

**MICHIGAN  
LOCAL GOVERNMENT  
MANAGEMENT ASSOCIATION**

1675 Green Road, Ann Arbor, MI 48105  
Phone 734/662-3246 • Fax 734/662-8083

**PRESIDENT**

PETER E. AUGER

**PRESIDENT-ELECT**

MICHAEL F. YOUNG  
Rockford

**VICE-PRESIDENT**

DALE L. KERBYSON  
Lapeer

**IMMEDIATE PAST PRESIDENT**

PENNY S. HILL  
Traverse City

**DIRECTORS**

REBECCA L. FLEURY  
Middleville

JOHN M. GABOR  
Marine City

NATHAN A. GEINZER  
Farmington Hills

ROBERT A. LAFAVE  
Lansing

ELAINE LEVEN  
Oakland Charter Township

APRIL L. LYNCH  
Ferndale

AMY J. RODDY  
Durand

ADAM R. SMITH  
Mackinaw City

AMY M. SULLIVAN  
Huntington Woods

OLIVER K. TURNER  
Sault Ste. Marie

ADAM J. UMBRASAS  
Three Oaks

KEITH A. VAN BEEK  
Ottawa County

CATHY L. VANDERMEULEN  
Walker

**EX-OFFICIO**

DAVID M. LIMARDI  
ICMA State Liaison Officer

**SECRETARY/TREASURER**

COLLEEN T. LAYTON  
Michigan Municipal League

# The Manager

The official newsletter of the Michigan Local Government Management Association

A State Affiliate of ICMA  
Affiliated with the Michigan Municipal League

Summer 2014

## Note from the President

Peter Auger, MLGMA President

Four score and...Oh, how the time passes by. You will read reflections on the Gettysburg Leadership Institute in this issue. Having attended this leadership development program I can tell you, not only do you learn about an important part of American history, when this country was truly divided, but also about the value of exercising leadership. Every day, we in management, get to make decisions or not make decisions. As you find out at Gettysburg, both have consequences.

As some of you know, I have stepped down from my position in Auburn Hills, and I am currently contemplating what the future will be for me. There are times (or will be if you have not experienced it yet) when we all face the decision, do we compromise our ethical standards and step away from what has been working because the majority of city council says it's okay? Or do we step away and attempt to keep our integrity intact?



If you're like me, and I know most of you are, I don't even know how to spell ~~mediocur~~, ~~meedioere~~, mediocre let alone manage like it.

I, probably like most of you, understand the ethical issues we all face as the buffer between politics/politicians and efficiencies of running great organizations. But, I think you also understand honor.

*Continued on next page*

## *Note from the President Continued*

To quote one of my favorite movies from 1995, *Rob Roy*, Robert Roy MacGregor was explaining to his son what honor is:

“Honor is what no man can give ya and none can take away. Honor is a man’s gift to himself.”

Yes, ours is an honorable and noble profession. I can’t begin to thank those who have reached out during my “transition.” It really does make a difference to hear from one’s peers. Fellowship is one of the many values that belonging to professional organizations like MLGMA and ICMA bring.

This is why our board is looking at membership strategies with ICMA. The Board will be looking at the GAP analysis at our next meeting. If the strategy is approved, we as an organization will be reaching out to managers who are not affiliated with either organization to see if they (or their community) realize the value of belonging to a professional organization. We will need some MLGMA members to follow up with personal calls to prospective members once we get this started. Are you engaged enough in our profession to explain the values of MLGMA or ICMA? I thought so...

Like most of you, my golf game hasn’t improved much, my kids are enjoying the summer (even with dad around more), and I still don’t look good in a Speedo. But I am still actively engaged in our organization and in life.

I hope you all have a productive summer, and I look forward to seeing you at the 2014 MLGMA Summer Workshop. I would like to leave you with a tenet of *The Optimist Creed*:

“To think only of the best, to work only for the best, and to expect only the best.”

I think this strikes at what most of us live every day.

Sincerely, **Peter Auger**

## In This Issue:

Lessons of Gettysburg  
*Pages 3-5*

MLGMA Scholarships  
*Page 5*

Meet Your 2014  
MLGMA Summer Fellows  
*Pages 6-7*

Welcome to the Summer  
Workshop  
*Page 8*

NextGen Dinner  
*Page 8*

The Disney Institute was a  
Growth Experience  
*Pages 9-10*

News from ICMA  
*Page 11*

Calendar of Events  
& Member News  
*Pages 12-13*

# Lessons of Gettysburg

By **Adam Brown**

Deputy Administrator/Controller, Jackson County

**Keith Van Beek**

Assistant Administrator, Ottawa County

and **Patrick Waterman**

City Manager, Hudsonville

We three managers car-pooled together from Michigan to Gettysburg, Pennsylvania, this April, for a thrilling three days of leadership lessons. The awe-inspiring walk of one of America's most famous battlefields, Gettysburg, was filled with practical lessons of leadership for local government managers. It's a humbling and serene experience to walk on hallowed ground where so many died.

That's what you do when you attend the **ICMA's Gettysburg Leadership Institute** program, entitled "In the Footsteps of Leaders." You walk the grounds, hear the stories, and fathom the challenge of dealing with not only multiple days of intense fighting, but the devastation and aftermath left behind when hostilities cease. War can be a great teacher. It is a magnification of the smaller conflicts we deal with every day. And because it is magnified, we can more easily draw lessons from the experience.

## Give Clear Direction

As you read *The Killer Angels*, by Michael Shaara, General J.E.B. (Jeb) Stuart is a central point of focus for failing to arrive at Gettysburg until the second day of fighting and for failing to fulfill his primary mission, which was to provide intelligence to his superiors. Stuart's downfall can be attributed to the fact that he was given competing missions to be the eyes and the ears of the Confederate army, while also disrupting the Union army supply trains. Stuart's focus on the latter left General Robert E. Lee (Commander of the Confederate States of America (CSA)) without critical information regarding the whereabouts of the Union army. The challenge of giving direction is that if you are too specific, then you can create dependency, but if you are too vague, then priorities can be misunderstood. When players change you have to adjust tactics.



*In the photo, a tour guide explains how five-man teams operated cannons during the battle, and then managers reenacted the process.*

In contrast to Lee, General George G. Meade (Commander of the Union Army) was only one week into his post as commander of the Union army at the time of Gettysburg. It was out of necessity that he listened to his commanding staff. He engaged them in the decision-making process. Many of them, as demonstrated in the engagement, knew how to adapt and respond without command. Another salient point was that it's not whether your people know the mission and can recite it but whether they can act upon the mission at the right time, as Meade's staff did.

## Adapt to Technology

Leading up to Gettysburg, the technology of standard issue rifles had improved to be much more accurate at greater distances. However, the armies had not yet adapted their tactics to account for fighting at longer distances, and therefore, the soldiers still engaged each other at close distances, yielding high casualties. One of the points Bob O'Neil, Executive Director of ICMA, made during the institute was that, at the point of creative disruption, you want to be on the creative side not the disruptive side of technology.

*Continued on next page*

## *Reflections on Gettysburg Continued*

### **Plan and Adapt**

The first casualty of war is the plan, and the first to adapt wins. The Confederate army was trekking to Harrisburg, the capital of Pennsylvania, with the hopes of taking control of a northern state capital to force an end to hostilities. They diverted to Gettysburg for a chance at a huge moral victory, but they were surprised when they ended up facing nearly 90,000 Union troops. That decision alone would not have defeated them, but aristocratic decision-making and strict chain of command proved to be their downfalls. However, for the Union army, Meade's counsel of war communication and decision-making style led to a decisive result.

### **Know Your Risk Profile**

General Henry Heth, of the CSA, was the leader of the first engagement at Gettysburg when he encountered General John Buford's cavalry division. Buford caught sight of Heth first and made the initial move of the battle by dismounting and disguising themselves as foot soldiers, which indicates to the opposition that there are more units behind. A cavalry regiment indicates that they are a ways out in front of the army scouting territory. Given orders not to engage, Heth thought there was an easy opportunity for a quick win and engaged anyway. Buford's objective was to keep the Confederates back until the rest of the Union army could get to high ground. Both sides took losses, but Buford accomplished his mission of holding ground long enough for the rest of the army to recover high ground. Heth is remembered, among other things, for not understanding what he was getting into and not following orders. Buford is credited with giving the Union the winning high ground position.

Sometimes you have to plan for the extreme. The people of Gettysburg were certainly not prepared for the major military engagement that arrived at their doorstep, but were even less prepared for the thousands of wounded and killed soldiers left behind when the battle finally ended. Between 46,000 and 51,000 soldiers were killed, wounded, captured, or missing. Of those, 7,863 were killed and had to be buried.



*In the photo, an old abandoned water main dates to the Civil War era.*

The town's water supply was completely contaminated due to the bacteria from human and animal corpses that were thrown into wells. The stench was unbearable, wild hogs rooted around bodies, and there were flies by the millions. It would be a monumental task to bury the dead, care for the wounded of both sides, and restore the town to working order. And to make matters worse, the town leaders had all fled in advance of the battle, leaving the citizens to care for themselves. Sometimes, you must prepare for unthinkable situations that are beyond comprehension.

### **Be Humble**

Perhaps the greatest lesson of Gettysburg is about hubris and Lee's temporary lack of judgment. Lee had arrived at Gettysburg undefeated. He had

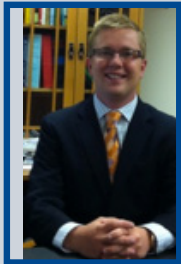
*Continued on next page*

## MLGMA Scholarships

The MLGMA Professional Development Committee awarded \$3448 in [scholarships](#) at its July 2, 2014 meeting. Congratulations to this round's recipients. Round three applications are **due October 31, 2014**. If you are looking to apply for programs offered late this fall up to the MLGMA Winter Institute, this is the deadline you do not want to miss. More information is available at [www.mlgma.org](http://www.mlgma.org).



**Megan Clark**, Assistant to the City Manager, East Lansing, will attend the 100th ICMA Conference.



**Mitch Foster**, Kingsley Village Manager, will attend the 100th ICMA Conference.



**Michael Hart**, City Manager, Davidson, will attend the 100th ICMA Conference.



**Derrick Kozicki**, Assistant City Manager & Clerk, Grosse Pointe Farms, will attend the MLGMA Summer Workshop.



**Julius Suchy**, Sparta Village Manager, will attend the MLGMA Summer Workshop.

## *Reflections on Gettysburg Continued*



*In the photo, our group is on top of Little Round Top, near the point of the extreme left flank of the Union army, where the 20th Maine defended against wave after wave of Confederate assault.*

recently lost his most trusted advisor, Stonewall Jackson, and doesn't hold the same trust with any other person. The southern military culture was aristocratic, meaning there was a strong hierarchical leadership structure that downplayed the ideas of those of lesser rank. This put General Lee in a mindset that he was invincible and alone bore the weight of making the decisions for a successful engagement.

### **Final Lesson: Be Brave**

Of the many amazing stories of Gettysburg, there are countless stories of bravery. The story of Colonel Joshua Chamberlain of the 2nd Maine is a favorite. It's too good of a story to tell in a few sentences, so we will leave that one for you to discover. To quote Chamberlain; "The power of noble deeds is to be preserved and passed on to the future."

No matter what type of manager you are, you will identify with at least one of the personalities or predicaments in the battle of Gettysburg. For three Michigan managers, it was an amazing and enlightening experience.

## Meet Your Two 2014 MLGMA Summer Fellows

Each summer, two aspiring local government managers get their feet wet in Michigan communities. **MLGMA Summer Fellowships** are mutually beneficial arrangements. Master of Public Administration students gain real world skills and an impressive item to add to their resumes, while local communities benefit, too. Fellows often share ideas that have lasting impacts, even after summer ends.

This year, the city of Norway, in the U.P., is working with **Troy Louis**, an economic development minded MPA student from Northern Michigan. The city of Plymouth took in **Justin Lakamper**, a passionate MPA student from Wayne State. Interestingly, both fellows have previously worked at the federal level, but they say local government is the place to be.



### Know-how in Norway

“A sign of success for me, in whatever jobs I’ll have in the future, is to build a legacy of positive impact and growth,” says Troy Louis, a Northern Michigan University MPA Student.

“I hope people will look back on the work I’ll have done and say, he’s improved something or this change made the community better. That in itself is probably the greatest appeal of the profession,” Louis says.

When he started working with the city of Norway, this May, he resolved to get involved with as many different projects as possible. From assisting with construction bids to researching a marketing plan, Louis has definitely found it to be a “well-rounded” experience.

“It’s construction season, of course, and with the harsh winter we had in the U.P. we have a lot of pot hole repairs and road projects. Putting out requests for quotes for companies to bid has required learning how to speak the language of construction and engineering,” which is something city managers often have to do, Louis says. He is particularly pleased with himself for finding a less expensive option for sidewalk repair.

Louis hopes the research he is putting towards the city’s marketing plan “will gain traction, while I’m here, and then continue to grow after I leave,” he says.

For the Parks and Recreation Department, Louis is working with GIS mapping software to map out different stages identified in the parks and rec master plan. “There is a huge Michigan-Wisconsin cooperative state park that’s coming up right next to the city, so part of that plan is capturing the tourism that is going to come from that and helping it to grow the city,” he says.

Louis spent five years working for the Department of Veterans Affairs, which prepared him for public sector employment, however, “you’re often just a checkpoint at the federal level,” he says.

“The nice thing about the municipal level is there’s more room for innovation, room to see actual change and growth happen in a community,” Louis says.

*Continued on next page*

## MLGMA Summer Fellows Continued

### Policy in Plymouth

This summer, Justin Lakamper, a graduating MPA student from Wayne State University, has been taking on a lot of different tasks in Plymouth -- from researching policies and grants, to contacting potential vendors, cleaning up the website, and more.

"I'm in the Plymouth City Manager's office and their goal has been to give me a very well-rounded picture of municipal government. Everyone here has been extremely open to exposing me to everything they do on a daily basis. It helped me see how multifaceted a city manager's job is -- from dealing with minor residential issues to some major issues," Lakamper says.

During his fellowship, Lakamper has analyzed several administrative and HR policies. This is something his classes have covered, mostly in a theoretical sense, but now he is gaining professional experience. "Wayne State faculty place an emphasis on real world applications, so projects push us out into the community to interact with city managers. But I'm definitely directly using things that I learned in class, on a regular basis, in a professional setting now," Lakamper says.

"In Plymouth, I've researched some different administrative policies that they want to institute here, most notably in the Community Development Department. I formulated administrative policies for their permit issuing process. I researched grants for police and fire training for cadets. And I've helped review and update the non-union work rules policies," he says.

Lakamper has also contacted vendors for services, like building contractors and fleet services, as well as paperless agenda software -- some new experiences for him.



One project, which sticks out in his mind, taught him how to see an office policy from beginning to end.

"I developed a minor office policy for issuing of permits. While it was tiny, it involved me receiving an issue, thinking of ways to solve it, writing that up, and then giving that to other employees and explaining to them how the procedure was going to change. I went through the entire process, which is something that a manager might be doing on a regular basis, and I got good practice at it," he says.

Last year, Lakamper had a six-month fellowship in the German Parliament. "I was in the Green Party, in a office where we worked mainly on healthcare policy," he says. "My time in Berlin was all politics, while my fellowship in Plymouth is mostly administrative. The two fellowships have showed me both sides of the coin," he says.

Weighing the two worlds, Lakamper wants to go local. "My long-term goal is to become a city manager in Michigan," he says.

"I see local government as being extremely important to people. Everything they do directly affects everyone in the community," he says.

## Welcome to Bay City for the 2014 MLGMA Summer Workshop

By **Robert V. Belleman**  
Chair, MLGMA Summer Workshop Committee  
Controller/CAO, Saginaw County

This year's **MLGMA Summer Workshop** theme is "Water, Water Everywhere." We will learn about how to create partnerships with neighboring municipalities to provide quality and affordable water, redevelop through public/private partnerships, and market your community.

Hopefully, you have registered. If not, there is still time. Don't miss this exciting opportunity to relax, refresh, and reenergize.

The Summer Workshop kicks off with a tour of economic development projects in Bay City on Tuesday afternoon. Come learn from this real life experience. Space is limited, so reserve your place today.

A full schedule of speakers will join us, including MSU Men's Golf, Baseball, and Ice Hockey coaches. They will share their experience in leadership, on Wednesday.

Dr. Eric Gilbertson, former president of Saginaw Valley State University, will speak to why strong public administrative leaders are needed in these challenging times, on Thursday.

Thursday afternoon will be dedicated to Council/Manager relationships and how Bay City is recovering from a tragic event -- the City Hall fire.

Jon Austin plans to talk about "Blue as the New Green."

WDET Detroit's radio host Craig Fahle will wrap things up on Friday.

These and other speakers and offerings will leave you with a pocket full of cool economic development ideas.

Don't forget to have some fun and bring the family. Bay City and the Great Lakes Bay Region offer many entertaining activities for you and your family, including charter fishing, sailing, shopping, bowling, pottery making, a "Tavern Tour," live music and an Hawaiian luau.

The MLGMA Summer Workshop Planning Committee worked hard to enhance the program with substantive topics for managers of communities of all sizes and locations. This is one conference you don't want to miss.

## NextGen Dinner

MLGMA NextGen Committee will host a "NextGen Dinner" during the MLGMA Summer Workshop, to discuss the group's activities and network. Anyone interested in learning about the NextGen group should attend. That includes both aspiring and seasoned managers alike.

The dinner will take place on **Wednesday, July 23rd**, from 5:30 p.m. to 7:30 p.m., at Old City Hall Restaurant (814 Saginaw St, Bay City). Thanks to R.W. Baird for sponsoring this year's event.

If you plan to attend, please RSVP **Julius Suchy** via email at [jsuchy@spartami.org](mailto:jsuchy@spartami.org).

Seating is limited to 20.

After the MLGMA Summer Workshop, the MLGMA NextGen Committee's next event will be a professional development seminar on "Public Labor Relations," this fall.

Keep an eye on [www.mlgmanextgen.blogspot.com](http://www.mlgmanextgen.blogspot.com) for more information about the upcoming seminar and the work the committee is doing to support the next generation of local management professionals.



# The Disney Institute was a Growth Experience

By **Al Vanderberg**,  
Ottawa County Administrator

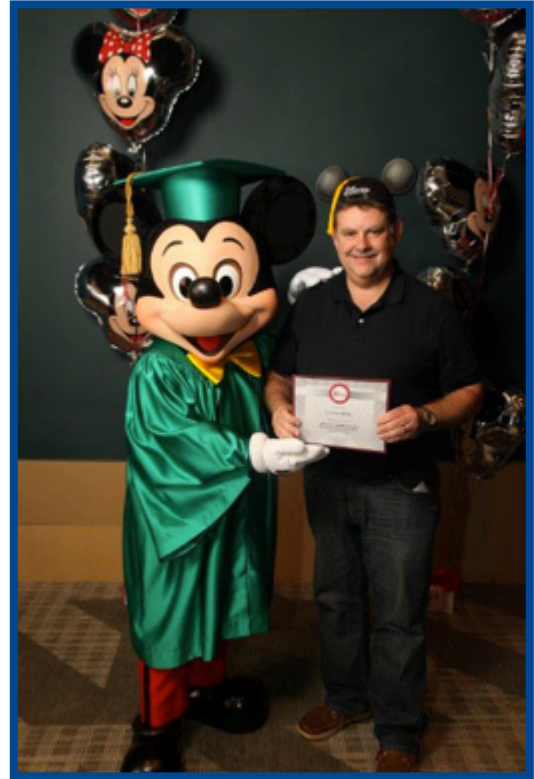
When I learned I was chosen for an **MLGMA Professional Development Scholarship**, my reaction was undeniable: I'm going to Disney World!

It was an honor to be selected for a scholarship to attend the **Disney Institute** "Disney's Approach to Business Excellence" program, in early November.

I had considered it for years and included it among the eligible programs back when we created the MLGMA scholarship program. My appetite was further whetted when Ottawa County contracted with Capodagli-Jackson Consulting to provide customer service training for its 1,100 employees as part of the Four C's Strategic Initiative [Creativity, Customer Service, Communication, and Cultural Intelligence]. Bill Capodagli and Lynn Jackson are co-authors of *The New York Times* bestselling tome, *The Disney Way*, and they operate an international consulting firm from their home in Ottawa County's Port Sheldon Township.

Writing this a half-year after attending the Disney Institute enables me to confirm that the benefits of the training are long-lived. One particular concept that I think about often is "touch points." Many times in government, we engage in a somewhat awkward description of our "customers." Somehow the word customer doesn't seem to fit the citizens, who in most cases are required to use our services. And it does not fit the relationships between employees, management, and elected officials on the inside.

Disney defines "touch points" as any time a human being who works for Disney comes into contact with another human being. They even track good touch points with green dots and poor touch points with red dots -- the goal is for the green to significantly outweigh the red. This has been a healthy way for me to define relationships in the context of Ottawa County government.



*In the photo, Al Vanderberg graduates with Mickey Mouse, last November.*

In local government, we are all working to develop organizations that will deliver quality services in the most cost-effective way possible. As emphasized in Daniel Pink's book *A Whole New Mind*, our economic and organizational world is moving from a left brain process focus to a balanced brain focus that emphasizes design, a right brained process. We also see the trend of ensuring that we have the right people on the right seats on the bus (Jim Collins, *Good to Great*), and then tapping the leadership and creativity that is inherent in every human being on that bus. David Marquet does a great job of explaining this "Leader-Leader" mentality in *Turn the Ship Around*.

*Continued on next page*

*Disney Institute  
Continued***Each day of the Disney Institute covered a different core competency:**

**Day 1: The Creativity & Innovation Model** includes four key components: Collaborative Culture; Organizational Identity; Structural Systems and Leader's Role. Whether you look at business, government, or some other organization, there is an increasing drive to improve the culture. Key elements of a collaborative culture include passion for the purpose, shared values, communication, trust and incorporating a variety of perspectives. Disney holds two fundamental beliefs: everyone is creative; and your ideas are separate from your identity. As we continue to implement the Ottawa County Four C's organizational improvement initiative, it was valuable for me to walk through Disney's approach to culture. While it seems simple, clarity of purpose, communicated well, along with shared values, can build trust in an organization. This is essential for cultural change and improvement.

**Day 2:** The four elements of **The Leadership Excellence Model** include: Envision the Future; Organize the Operation; Engage the Team; and Commit to Results. The importance of every individual, plus their importance to the overall team, is emphasized in the model. A leader is anyone who influences change. Disney's entire workforce is wired to anticipate and work with change. Leadership occurs at all levels in the organization, and all leaders are responsible for their area contributing to the vision. When vision is communicated effectively, it creates a shared purpose, inspires passion, sets direction, and conveys values.

**Day 3: Selection, Training & Engagement.** Disney defines corporate culture as the system of values and beliefs held by an organization, which drive actions and behaviors and influence relationships. The corporate culture is heavily emphasized from the beginning of the employee selection process and used to ensure that Disney "cast members" fit the culture before they are hired. The key factors of Disney's people management strategy include: reinforcing the culture; selecting right-fit talent, training for consistent quality; communicating to inform and inspire; and creating an environment of care.

**Day 4:** The Disney definition of **Quality Service** is to exceed guests' expectations and pay attention to details. The Quality Service Model is portrayed as a compass with Guestology, Quality Standards, Delivery Systems, and Integration as the four points of the compass. Guestology is the study of the people for whom service is provided. Quality Standards are the operating priorities that ensure a consistent and high-quality guest experience. Delivery systems are the systems and mechanisms that help deliver an outstanding service experience. Integration is the alignment of all components, ensuring a seamless guest experience.

**Day 5: Branding.** The first thing that I think of related to branding is the mark made by a hot iron on cattle or logs floated down the river in the early years of our state's history. A brand, however, is the experience that consumers have with companies, products, services, and people. In the private sector, brand loyalty is cultivated to return a profit and enhance the business success of the company. In the public sector, our brand should convey quality services provided efficiently and effectively with the very best customer experience for our residents and taxpayers.

## 100th ICMA Annual Conference

ICMA's 100th Annual Conference, on **September 14-17**, in Charlotte, NC, will convene thousands of local government managers and their staffs from around the world. Over four days, participants will engage in networking opportunities and learn about key local government management issues and leading practices, and also exchange ideas. Find more about the [ICMA Annual Conference](#) online.

You can now [register](#) and [reserve a hotel room](#). Take advantage of the second and last registration discount by **August 14**.

The 100th Annual Conference will include the following educational tracks: Collaborative Service Delivery; From Vinegar to Honey: Civility Today; Local Government Infrastructure Management; The Technology Evolution; personal issues facing local government managers and their families, plus; career tracks focused on assistant managers, counties, and small-community managers.

## Can't Come to Charlotte?

Let the [ICMA Virtual Conference](#) come to you. Bring the 100th ICMA Annual Conference to your organization, virtually.

The ICMA Virtual Annual Conference is a low-cost, no-travel professional development alternative that just may answer your budgetary or travel restrictions. You and your staff can attend selected sessions of the Annual Conference, streamed live to your office, conference room, or desktop.

After the conference ends, keep the professional development going. Your Virtual Conference registration includes access to the content for one full year. You can view the content anytime, anywhere, and at your convenience.

## A Lesson on Ethics

ICMA launches an online course on ethics for local government staff.

ICMA brings ethics training to your organization with a 60-minute, self-paced online course. With the "[Ethics 101](#)" e-course, members of your organization will be better prepared to do the right thing when faced with an ethical dilemma. This e-course is an excellent low-cost addition to your jurisdiction's orientation process or professional development programs.

## Leadership ICMA

ICMA seeks applicants for the Class of 2016, as the Class of 2014 wraps up capstone projects.

Whether you are a young local government professional or a manager who wants to encourage your staff's professional development, now is the time to [apply for Leadership ICMA](#) and join the Class of 2016. The Early Bird Deadline is **July 30**.

This competitive program is limited to 15 ICMA members who are young professionals with three to seven years of local government management experience, in order to build a small-group learning community.

The centennial Class of 2014 will complete its two-year journey at the 100th ICMA Annual Conference in Charlotte, North Carolina (this September 14 through September 17) with presentations on [four Capstone Projects](#) focused on traffic calming in Decatur, Georgia; strategic partnerships in Edmonton, Alberta, Canada; fleet management in Lee's Summit, Missouri; and open spaces in Milton, Georgia.

*Special thanks to **Lynne Scott**, ICMA Director of Marketing for Membership and Professional Development, for these bits of news.*

## Cal-ICMA Webinars

September 11  
“Saying ‘No’ When Saying ‘No’ Doesn’t Seem Like an Option”  
4:00 p.m. - 5:30 p.m. EST  
[Register Here](#)

October 15  
“Leading by Example - Developing Your Leadership Values and Narrative”  
4:00 p.m. - 5:30 p.m. EST  
[Register Here](#)

October 29  
“Storytelling to Promote Positive Solutions”  
4:00 p.m. - 5:30 p.m. EST  
[Register Here](#)

For more information, visit [www.cal-icma.org/coaching](http://www.cal-icma.org/coaching) or contact **Don Maruska**, Director, Cal-ICMA Coaching Program, at [Cal-ICMA@DonaMaruska.com](mailto:Cal-ICMA@DonaMaruska.com)

## MEDA’s “Economic Development Basic Course,” Sept 9-12

Michigan Economic Developers Association (MEDA) has partnered with the International Economic Development Council (IEDC) and Western Michigan University to offer the “[Economic Development Basic Course](#),” on **September 9 through September 12**, at the Michigan Dental Association Headquarters (3657 Okemos Rd., Okemos). **Register by August 25th.**

Read the full announcement in the [Spring 2014 issue of “The Manager”](#) or visit the course website for more details. Contact **Cassandra Jorae** at (517) 241-0011 or by email at [cjorae@medaweb.org](mailto:cjorae@medaweb.org)

## ICMA Williamsburg Leadership Institute, apply by Sept. 25

The 2nd annual “[Williamsburg Leadership Institute](#)” will take place on **November 2nd through the 4th** in the Revolutionary City, Williamsburg, Virginia.

As a member of the 2014 “Williamsburg Leadership Institute,” you will become a citizen of Colonial Williamsburg and engage for 3 days in a highly interactive study of leadership that contrasts the core values of the founding fathers (who maintained continuity of purpose during times of civil unrest and social upheaval) with today’s turbulent times and determine the role and responsibilities of patriots and loyalists.

Leadership lessons begin with a talk with fellow citizen Thomas Jefferson at dinner, on Sunday evening, and continue with first-hand experiences of the political and cultural unrest as the Declaration of Independence is drafted. Studies include time in George Wythe’s classroom, the first American Law Professor and teacher of Thomas Jefferson, Patrick Henry, John Marshall, Henry Clay, and other men who became American leaders.

Apply by **September 25**. There is an optional tour of Jamestown early on Wednesday morning November 5th, at no additional fee, that will take place from 8:30 a.m. to 11:00 a.m.

**James Breuckman** is the new city manager of Pleasant Ridge. He was previously a city planner for Rochester Hills. Congratulations, James!

**Bill Cousins** has come out of retirement to serve the city of Ithaca as Interim City Manager. He retired from Cascade Township last year. Thanks for continuing to serve, Bill!

**James Freed** is the new city manager of Port Huron. He previously served in the village of Lakeview. Best wishes, James!

**Lynne Ladner** returns to Michigan to serve as the new city manager of South Lyon. Welcome back to the mitten, Lynne!

**Samuel Moore** is the new city administrator of the city of Croswell. He previously served as Community Development Director of Cass City. May your job move prove fruitful, Samuel!

**Margot Rusinek** was appointed as the new city manager in Wakefield. Best wishes, Margot!

**John Siira** recently retired from the post. Happy retirement, John!

**Julius Suchy** is the new city manager of the village of Sparta. Best of luck in your newest position, Julius!

**Oliver Turner** is the new manager of the city of Sault Ste. Marie. He previously served in the village of Almont. Congratulations on the new job, Oliver!

**Tom Youatt** is the new city manager of Imlay City. He previously served West Branch. All the best to you, Tom!

**Richard Watkins** is retiring from Delta Township, where he served as Township Manager. Happy retirement, Richard!

---

## *Not yet a member?*

Register to enjoy the benefits of membership in Michigan's premier association of local management professionals.

[www.mlgma.org/membership.html](http://www.mlgma.org/membership.html)

or email [membership@mlgma.org](mailto:membership@mlgma.org)

---



**Michigan Local Government Management Association**

A State Affiliate of **ICMA**

**The Michigan Local Government Management Association** is the professional association for local government managers from municipalities, counties, and townships throughout the state of Michigan. The non-profit organization is the Michigan section of the International City/County Management Association (ICMA), and members follow ICMA's code of ethics. MLGMA is affiliated with the Michigan Municipal League and in partnership with Alliance for Innovation. *The Manager* newsletter is edited for MLGMA by journalist **Jennifer Eberbach**.

To suggest a story idea or contribute to the newsletter, email [JenniferEberbach@gmail.com](mailto:JenniferEberbach@gmail.com)