

**MICHIGAN
LOCAL GOVERNMENT
MANAGEMENT ASSOCIATION**

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The Manager

The official newsletter of the Michigan Local Government Management Association

A State Affiliate of ICMA
Affiliated with the Michigan Municipal League

Spring 2015

Note from the President

Michael F. Young, City Manager of Rockford

As I write my first article as president of the Michigan Local Government Management Association, I would like to sincerely thank the membership for your confidence in electing me to serve as your president for the 2015 association year.

I remember it like it was yesterday, the first MLGMA Winter Institute I attended in 1990. I was an intern with the Village of Spring Lake under the steady hand of Eric DeLong. Really knowing nothing about the profession or what it meant to be city manager, I was in awe of the knowledge, dedication, and professionalism of those attending the conference. It struck me how inviting all of the managers were to a 22-year-old intern following Eric around like a duckling. I took every chance I could to learn from these giants of the profession and to pick their brains about small issues surrounding local government.



As time went on, I became involved in the committee structure. Eventually, I chaired several committees. I was elected for my first stint on the MLGMA Board in the early 2000's. Now, 25 years later, this association is vitally important to me, both personally and professionally. MLGMA helped my career progress to where it is today. I am honored to be able to give back to an association that has given me so much.

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Note from the President Continued

I would like to take this time to thank Pete Auger, our immediate past president, for his outstanding leadership in 2014. Thanks, Pete, and know that your term as MLGMA president made a lasting impact on us.

This year is sure to be a dynamic one, and we have an outstanding MLGMA Board of Directors. At our first board meeting in February, the board voted to create a standing committee called the "Past Presidents Committee," which will be made up of all of the past presidents and chaired by the immediate past president. It will serve as a resource for high-level issues that come up during the year, as assigned by the board. We are already brainstorming several issues we would like to tackle in the coming months.

MLGMA has also committed to taking a hard look at our ethics policy to ensure that the Ethics Committee is very engaged and that the ICMA Code of Ethics is in front of all of our members as we work through the various challenges that face us in our communities. We are also going to have a detailed discussion on the state of the profession. MLGMA is working with the Michigan Municipal League to ensure that city councils, our members, and the public at large understand the importance and functions of the council-manager plan.

At our next meeting, MLGMA's board will consider approving a contract to develop a comprehensive branding strategy and create materials that can be a resource to council members, college students, and the public at large to better understand the structure and function of the council-manager form of government, what we as city managers do, and what we don't do. I plan to be very engaged with our membership throughout 2015, and I encourage you to contact me or any other board member with any ideas you have for how we can improve service for our membership.

Sincerely,

Michael F. Young, City Manager, Rockford

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Destination New Zealand

By **Victor Cardenas**
Assistant City Manager, Novi

This February, the ICMA board and I ventured to Wellington, New Zealand to participate in the International Regional Summit. I'm a member of the ICMA International Committee. Thankfully, I was awarded the ICMA Hansell Scholarship that supports young professionals and, in most cases, makes it possible for young professionals to attend the international summit.

Wellington boasts a population of over 200,000, with a daytime population of a half million. Similar to the great communities in the United States, Wellington is managed by a professional executive that reports to FOURTEEN council members who are elected by a ward system. Wellington is struggling with many of the same pressures that we all are: economic development, sustaining/financing large infrastructure projects, and increasing tourism.

For four days, we met, discussed, and pondered on how to continue to integrate the 'I' in ICMA. This was my second International Regional Summit. I previously traveled to Denmark in 2012. During both experiences I witnessed some rather practical processes being instituted in municipal operations. From the robust cycling infrastructure in Copenhagen, to placemaking efforts in Wellington, as well as traffic circles being utilized in both cities and all across the world. Moving forward, the International Committee will promote practical best practices that our international colleagues are currently utilizing in their respective communities.

You already know that diverse and innovative ideas to deliver services are a-plenty, here on our home soil but also abroad. I implore you to take a look at the multiple ways ICMA is involved around the globe -- from the efforts of the International Committee, to the affiliate group Alumni and Friends, to the City Links program, to hosting a fellow as part of the exchange program. Please also consider participating in future international trips sponsored by ICMA. Speaking from experience, it's a wonderful way to experience the world and improve your skills at the same time.



Wellington serves as the national capital of New Zealand and rests at the southern portion of the north island.



An art gallery takes shape in a shipping container on the Wellington Board Walk.

This year's **International Regional Summit** was held February 22 through February 26. The summit takes place in conjunction with the ICMA Executive Board and ICMA International Committee meetings, and is a networking and professional development opportunity open to all members and affiliates. Participation in the International Regional Summit is a qualifying Professional Development opportunity under the MLGMA Professional Development Scholarship Program.

Joseph Gacioch: In the Interim

Ferndale's assistant city manager and chief innovation officer stepped up when April Lynch took time off to have a baby. He was already deep into the inner-workings of local government management, but overseeing everything was certainly new. Lucky for him -- and Ferndale to boot -- his time as interim city manager was "a heck of an experience," and he found out he had it in him all along.

What was it like stepping into the role?

It has helped me understand the priorities of all of the different departments. I hold budget meetings now, which I never had to do before. And I hadn't really had to deal with bonds, so I think it's been a great learning process to jump right into understanding what the differences are between the general obligation debt and capital debt and the different bonding capacities that are placed upon each. And then I have met with the bonding attorney to understand the difference between bonding terms and how that impacts the potential millage rates that residents will be paying and for how long.

Prior to my city manager role, I was more confined to my own particular interests in projects. I deal a lot with parking and technology, so I was focused on seeing through traffic studies and parking studies.

Really jumping into understanding, truly grasping it, and putting myself into a position where I can answer questions from the public and provide insights to city council was huge. The theme here is obtaining a much more macro-role within the organization and taking myself outside of the confines of what is in front of my face. I feel kind of like the agenda-driver. It's either sink or swim, and you have to be willing to put yourself into that situation.



What are a few things you've accomplished?

I've had to prepare two ballot initiatives on the first February agenda. I had about a month to really prepare ballot language and understand the concepts of municipal bonding. We're going out for a renewal of our street infrastructure bonds and some parking improvement bonds, which will cost \$45 million.

I also had to have language prepared for a renewal of our Headley override. We're in the midst of our final year of our Headley, which was passed in 2011 and will be expiring on Dec. 31, 2015. I'm in the middle of the communications piece. I'll be leading two town halls for the public. We're developing all the brochures and trying to simplify the language and concepts of what we are doing. I've learned that we have to find a way to get them to understand that this is a choice for them to make -- here are two budget scenarios that give the voters an opportunity to choose budget A or budget B.

I'm kind of helping to broker a soon-to-be-concluded exclusive negotiation with a developer who is proposing a public-private project in our downtown. It's the first of its kind. You may be aware of the 360 project. A lot of the work has been seeing that project to the final stages and putting council in a position to choose to move forward or not.

Continued on next page

Joseph Gacioch continued

Is it challenging to get information out to the public?

I'll be honest, I don't think governments typically do that well. For me, it's about de-governmenting the language. I really want to take the government speak out of it and put it in the simplest terms possible. We have a tendency to write 100 page budget books, when what the public really wants are brief break downs of what the investments are, what the challenges are, and a clear presentation of the numbers.

What helps with transparency?

For instance, we're creating a PDF of numbers showing the general distribution of the city's expenses, turning that into a Google chart, and then embedding that as an i-Frame on the city's website. What that allows the public to do is get in there and get dirty with the information, because Google's charts are interactive. They can hover over part of it and see percentages and get a feel for that information. And then it provides them with links if they really want to drill down.

You're the city's Chief Innovation Officer. What does that entail?

That was a new role in and of itself. We were trying to leverage technology and gain a better understanding of how we can use our data to make more data-driven decisions. And the other thing would be modernizing the structure of the organization.

How do you leverage technology?

Rehabilitate the city's network. A lot of it is internal, like we completely standardized and modernized the city's actual network. We connected all of the buildings on the same network, using a Cisco-Moranky network. It's cloud-based, so we could have complete visibility of all the activity on your network, what users and devices are on the network.

You all have the same security parameters. You are all playing by the same rules.

And then you create the opportunity for virtual private networking. We now have mobile office environments and our department heads can have a complete office experience right in their homes. And it's all secure.

For young kids, the concept of the cloud is very native to them. In ten years, they are going to be voters. This is what they are going to expect of their governments and how they will expect to vote. They will expect information to be brought to them.

What is your vision of Ferndale in 2030?

My vision of 2030 is really about budgeting and preparing to make investments that consider our trends in a forward capacity. You're looking at connectivity and you look at wireless consumption, so maybe the city begins to develop the fiber-hood concept, like Chattanooga. They have invested in city-wide fiber-hood. What you're really doing is putting sensors throughout all of the public devices. It not only provides wireless access and free wifi, but you're also putting notifications on all of your crucial public infrastructure. If a traffic signal goes out in 2030, then we're alerted and we don't have to wait for someone to notify us. The biggest trend right now is the concept of IOT-- the Internet of things -- that's putting sensors and life into things.

It's also about placemaking. For instance, it used to be all about building roads for cars, which I think is something that will need to be scaled back.

How do you get involved with MLGMA? You helped build the new website, right?

I joined in 2010, and in the early junior years of my membership, I would attend a lot of seminars and webinars. Most recently, I was involved in the website design. Over the last year, I evaluated the website and looked at how we can switch gears. I think it's been a huge improvement.

Revamped MLGMA Website Brings You News Year-Round

The new MLGMA.org, a more dynamic and informative website, was unveiled earlier this year. MLGMA is embracing 21st-century technology and jumping on the bandwidth-wagon, presenting you with current news stories, shared content, blogs, and links to MLGMA programs and educational opportunities that will keep you in the loop year-round. Oh, and of course, you can also find current and past issues of this newsletter on the website.

“The goals were to give the site a new, updated look, provide a more interactive experience, and improve the overall functionality,” Michigan Municipal League Director of Policy Development Colleen Layton wrote in the previous issue of this newsletter.

Click through the following links to read full versions of content posted on the new website, or visit it for something new.

Community Profile:

Sault Ste. Marie Community Snap Shot



The City of Sault Ste. Marie is a small community located on the northeastern end of Michigan's Upper Peninsula, on the Canadian border, separated from its twin

City of Sault Ste. Marie, Ontario, by the St. Marys River. The community is located at the beginning of Interstate 75. The population is over 14,000, based on the 2010 census, making it the second most populous city in the Upper Peninsula...

Contributed by **City of Sault Ste. Marie**

In The News:

Lapeer City Manager Dale Kerbyson Selected as President-Elect for Statewide Managers Group



Kerbyson was named the 2015 president-elect for the Michigan Local Government Management Association (MLGMA) during the organization's annual Winter Institute in Novi, Jan 27-30.

Kerbyson is now next in line to lead the statewide municipal managers group in 2016. Kerbyson was previously the organization's vice president.

Kerbyson has been Lapeer's city manager since December, 2004. He previously worked as city manager of Marlette and has been a long-time, active MLGMA member. Go here for additional [details about Kerbyson...](#)

By **Matt Bach**, Michigan Municipal League

MLGMA Blog:

Ethics Begins at the Top

As I write my latest blog post, I am preparing for the upcoming April meeting of the MLGMA Board of Directors. The board has a very busy agenda and we will be meeting next Friday, April 24, at 10:00 a.m., at the League office in Lansing. The board will be considering adopting the ICMA Senior Advisor Program, which is an offshoot of our old Range Riders Program that has been so successful. The board will also continue our discussion on possible changes to our existing ethics policy. The board has asked the association's Ethics Committee to assemble policies from other state associations and compare them to our current policy. Of specific interest is our policy's provision that has the ICMA handle any ethics review of an MLGMA member if they are also a member of ICMA...

By **Michael Young**, City Manager, Rockford

MLGMA Professional Development Committee Awards Scholarships to Members

By **Christian Wuerth**,
Village Manager of Milford

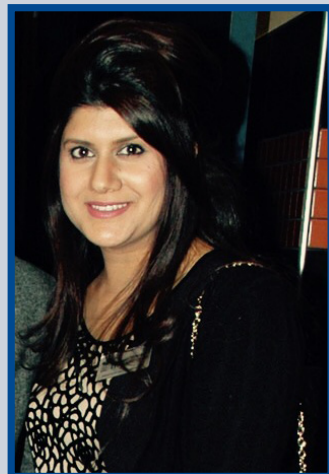
At its March 12, 2015 meeting, the MLGMA Professional Development Committee awarded \$1,000 scholarships to three MLGMA members to attend the ICMA Annual Conference in Seattle/King County, Washington this September.

Congratulations to **Mitch Foster** (Kingsley), **Patricia Snyder-Rayl** (Blissfield), and **Sehrish Salah-Ud-Din** (Troy) on your successful applications – we look forward to hearing about your experiences in Washington!

Scholarship applications for round two are due no later than June 30. Round three applications are due no later than October 30.

Scholarships may be used for a variety of events, including IMCA, MLGMA and MML conferences, and longer trainings such as the Harvard University Senior Executives in State and Local Government Program.

Complete program details and application requirements are available under the Professional Development tab on the MLGMA website or contact Nate Geinzer at ngeinzer@fhgov.org.



MLGMA NextGen Moving Forward

By **Derrick Kozicki**,
City Clerk and Assistant City Manager,
Grosse Pointe Farms

The MLGMA NextGen Committee has several new members this year. Those members are Brad Barrett, James Krizan, Patricia Rayl and Sehrish Salah-Ud-Din. Each of them have already volunteered to serve on sub-committees and have taken an active role in NextGen.

When asked why he wanted to be a member of the NextGen Committee, Barrett said; “It is important to me to give back and participate in the continual growth of the city management profession.”

On **May 29**, NextGen will be hosting a professional development seminar titled “**Managing Media During a Crisis**” at MML’s Lansing offices. Flyers with information about the event and how to register have been distributed to the MLGMA Listserv. One of the committee’s new members, Salah-Ud-Din, has helped coordinate this event.

“We will have a wide array of experts who have experienced first-hand how to deal with the media under pressure resulting from a crisis. They will share strategies on how to tactfully handle this unique situation,” Salah-Ud-Din said.

In addition to planning social networking and professional development events, the committee is preparing to expand its role in the MLGMA organization.

In 2016, responsibility for the **MLGMA Fellowship and Internship List Program** will be transferred to the NextGen Committee. To ensure a smooth transition, Committee members Mitch Foster and Matt Baumgarten have volunteered to assist with the coordination of both of the aforementioned programs in 2015. This year’s MLGMA Internship List is available online at mlgma.org, and interviews with candidates for the **MLGMA Summer Fellowship Program** have taken place.



Attendees mingled at the **2015 NextGen Dinner**, which was held earlier this year at MLGMA’s annual Winter Institute.

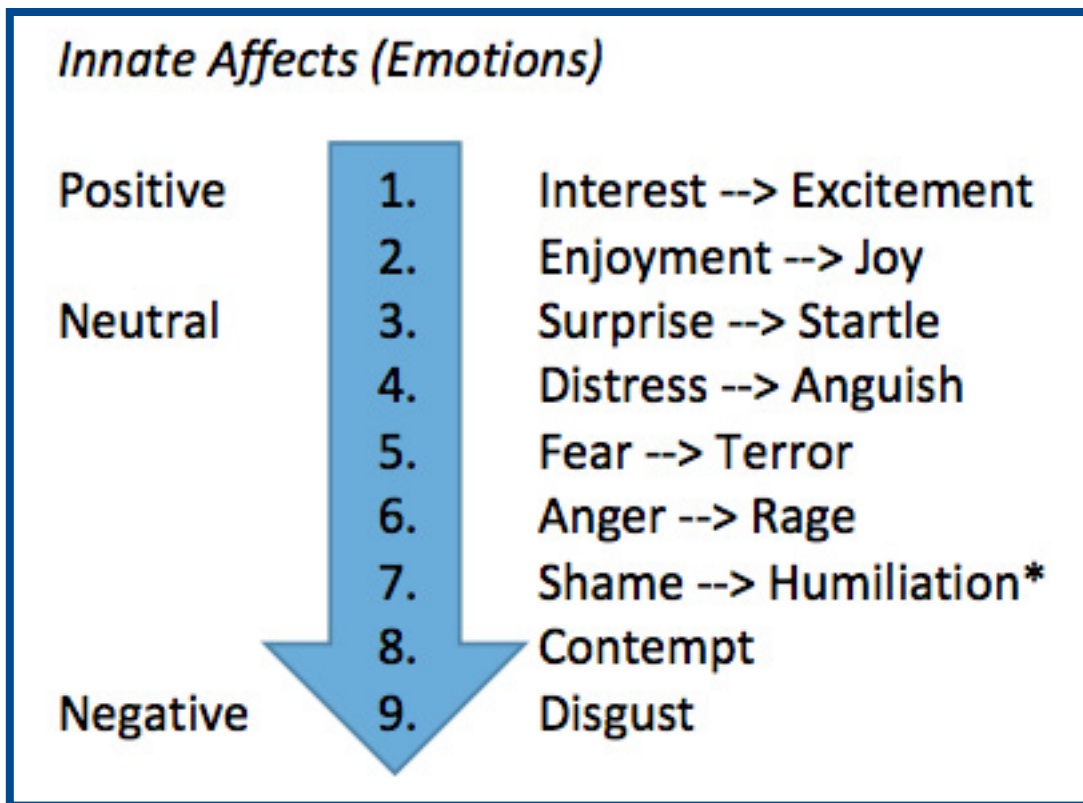
If you are interested in learning more about the activities of the NextGen Committee, please visit mlgma.org/nextgen. The webpage features the quarterly meeting packets, mission statement and list of committee members.

Notes from the Midwest Leadership Institute

By **Nate Geinzer**
 Assistant to the City Manager, Farmington Hills

I had the opportunity to attend the **Midwest Leadership Institute (MLI)** on behalf of MLGMA at the invitation of the institute’s organizers. MLI focuses on helping participants develop a deep understanding of interpersonal leadership, a valuable set of skills for local government managers. Led by two experienced local government professionals and two organizational psychiatrists, it provides a unique look into managing others and managing yourself. MLI was created through a partnership between Northern Illinois University, Limardi Consulting, and Morrison Associates.

With such an interesting agenda, I welcome this opportunity to share some of the take-aways with fellow MLGMA members in this brief review of my notes.



*Shame is one of the most powerful affects. It has the shortest fuse with the longest burn.

Innate Affects (Emotions) -- “Knowing these affects and being able to recognize them can help leaders navigate an increasingly complex world by understanding what is motivating an individuals actions.”

Self Awareness & Self Reflection -- “How can I know myself if I don’t reflect? How can I lead myself if I don’t know myself? How can I lead others if I can’t lead myself?”

Balance -- “When striving to balance work and life, one cannot forget that finding time for oneself is equally important.”

Continued on next page

Midwest Institute continued

The Agenda

MLI's agenda is intense, aggressive, and heavy at times. This is not necessarily a complaint. For many participants, the concepts reviewed were being heard for the first time, or from a new perspective. There was a lot to absorb over four and a half days. Besides the topic areas below, we had group work each day and assigned readings most nights.

Day 1 -- Leadership In The New Order Of Things; Fundamental Concepts For Leading People; Judgement – The Foundation of Successful Leadership

Day 2 -- Emotions: When Working With People Gets Tough; Self-Awareness – Overlook It At Your Own Risk

Day 3 -- Power: Getting Things Done; The Unique Challenges Of Public Sector Ethics

Day 4 -- Resistance, Motivation And Performance; Aligning Goals, Tasks And Relationships

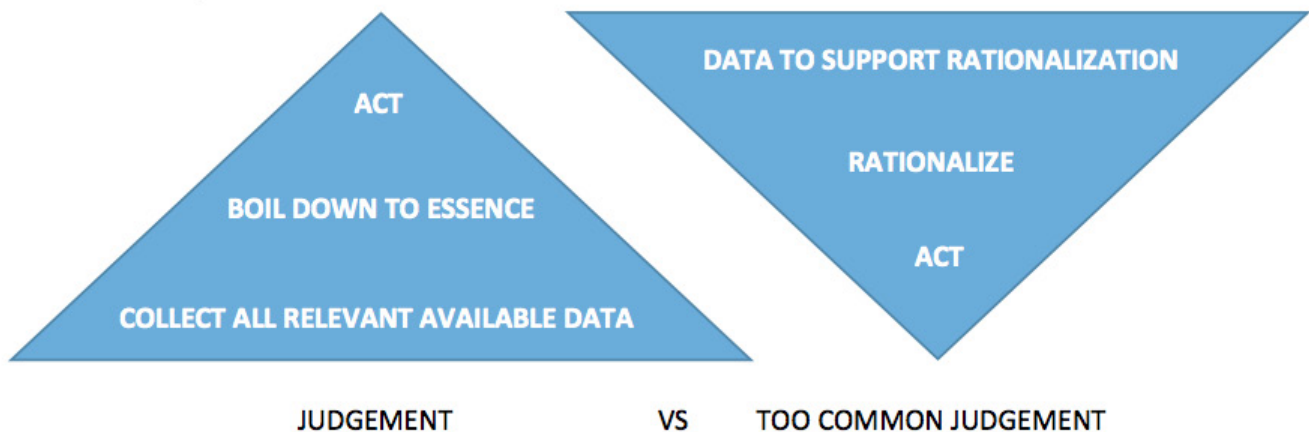
Day 5 -- Balancing The Competing Interests of Work, Family And Self

The Bottom Line

MLI is still relatively new, which was apparent, and currently pulls attendees primarily from metro Chicago. That being said, there is value in the program, and I suspect the value will continue to grow as MLI continues to gather feedback, refine its program, and attract local government professionals from the region and beyond. One of the greatest values of the program, besides its content, was the perspectives from local government professionals from all disciplines, including city management, finance, public services, police, fire, and others. Some cities are in the process of sending their entire management team -- not only department heads, but supervisors, as well.

There are a number of leadership development opportunities supported by MLGMA's scholarship program. MLI is a new addition and is worth considering. Its program and approach are unique, it is competitively priced, and it is relatively easily accessible. If you attend, don't expect to leave with all of the answers. Instead, expect to leave with much to reflect on.

Selected Take-A-Ways
The Judgment/Triangle



The League's FOIA Resources

Contributed by
The Michigan Municipal League

The Michigan Municipal League has created a [One Pager Plus Fact Sheet](#) on 2014 changes to Michigan's Freedom of Information Act.

Public Act 563 of 2014 made significant changes to FOIA concerning fees charged by public bodies for public records, civil actions brought under the Act, and the receipt and denial of requests; and would add provisions allowing a person to appeal to a public body or bring a civil action if he or she believed that a fee was unreasonable. Public bodies are also required to establish written procedures and guidelines.

The Fact Sheet is a synopsis of the major changes made to Michigan's FOIA. It is intended only as a summary of the pertinent provisions of the new legislation. Governmental entities are encouraged to carefully review the requirements of the new legislation with their legal counsel.

There are also training/education opportunities that will be of use, including;

Webinar:
["Changes to the Freedom of Information Act \(FOIA\)"](#)

May 21

\$10 League members

\$30 Non-member government

\$40 Non-member company

These are must-do opportunities for all local management professionals, government attorneys, clerks, and other officials.

More about MLGMA Professional Development Scholarships

The [MLGMA Scholarship Program](#) assists members with accessing educational and professional development opportunities. Eligible applicants can apply for assistance covering costs, like tuition, travel and boarding, of a wide variety of conferences, institutes and training events. Round two applications are due **June 30**, and round three applications are due **Oct. 30**.

Complete program details and application requirements are available under the Professional Development tab on the [MLGMA website](#) or contact Nate Geinzer at ngeinzer@fhgov.org.

SAVE THE DATE! MLGMA Summer Workshop July 21-24, 2015 Boyne Mountain

The [MLGMA Summer Workshop](#) offers a chance for managers and their families to network and learn in a more relaxed environment. It is often held in a resort like setting, but in recent years, it has taken place in downtowns that offer numerous outdoor cultural and social amenities.

101st ICMA Annual Conference Registration Opens June 4

Registration rates and deadlines for the ICMA 101st Annual Conference at the Washington State Convention Center, Seattle/King County, have been posted at icma.org/conference. Make your plans to attend! Online registration and housing opens **June 4**.

ICMA Williamsburg Leadership Institute

The 2015 Williamsburg Leadership Institute will take place in the Revolutionary City, **November 1 through November 4.**

As a member of the 2015 Williamsburg Leadership Institute, you will become a citizen of Colonial Williamsburg and engage for three days in a highly interactive study of leadership that contrasts the core values of the U.S. Founders (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.

ICMA will accept applications until the program is full. [Register today.](#)

Join Leadership ICMA's Class of 2017

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 2017](#). This competitive program is limited to 15 ICMA members who are young professionals with three to seven years of local government management experience to build a small-group learning community. The application deadline is **October 15.**

ICMA's Voluntary Credentialing Program

ICMA's [Voluntary Credentialing Program](#) recognizes professional local government managers and promotes lifelong learning. The upcoming Credentialing Program application deadlines are **July 1** and **October 1.**

DEQ Green Infrastructure

Two regional Green Infrastructure Conferences are coming to [Traverse City](#), on **June 4**, and [Grand Rapids](#), **August 5**. The Michigan Department of Environmental Quality is hosting these regional conferences to expand on the 2014 statewide conference to highlight a broad range of benefits and opportunities provided by GI planning and preservation.

MEDA's Upcoming Events

Michigan Economic Developers Association hosts events of interest to local government professionals. [The Spring Economic Development Toolbox](#) will be held **May 28** in Lansing. [The Annual Meeting](#) will be held **August 19 through August 21** in Bellaire.

John Gabor stepped into his new role as deputy manager and finance director in Hamtramck. He previously served as city manager of Marine City. Best wishes, John!

Juan Ganum is now city manager of Bridgman. He previously served as community development director in Niles. Welcome to your new post, Juan!

John Michrina will become deputy administrator in Southfield. He previously was city Manager in Center Line. Congratulations on the new gig, John!

David Murphy was appointed interim city manager in Wayne. He previously served as city manager in South Lyon. Best of luck to you, David!

Rob Straebel will start his new job as city manager in Petoskey in May. He previously managed Charlevoix. Good luck with your new job, Rob!

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

or email 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.