Yes- Tech
Hillman	David J.	Post	Village Manager	P.O. Box 96	Hillman, MI 49746	hillman@freeway.net	586-945-4389 (C)	Yes - MF, ED
Coldwater	Mitch	Rice	Councilmember	234 Hull St	Coldwater, MI 49036	ricemcp@cbpu.com	989-742-4751	Yes - MF, ED
Walled Lake	William T.	Roberts	Mayor	1499 e. West Maple	Walled Lake, MI 48390	wroberts@walledlake.com	517-617-0681	Yes-Jud, LU
Troy	Robin E.	Beltramini	Councilmember	6564 Parkview Dr.	Troy, MI 48065	rbeltram@wildeopenwest.com	248-72-1299 (C)	Yes- TI
Jackson	William R.	Ross	City Manager	161 West Michigan Ave	Jackson, MI 49201	gross@cityofjackson.org	248-828-1775	BM
Keego Harbor	Sidney	Rubin	Councilmember	PO Box 630	Keego Harbor, MI 48320	sidrubin@aol.com	517-788-4035	Yes - TI
Fremont	James M.	Rynberg	Mayor	101 E Main	Fremont, MI 49412	mavor@cityoffremont.net	248-613-8987	Yes - MF
Fenton	Michael	Senkyo	City Manager	301 S Leroy	Fenton, MI 48430	msenkyo@cityoffenton.org	231-924-7099	Yes- ED
Charlotte	Deb	Shaughnessy	Mayor	956 Chads Way	Charlotte, MI 48813	dschaughnessy@ameritech.net	810-629-2261	Yes - ED, LU, TI
Wyoming	Carol S.	Sheets	Mayor	2126 Greenview Cr S	Wyoming, MI 49519	carol_allen_sheets@yahoo.com	517-541-2004	NO
Muskegon	Clara	Shepherd	City Commissioner	433 Terrace	Muskegon, MI 49442	clara.shepherd@postman.org	616-532-5757	NO
Millford	Arthur	Shufflebarger	Village Manager	1100 Atlantic St	Millford, MI 48381	arthur@villageofmillford.org	231-725-8130	NO
Mt. Morris	Bob	Slattery	Mayor	11649 N Saginaw St	Mt. Morris, MI 48458	rslaterv@gcrg.org	248-684-1515	Yes - TI, WIE
Auburn Hills	Peter	Stalker	City Manager				810-686-2160	YES
Charlotte	Dennis W.	Stark	City Manager	111 E. Lawrence Ave	Charlotte, MI 48813	dstark@charlottemi.org	517-543-8852	YES
Sturgis	Karen	Stephens	Commissioner	Box 52	Sturgis, MI 49091	jgs@msn.com	269-651-8328	YES
North Muskegon	Dennis W.	Stepke	City Manager	1502 Ruddiman Dr	North Muskegon, MI 49445	dstepke@cityofnorthmuskegon.com	231-744-1621	No
Capac	Brandon	Stringer	Village Councilmember	206 S Main St	Capac, MI 48014	brandon042487@gmail.com	810-395-9112	Yes - Elect
Grand Rapids	Gregory	Sundstrom	Chief Services Officer	300 Monroe Ave NW	Grand Rapids, MI 49503	greg.sundstrom@gcrtv.us	616-456-3165	Yes- Tech
Harbor Beach	Youatt	Thomas L.	City	766 State St.	Harbor Beach, MI 48441			BM
Sterling Heights	Mark	Vanderpool	Administrator	14010 Merc Lane	Sterling Heights, MI 48311	mvanderpool@sterling-heights.net	586-446-2319	Chair of the Economic Dev Committee
Wyoming	Kent	Vanderwood	Councilmember	1525 52nd St SW	Wyoming, MI 49509	kent@gospelcommunications.org	616-262-6381	Chair of the Elections Committee
St. Joseph	Frank L.	Walsh	City Manager	700 Broad St	St. Joseph, MI 49085	walsh@sjcity.com	269-983-5541	NO
Tecumseh	Kevin	Weich	Manager	309 E Chicago	Tecumseh, MI 49286	kweich@tecumseh.mi.us	517-424-6555	Yes-ED
East Jordan	David M.	White	City Administrator	PO Box 499	East Jordan, MI 49727	dwhite@eastjordancity.org	231-536-3381	Yes - ED
Mayville	James T	Wickman, III	Village Manager	5950 Fox Street	Mayville, MI 48744	wickman@villageofmayville.org	989-325-0748	Yes - PS, LU, Ed, Jud
Coldwater	Stewart	William R.	City Manager	1 Grand St.	Coldwater, MI 49036	twickman@villageofmayville.org		BM
Lake Isabella	Timothy	Wolff	Village Manager	1096 Queens Way	Lake Isabella, MI 48893	twolff@gmail.com	989-644-8654	Yes - LU
Grosse Pointe Woods	Mark	Wollenweber	City	22500 Mack Plaza Dr	Grosse Pointe Woods, MI 48236	mwollenweber@gpwmil.us		Yes - WIE, LU
Blissfield	James A.	Wonacott	Administrator	PO Box 129	Blissfield, MI 49228	administrator@blissfieldmichigan.gov	313-343-2450	Yes- MF, ED
Ann Arbor	Wendy Ann	Woods	Councilmember	2034 Liberty Heights	Ann Arbor, MI 48103	wwoods@a2gov.org	517-486-4347	NO
Southgate	Norma J.	Wurmilinger	Mayor	14400 Dix Toledo	Southgate, MI 48195		734-663-7092	NO
Rochester Hills	Ravi	Yalamanchi	Councilmember	1000 Rochester Hills Dr	Rochester Hills, MI 48309	yalamanchi@rochesterhills.org	734-258-3022	NO
Benton Harbor	Glen	Yarbrough	Commissioner	605 8th St Apt 504	Benton Harbor, MI 49023		248-396-4858	Yes- MF, Tech, Ed, LS
							269-757-2725	Yes- PS, WIE

Governance Committee

Community	First Name	Last Name	Position	Address	City/State/Zip	Email	Phone	Issue Committee Tool?
Richmond	Jeff	Yaroch	Councilor	68225 Main St, PO B	Richmond, MI 48062	jeff_yaroch@yahoo.com	586-727-8141	Yes - PS
Quincy	Eric	Zuzga	Village Manager	47 Cole Street	Quincy, MI 49082	Eric.Zuzga@quincy-mi.org	517-639-9065 X11	Yes- ED

Issue Committees

Economic Development	Community	First Name	Last Name	Position	Address	City/State/Zip	Email	Phone
	Farmington Hills	Teri	Arbenowske	Asst. City Manager	31555 Eleven Mile	Farmington Hills, MI 48336	tarbenowske@fhgov.com	248-871-2500
	Berkley	Jane	Bais-DiSessa	City Manager	3338 Coolidge	Berkley, MI 48072	jbais-diSessa@berkleymich.net	248-546-2470
	Rochester Hills	Bryan	Barnett	Mayor	1000 Rochester Hills Dr.	Rochester Hills, MI 48309	barnettb@rochesterhills.org	248-656-4664
	Imlay City	Brad	Barrett	DDA Director	150 N Main St	Imlay City, MI 48444	bbarrett@imlaycity.org	810-724-2135
	Lathrup Village	Frank M.	Brock	Mayor	27400 Southfield Rd	Lathrup Village, MI 48076	msfmb@hotmail.com	248-557-2600
	Durand	Timothy J.	Doyle	Councilmember	420 W. Main St	Durand, MI 48429	duranddoyle@aol.com	989-288-2032 517-896-7895 (C)
	New Baltimore	Thomas A.	Goldenbogen	Mayor	36535 Green St.	New Baltimore, MI 48047	mavor@cityofnewbaltimore.org	586-725-2151 x119
	Dearborn	Steve	Gulle	Deputy Director, Community and Economic Development	13615 Michigan Ave	Dearborn, MI 48126	squile@ci.dearborn.mi.us	313-943-2899
	St Louis - MI Downtown Assoc.	Philip	Hansen	DDA/EC Dev - Exec Director	108 West Saginaw St	St. Louis, MI 48880	stloussda@stlouismi.com	989-681-3017
	Mackinaw City	Robert R.	Hellman	President	Box 580	Mackinaw City, MI 49701	rhellman@freewav.net	231-436-5351
	Royal Oak	Thomas R.	Hoover	City Manager	211 Williams St, PO Box 64	Royal Oak, MI 48068	tomh@ci.royal-oak.mi.us	248-246-3200
	Kalamazoo	Jerome R.	Kisscomi	Economic Development Director	241 W South St	Kalamazoo, MI 49007	kisscomi@kalamazoozcity.org	269-337-8041
	Zeeland	Tim	Klunder	City Manager	21 South Elm St	Zeeland, MI 49464	citymgr@ci.zeeland.mi.us	616-772-6400
Vice Chair	Kentwood	Frank	Raha	Commissioner	4900 Brelon Ave SE, PO Box 8848	Kentwood, MI 49518	frankraha@sbcglobal.net	616-443-4117
	Fenton	Michael	Senyko	City Manager	301 S Leroy	Fenton, MI 48430	msenyko@cityoffenton.org	810-629-2261
	Adrian	Kirk	Valentine	Commissioner	969 A W Maumee St	Adrian, MI 49221	kirkvalentine@tc3net.com	517-263-2836
Chair	Sterling Heights	Mark	Vanderpool	City Manager	14010 Merc Lane	Sterling Heights, MI 48311	mvanderpool@sterlingheights.net	586-446-2319
	Garden City	Paul	Zelenak	Community Development Director	6000 Middlebelt Rd	Garden City, MI 48135	paulz@gardencitymi.org	734-793-1800
	Quincy	Eric	Zuzga	Village Manager	47 Cole Street	Quincy, MI 49082	Eric.Zuzga@quincy-mi.org	517-639-9065 X11
	Sturgis	Karen	Stephens	Commissioner	206 North St, 2K	Sturgis, MI 49091	loqs@msn.com	269-651-8328

Elections	Community	First Name	Last Name	Position	Address	City/State/Zip	Email	Phone
	Troy	Toni L.	Bartholomew	City clerk	500 W. Big Beaver Rd	Troy, MI 48064	t.bartholomew@ci.troy.mi.us	248-524-3316
Vice Chair	Farmington Hills	Kathryn	Doman	City Clerk	31555 11 Mile Rd	Farmington Hills, MI 48336	kdoman@fhgov.com	248-871-2422
	MT. Morris	Dennis	Heidenfeldt	Councilmember	1014 Howard St	Mt Morris, MI 48458	denthelds@aol.com	810-813-5430

Issue Committees

Three Oaks	Mary Jo	Nallenweg	Village Clerk	14 Maple St	Three Oaks, MI 49128	minallenweg@hotmail.com	269-756-9221 (O) 269-591-0609 @
Pentwater	Juanita	Pierman	Council President	PO Box 622	Pentwater, MI 49449	pierman@verizon.net	231-869-4338 or 231-343-3776
East Lansing	Sharon	Reid	City Clerk	410 Abbott Rd	East Lansing, MI 48823	sreid@cl.eastlansing.mi.us	517-319-6904
Port Huron	Pauline	Repp	City Clerk	100 McMorran Blvd.	Port Huron, MI 48060	repp@porthuron.org	810-984-9725
Durand	Amy	Roddy	City Clerk	215 W Clinton St	Durand, MI 48429	aroddy@durandmi.com	989-288-3113 x106
Capac	Brandon	Stringer	Village Councilmember	206 S Main St	Capac, MI 48014	brandon042487@gmail.com	810-395-9112
Wyoming	Kent	Vanderwood	Councilmember	1525 52nd St SW	Wyoming, MI 49509	kent@gospelcommunications.org	616-262-6381

Judicial	Community	First Name	Last Name	Position	Address	City/State/Zip	Email	Phone
	Ypsilanti	Guy	Conti	Associate Attorney	105 Pearl St	Ypsilanti, MI 48197	guyconti@bartlawfirm.com	734-483-9642
	South Lyon	Ray	Dryer	Mayor Pro-Tem	1375 Cartwright Lane	South Lyon, MI 48178	rayman_68@yahoo.com	248-756-3142
Chair	Garden City	David L.	Harvey	City Manager	6000 Middlebelt Rd	Garden City, MI 48135	daveh@gardencitymi.org	734-793-1665
	Port Huron	John L.	Livesay	City Attorney	100 McMorran Blvd	Port Huron, MI 48060	livesay@porthuron.org	810-984-9748
	Mount Clemens	Bonnie M.	McInerney	Assistant City Attorney	65 SB Gratiot	Mount Clemens, MI 48043	bmcinerney@rvmvlaw.com	586-469-8660
	Coldwater	Mitch	Rice	Councilmember	234 Hull St	Coldwater, MI 49036	ricemcp@cboj.com	517-617-0681
	Lathrup Village	Mannario	Thompson	Councilmember Corporation	28604 Sunset W.	Lathrup Village, MI 48076	mmannario@comcast.net	248-569-2957
Vice Chair	Dearborn	Debra A.	Walling	Counsel	13615 Michigan Ave	Dearborn, MI 48126	dwalling@cl.dearborn.mi.us	313-943-2035
	Mayville	James T	Wickman, III	Village Manager	5950 Fox Street	Mayville, MI 48744	twickman@villageofmayville.org	989-325-0748
	Law, Weathers,	Jessica L.	Wood	Attorney	333 Bridge St NW, Suite 800	Grand Rapids, MI 49504	jessicawood@lwr.com	616-732-1757

and Use	Community	First Name	Last Name	Position	Address	City/State/Zip	Email	Phone
	Rockwood	William	Beach	City Attorney	150 W Jefferson	Detroit, MI 48226	beach@millercafield.com	313-496-7617
	Southfield	John E.	Beras	City Attorney	26000 Evergreen Rd	Southfield, MI 48076	lberas@cityofsouthfield.com	248-796-5780
Vice Chair	Troy	Lori Grigg	Bluhm	City Attorney	500 W Big Beaver Rd	Troy, MI 48064	bluhmig@cl.troy.mi.us	248-524-3323
	Roosevelt Park	W. David	Boehm	City Manager	900 Oak Ridge Road	Roosevelt Park, MI 49441	manager@rooseveltpark.org	231-755-3721 x105
	Grandville	James R.	Buck	Mayor	3195 Wilson Ave	Grandville, MI 49418	mayor@cityofgrandville.com	616-530-4982
	Rockwood	Gary	Carey, AICP, PCP	City Administrator	32049 Fort St	Rockwood, MI 48173	rwadmin@comcast.net	734-379-9496
	Chelsea	James L.	Drolet	Planning & Zoning Administrator	305 S Main St, Suite 100	Chelsea, MI 48118	drolet@city-chelsea.org	734-475-1898

Issue Committees

	Livonia	Michael E. Cyndy Terry	Fisher Fuller Harper	Assist. City Attorney Mayor Commissioner	33000 Civic Center Dr 18 Cottage Lane 226 N Michigan Ave 124 E. Huron Rd, PO Box 121	Livonia, MI 48154 Manistee, MI 49660 Big Rapids, MI 49307	mlfisher@ci.livonia.mi.us cfuller@harbor-village.com harper@ferris.edu	734-466-2520 231-723-0070 231-591-2279
	Au Gres DeWitt	Patricia James	Killingbeck Lancaster	City Manager Councilmember	414 East Main St	Au Gres, MI 48703 DeWitt, MI 48820	cityofaugres@centurytel.net lancaster@millercanfield.com	989-876-8811 517-483-4905
	Eaton Rapids	Bill	LeFevre	City Manager	200 S. Main St	Eaton Rapids, MI 48827	blefevre@ci.eaton-rapids.mi.us	517-663-8118 O: 810-7660-5718 or H: 810-735-6303
Chair	Linden	David E. Lynn	Lossing Markland	Mayor City Manager	211 Hickory 215 W Clinton St	Linden, MI 48451 Durand, MI 48429	dlossing@lindenmi.us lrmurand@aol.com	989-288-3113
	Mt. Pleasant	James	Moreno	City Commissioner	1015 Andre St	Mt Pleasant, MI 48858	santiago@power-net.net	989-773-5797
	Ann Arbor	Evan	Pratt	Planning Commission Chair	1626 Harbal Dr	Ann Arbor, MI 48105	evan.pratt@ohm-eng.com	734-679-6283
	Lake Orion	JoAnn	VanTassel	Village Manager	37 E Flint St	Lake Orion, MI 48362	vantassel@lakeorion.org	248-693-8391 x 101 248-693-5874 (fax)
	Lake Isabella	Timothy	Wolff	Village Manager	1096 Queens Way	Lake Isabella, MI 48893	twolff@gmail.com	989-644-8654

Municipal Finance	Community	First Name	Last Name	Position	Address	City/State/Zip	Email	Phone
	Huntington Woods	Alex R.	Allie	City Manager	26815 Scotia	Huntington Woods, MI 48071	aallie@ci.huntington-woods.mi.us	248-541-4300
	Ypsilanti	Robert	Bruner	Assist City Manager	1 S. Huron St	Ypsilanti, MI 48197	rburner@ferndale-mi.us	734-483-7290
Chair	Boyer City	Michael	Cain	City Manager	852 Deer Run Drive	Boyer City, MI 49712	mcain@boynectv.com	231-582-0377
	Howell	Shea	Charles	City Manager	611 E. Grand River	Howell, MI 48843	scharles@ci.howell.mi.us	517-546-3502
	Marysville	Daniel	Coss	Community Deve	1111 Delaware Ave	Marysville, MI 48040	dcoss@cityofmarysvillemi.com	810-364-6613
	Hamtramck	Donald D.	Crawford	City Manager	3401 Evaline St	Hamtramck, MI 48212	dcrawford@hamtramckcity.com	313-870-0349
	Woodhaven	David W.	Flaten	City Administrator	21069 West Rd	Woodhaven, MI 48183	cityadmin@woodhavenmi.org	734-675-4932
	Clawson	Richard	Haberman	City Manager	425 N. main St	Clawson, MI 48017	rhaberman@ci.clawson.mi.us	248-435-4500 x110
	Albion	Michael S.	Herman	City Manager	112 W. Cass St	Albion, MI 49224	mherman@ci.albion.mi.us	517-629-7172
Vice Chair	Walker	Barbara	Holt	Mayor Pro Tem	4243 Remembrance Rd NW	Walker, MI 49534	emholt@aol.com	616-784-5327 or 616-634-0916 (C)
	Standish	Tori	Kelly	City Manager	PO Box 726	Standish, MI 48858	tkelly@cityofstandish.com	989-846-9588
	Detroit	Kwame	Kilpatrick	Mayor	2 Woodward, Suite 1126	Detroit, MI 48226	montgomery@mayor.ci.detroit.m	313-628-2824
	Hamtramck	Scott	Klein	Councilmember	2406 Carpenter	Hamtramck, MI 48212	klein@ci.hamtramckmi.com	313-876-7700
	Ovid	Bill	Lasher	President	114 E Front St	Ovid, MI 48866	ovidadmin@mutualdata.com	989-834-5550 or 989-666-4754
	Livonia	Joe	Laura	Councilman	35305 Curtis	Livonia, MI 48152	laura@ci.livonia.mi.us	248-470-4139
	Southfield	Inv M.	Lowenberg	Treasurer	26000 Evergreen Rd	Southfield, MI 48076	lowenberg@cityofsouthfield.com	248-796-5210

MC?=Requested Multiple Committees
Leg Gov?=Requested Legislative Governance Committee

Issue Committees

Hillman	David J.	Post	Village Manager	P.O. Box 96	Hillman, MI 49746	hillman@freeway.net	989-742-4751
Kentwood	Frank	Raha	Commissioner	4900 Breton Ave SE, PO Box 88-48	Kentwood, MI 49518	frankraha@sbcglobal.net	616-443-4117
Saline	Larry	Stoever	City Manager	100 N. Harris	Saline, MI 48176	lstoever@ci.saline.mi.us	734-429-3148
Blissfield	James A.	Wonacott	Village Admin	PO Box 129	Blissfield, MI 49228	administrator@blissfieldmichigan.gov	517-486-4347

Public Safety

Community	First Name	Last Name	Position	Address	City/State/Zip	Email	Phone
Chair	Pete	Auger	City Manager	200 E Flint St	Davison, MI 48423	pauger@cityofdavison.org	810-653-2191
	George	Basar	Chief of Police	611 E. Grand River	Howell, MI 48843	gbasar@ci.howell.mi.us	517-540-6702
	Don	Bowers	Councilmember	219 Shriner	Hastings, MI 49058	iraa@ispsaver.com	269-945-9657
	Edward C.	Breitenbach	City Council	900 Oak Ridge Road	Muskegon, MI 49441	edward.c.breitenbach@wmich.edu	231-759-7119
	John	Calfrey	Member	1000 W. Cedar Ave	Gladwin, MI 48624	cafcalfrey29@hotmail.com	989-426-1628
	Todd J.	Campbell	Councilmember	130 N. Nottawa	Sturgis, MI 49091	tcampbell@ci.sturgis.mi.us	989-429-0145
Vice Chair	Linda J.	Compota	Assistant City Manager	411 Bentley Dr.	Monroe, MI 48162	lcompota@ci.sturgis.mi.us	268-659-7234
	Pick	Day	City Council	112 Locust St	Allegan, MI 49010	pickday@ci.sturgis.mi.us	734-241-9203
	Steve M.	Duchane	Mayor	1355 Southfield	Lincoln Park, MI 48146	dayrichard@charter.net	269-673-6937 (H)
	James F.	Flannery	City Manager	PO Box 592	Bay City, MI 48708	sduchane@cityip.com	269-544-4453 (O)
	Deanna	Koski	Commissioner	40555 Ullica Road	Sterling Heights, MI 48313	usnamibgo@yahoo.com	313-386-5440
			Mayor Pro Tem			dkoski@sterling-heights.net	989-284-237
			Lieutenant Lansing				586-566-2388
	Jim	Kraus	Police Dept.	3400 S Cedar St	Lansing, MI 48910	jkraus@ci.lansing.mi.us	517-272-7667
	Bill	Nickels	City Council	311 N. Wallace	Ypsilanti, MI 48197	knickels@aol.com	734-483-8896
	Gary A.	Nowak	Councilmember	322 E. Ontario	Rogers City, MI 49779	janowak@i2k.net	989-734-3404
	Steven D.	Richardson	Councilmember	111 E. Michigan Ave P.O. B	Paw Paw, MI 49079	5srichardson@brc-bci.com	269-657-4233
	Barry M.	White	Trustee	415 Pond	Pinckney, MI 48169	white415@sbcglobal.net	517-231-1950
	Glen	Yarbrough	Commissioner	605 8th St Apt 504	Benton Harbor, MI 49023	jeff_yaroch@yahoo.com	269-757-2725
	Jeff	Yaroch	Councilor	68225 Main St, PO Box 457	Richmond, MI 48062	jeff_yaroch@yahoo.com	586-727-8141
	Richard	Ziegler	Councilmember	1477 Forest Bay Ct	Wisom, MI 48393	rziegler1969@yahoo.com	248-624-7420

Technology & Lights of Way

Community	First Name	Last Name	Position	Address	City/State/Zip	Email	Phone
Norway	Ray D.	Anderson	City Manager	915 Maple St	Norway, MI 49870	citymanager@norwaymi.com	906-563-7502
	Tom	Crawford	CFO	100 N Fifth Ave, PO Box 8647	Ann Arbor, MI 48107	tcrawford@a2gov.org	734-994-2909
	John F.	Davidson	Commissioner	1218 Marsae St	Bay City, MI 48708	jdavidson@baycitymi.org	989-225-4858
	Donald F.	Fracassi	Councilman	28695 Monterey	Southfield, MI 48076	mayor1don@comcast.net	248-356-0960 or 248-514-9601 @
	James	Godbout	Councilmember	36601 Ford Rd	Westland, MI 48185	lgodbout@ci.westland.mi.us	734-427-6879

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Leg Gov?=Requested Legislative Governance Committee

Issue Committees

Chair	Dearborn	William H.	Irving	Asst Corporation C	13615 Michigan Ave, Suite	Dearborn, MI 48126	birving@ci.dearborn.mi.us	313-943-2035
	Huntington Woods	Jeff	Jenks	Commissioner	13361 Ludlow Ave	Huntington Woods, MI 48071	travelistun@comcast.net	800-738-6814 or 248-546-3361
Vice Chair	Eastpointe	Suzanne	Pixley	Councilwoman	24305 Grove	Eastpointe, MI 48021	pix41@aol.com	586-218-4875 (H)
	Grand Rapids	Gregory	Sundstrom	Chief Services Officer	300 Monroe Ave NW	Grand Rapids, MI 49503	greg.sundstrom@grcity.us	586-945-4389 (C) 616-456-3165
	St. John's	Dan	Vreibel	City Engineer	PO Box 477	St. Johns, MI 48879	dvreibel@ci.saint-johns.mi.us	989-224-8944 ext. 280
	Rochester Hills	Ravi	Yalamanchi	Councilmember	1000 Rochester Hills Dr	Rochester Hills, MI 48309	yalamanchi@rochesterhills.org	248-396-4858

Transportation Infrastructure

Community	First Name	Last Name	Position	Address	City/State/Zip	Email	Phone
Kingsford	Dennis	Baldinelli	Mayor	205 Garfield	Kingsford, MI 49802	denbaldinelli@chartermi.net	906-774-2015
Battle Creek	Susan	Baldwin	City Commissioner	164 W. Hamilton Lane	Battle Creek, MI 49016	sbaldwin4bc@aol.com	269-963-8124
Norton Shores	M. Kay	Beecham	Council	665 Farr Rd	Muskegon, MI 49444	mkbeecham1@verizon.net	231-798-4457
Bay City	Michael	Buda	Mayor	301 Washington Ave	Bay City, MI 48708	mbuda@baycitymi.org	989-894-8168
Port Huron	Robert E.	Clegg	Engineer/Director of Public Works	100 McMoran Blvd.	Port Huron, MI 48060	rclegg@porthuron.org	810-984-9730
Ironia	Jason	Eppler	City Manager	114 N Kidd St	Ironia, MI 48846	ioniamanager@ci.ironia.mi.us	616-527-5776
Saranac	Sue	Ferguson	President	10 N. Bridge St	Saranac, MI 48881	vilofsar@fserv.net	616-642-6324
Grosse Pointe Park	Daniel	Conigan	Councilmember	880 Bishop Rd	Grosse Pointe Park, MI 48223	dan_grano@yahoo.com	313-587-5217
Wayne	Thomas H.	Kelly	Councilmember	3355 S. Wayne Rd	Wayne, MI 48184	citycouncil@ci.wayne.mi.us	734-722-2000
Jonesville	Michael D.	Mitchell	Village Manager	265 E Chicago St	Jonesville, MI 49250	manager@jonesville.org	517-849-2104
Leslie	Rolland	Olney	City Manager	106 E. Bellevue St., PO Box 496	Leslie, MI 48251	Rollyh2o@voyager.net	517-589-8236
Holly	Aaron	Oppenheimer	Village Manager	202 S. Saginaw St	Holly, MI 48442	manager@vi.holly.mi.us	248-634-9571
Walled Lake	William T.	Roberts	Mayor	1499 E. West Maple Rd	Walled Lake, MI 48390	wroberts@walledlake.com	248-72-1299 (C)
Jackson	William R.	Ross	City Manager	161 West Michigan Ave	Jackson, MI 49201	bross@cityofjackson.org	517-788-4035
Walker	Darrel	Schmalzel	Asst. City Manager	4243 Remembrance Rd	Walker, MI 49534	dschmalz@ci.walker.mi.us	616-791-6787
Milford	Arthur	Shuffelbarger	Village Manager	1100 Atlantic St	Milford, MI 48381	arthurs@villageofmilford.org	248-684-1515
Mt. Morris	Bob	Slattery	Mayor	11649 N Saginaw St	Mt. Morris, MI 48458	slattery@gccr.org	810-686-2160
GVMC	Don	Stypula	Executive Director	40 Pearl St, NW Suite 410	Grand Rapids, MI 49503	stypulad@gvmc.org	616-450-4217
St. John's	Dan	Vreibel	City Engineer	PO Box 477	St. Johns, MI 48879	dvreibel@ci.saint-johns.mi.us	989-224-8944 ext. 280
Muskegon Heights	William	Watson Sr	Councilman	109 E Cleveland Ave	Muskegon Heights, MI 49444	dor5024270@aol.com	231-557-0455

Water Infrastructure & Environment

Community	First Name	Last Name	Position	Address	City/State/Zip	Email	Phone
Bay City	Robert V.	Belleman	City Manager	301 Washington Ave	Bay City, MI 48708	rbelleman@baycitymi.org	989-894-8229

MC?=-Requested Multiple Committees
Leg Gov?=-Requested Legislative Governance Committee

Issue Committees

Vice Chair	Milan	Daniel	Bishop	City Administrator	147 Wabash	Milan, MI 48160	danb@ci.milan.mi.us	734-439-1501
	Midland	Noel D.	Bush	Utilities Director	333 W Elsworth St	Midland, MI 48641	nbush@midland-mi.org	989-837-3343
	Newberry	Robert F.	Cameron	President	307 East McMillan Ave	Newberry, MI 49868	rcameron@aup.k12.mi.us	906-283-3433
	Port Huron	Robert E.	Clegg	City Engineer/Director of Public Works	100 McMorran Blvd.	Port Huron, MI 48060	clegg@porthuron.org	810-984-9730
	Detroit	Sheila	Cockrel	Councilmember	1340 Coleman Young Muni	Detroit, MI 48226	cockrels@ckrl.ci.detroit.mi.us	313-224-1337
	MWEA	Fred	Cowles, P.E.	Senior Engineer	7402 Westshire Dr, Suite 110	Lansing, MI 48917	fecowles@fch.com	517-622-6105
	Spring Lake	William (Bill)	Filber	President	102 West Savidge	Spring Lake, MI 49456	filber@stcglobal.net	616-850-9547
	Ithaca	Brad	Hefner	City Manager	129 W Emerson	Ithaca, MI 48847	ifhacamgr@charterinternet.com	989-875-3200
	AWWA	Dave	Koch	Engineer at Black and Veatch	125 Ottawa Ave NW, Ste. 380	Grand Rapids, MI 49503	kochds@bv.com	616-459-2360
	Southgate	Theresa	Lannen	City Council Memb	14400 Dix Toledo Rd	Southgate, MI 48195	tlannen@yahoo.com	
	Hazel Park	Andy	LeCureaux	Council Person	23440 Tawas	Hazel Park, MI 48030	andrew-7@comcast.net	248-225-7372
	MWEA	Timothy	Lynch	Plant Manager	269 Anchors Way	St. Joseph, MI 49085	tlynch@qtm.net	269-983-7719
	Grand Haven	Pat	McGinnis	City Manager	519 Washington Ave	Grand Haven, MI 49417	pmcginnis@grandhaven.org	616-847-4888
	MI Rural Water Assoc.	Timothy	Neumann	Exec Dir	PO Box 960	Harrison, MI 48625	mrwa@chartermi.net	989-539-4111
	Shoreham	Mark C.	Seaman	Village Trustee	2837 Hanley Rd, E	St. Joseph, MI 49085	mcseaman@prismsclech.com	269-248-5285 (H)
	Battle Creek	Wayne D.	Wiley	City Manager	10 N. Division St.	Battle Creek, MI 49014	wdwiley@ci.battle-creek.mi.us	269-983-5775 (W)
	Grosse Pointe Woods	Mark	Wollenweber	City Administrator	22500 Mack Plaza Dr	Grosse Pointe Woods, MI 48236	mwollenweber@gpwwmi.us	269-966-3378
								313-343-2450

Appendix D

ORIGINAL

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.

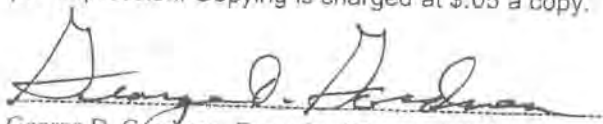
This document sets forth and defines the areas of MML support to the MLGMA. The MLGMA Secretary/Treasurer:

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.

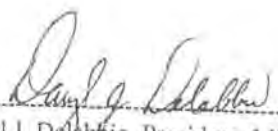
It is a priority of the MLGMA to increase professional development opportunities for its membership; these opportunities will require additional time and expertise from the Secretary/Treasurer for project coordination and support. As these additional duties are established, the president of the MLGMA, 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:

4-30-01


Daryl J. Delabbio, President, MLGMA

Date:

4.27.01

Appendix E

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 (if 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 arrearage, 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.

