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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

Summer 2015

Note from the President

Michael F. Young, City Manager of Rockford

In June, the MLGMA Board of Directors approved a contract with the PhireGroup to embark upon a comprehensive communication branding initiative. This project is part of the Board's goal to take an in-depth look at the state of the profession.

In many ways, our profession is approaching a crossroads. In some communities, we are seeing a blurring of the lines where councilmembers do not understand their roles and responsibilities of setting policy compared to that of the manager's primary job of carrying out that policy. In some cases, this has led to conflicts between manager and elected officials, causing a strain on the communities. We are also seeing an ever-shrinking pool of qualified managers applying for positions in our member cities, villages, townships, and counties. This is complicated by the fact that many college-aged students are simply not looking at local government as a career choice.



By now, you should have received an email that included a survey from Advocacy Committee co-chair Pat McGinnis of the City of Grand Haven. The survey was developed to gain the perception of our membership on a variety of topics critical to the profession. We will also be conducting one-on-one interviews with members of the Board of Directors, Advocacy Committee, Past Presidents Committee, and other important peer groups such

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Note from the President Continued

as ICMA, the Michigan Municipal League, and MPA directors throughout the state. The ultimate goal of this project is to develop materials to be disseminated to the public-at-large, elected officials, and college students that will clearly show the benefits of the Council-Manager Plan, what city managers do and do not do, and the important roles of elected officials as city, village, township, and county managers. If you have not already done so, please take a moment to complete the electronic survey by following the link included in Pat's email. So far, we have had an excellent response rate and the project will only be successful if our membership embraces the effort.

For those of you attending the Summer Workshop, we will have an interactive session facilitated by Dr. Louis Bender on Wednesday at 10:30 a.m. Dr. Bender will discuss trends that are impacting society and public services which are having a direct impact on our profession. Representatives from PhireGroup will be on hand to help document the input presented by our membership, as part of our branding initiative.

This is a very exciting initiative that cannot be successful without the full participation of our membership. Our goal is to complete the project during the current association year with an eye towards making a presentation at the 2016 Winter Institute.

On behalf of the Board of Directors, I would like to express my sincere appreciation for those who have already participated and those who will help make this initiative an important cornerstone of our professional association. As always, please feel free to contact me or any of the other MLGMA board members to provide any additional input.

Thank you again on behalf of the Board and the membership as a whole.

Sincerely,

Michael F. Young, City Manager, Rockford

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Retirement (for now)

By **Steven M. Brock**
City Manager, Farmington Hills

As I reflect back on my 26-plus years in Farmington Hills and 32 in the profession, I keep coming back to one recurring theme: the people I've encountered along the way.



The interesting, kind, smart, diverse, funny, and in some cases, a little crazy, people. Only a few were not so nice, and except for circumstances and position, they might have been friends, too.

We've all had mostly good days (and just a few bad ones) and I learned something new every day – especially on the bad ones. Every day was and is a blessing and I never take them for granted.

It helped me – a lot – to have a sense of humor, both about all that was going on around me and my own part in all this. However, what sustained me the most in seeing things through to fruition was faith in GOD. The perspective that comes from faith is invaluable and I don't know how it would have gone without IT!

You honored me by allowing me to serve as both president of MLGMA and an MML board member. While I enjoyed both, I must confess I got more in return than what I put into both. Thank you for your support, and if you are asked to serve, please consider it strongly. You won't regret it, and the friendships last.

As members of the public service fraternity (all inclusive), I implore you to reach out to those you think would be good members of our profession and encourage them. If good people don't step up and in, bad ones will.

Finally, while I'm retiring from Farmington Hills, I'm not retiring from life! So long for now and keep up the good work out there. Remember, if you are doing the right things for the right reasons, the quiet, overwhelming majority is behind you. And, even more important than that, GOD is always in front of you. I'll see you around. Take care and GOD bless.

MLGMA NextGen “No Comment”

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

The MLGMA NextGen Committee held a successful professional development seminar entitled “Managing Media During a Crisis” in Lansing on May 29. Over 40 students and local government professionals attended, looking for insight on the topic. Among the speakers was former TV news anchor Mort Meisner, who provided the audience with a lot of interviewing tips, which included being brief, showing empathy, and trying to find the positives of the situation. The most interesting aspect of the event was the difference of opinion from each of the speakers on how to deal with the media. There was a consensus that if your organization is going to hire a consultant to develop a crisis communication strategy, it is a good idea to solicit proposals from at least two firms.



“Tip ...
Reporters can read
upside down!”
~ Mort Meisner

On July 22, NextGen will be hosting a dinner at the MLGMA Summer Workshop at Boyne. If you'd like to attend, please sign up during registration. The cost to attend is \$10, and the proceeds will go toward funding future professional development events. This will be a great opportunity for early to mid-career professionals from across the state to network. Special thanks to Mitch Foster and Nathan Henne for coordinating the event.

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

98% Think Local Government Is Boring*

By **Kim Newcomer**
Slate Communications

Reprinted from Emerging Local Government Leaders

Friends, I have some bad news. Ninety-eight percent* of the world thinks our work is boring. Snooze-worthy. The equivalent of a warm glass of milk before bedtime.

I'm sorry to be the one to tell you this; the truth hurts. Don't get me wrong; I'm one of you. I could listen for hours when my planning friends tell me about Aggregate Resources Policies and Universal Design, or better yet, when colleagues from Streets dive deep into the details of PCI or erosion control. And don't even get me started on my fondness of the use of "Whereas" and "Heretofores" used in Resolutions and Ordinances throughout the country. It's all good stuff!

You might sense the sarcasm. Let's be honest, most people simply cannot be bothered.

It's easy to blame "the public." The public doesn't understand. They're not vested in their local government. They simply don't get it. But I'm here to tell you this could be our fault.

Because our work is important, and because it is literally the foundation on which communities are built, it's easy to assume that everyone should, and wants to, know more about what we do. The reality is, we need to communicate with the same purpose and intention as any other organization providing any other service. That is, we need to try.

In our work at Slate Communications (<http://slatecommunications.com/>), I see three common mistakes surface more than any others. If you can avoid these pitfalls, you have a great chance of keeping people engaged long enough to listen, understand, and remember what you say.



Be A Human Being

Sounds easy, right? But there is something about government communication that inspires us to strip out all personality and humanity.

I know your work is important. I know that sometimes it's downright critical. It's not always light-hearted and frankly, it's not always fun. It's for those exact reasons that your tone should always be human.

Communicating like a human doesn't require humor. It doesn't require informality. (Although I believe both have been inappropriately villainized in government communication). Striking the right tone requires empathy, honesty, and respect. Regardless of the circumstances, you need to approach your communication from the perspective of your audience. Try to understand their point of view, be honest with your message, and respect their response.

Avoid Information Overload

There is a part of me that rues the day performance measures took hold in local government. While the trend has brought needed transparency and accountability to government, it has also encouraged governments to share every single data point they have ever collected in the last 30 years. Please, I beg you, don't do this.

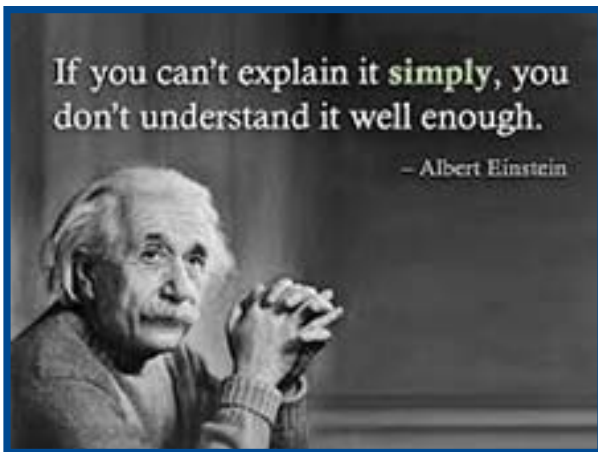
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Local Government is Boring continued

To be effective, you must prioritize. What is the key takeaway you'd like your audience to remember? The data, the backstory, the context are intended to support your key message, not the other way around.

When sharing data, remember that many of us are lazy. We don't feel like combing through the Excel chart you created to determine trends and outcomes. Consider using less traditional graphics that can quickly demonstrate the key message that your data is trying to communicate.

Sharing more information doesn't make you look smarter or better prepared. It makes people confused. It lessens the likelihood that your audience will remember the key takeaways that you worked so hard to create. I hate to use a cliché, but less is more. Except when it comes to ice cream. Then more is more, and it's fantastic.



Lay Off the Jargon

You've heard this a million times, and I'm hesitant to include it on this list. Yet, as an industry, this tip has not sunk in. Local government has it's own special language. Many of us have been speaking it for so long, we don't even realize we're doing it anymore.

In the book "Made to Stick: Why Some Ideas Stick and Others Die," authors Chip and Dan Heath discuss the "the curse of knowledge." At its core, the curse of knowledge simply points out "that when

we know something, it becomes hard for us to imagine not knowing it. As a result, we become lousy communicators."

Jargon, and even some concepts, have become so ingrained in our daily lives, that it's difficult to realize that others may find our speech or ideas confusing.

It's helpful to have outside perspective. When possible, test your communication on a colleague in another department, or a professional acquaintance outside the organization – make sure to find someone who will tell you the truth!

I also think everyone should have a jargon jar. Think of it as the equivalent of a swear jar. Every time you drop a jargon word in a public setting you have to pay in. Just think of the vacation you could take after just a few weeks!

Remember, at the end of the day, the goal of communication is to share a message in a manner that is understandable and memorable.

Let me give you a couple of examples of organizations that I think are doing a good job. Forgive the Colorado focus, but these are in my own backyard and I can't resist giving kudos to my neighbors:

- **Poudre Fire Authority, CO:** Poudre Fire Authority recently converted their 150 page annual report (<http://pfaannualreport.com>) into this simplified, targeted, interactive online report
- **Larimer County, CO:** Taking a more traditional approach, Larimer County consolidated their performance measures and annual highlights into a six page printed brochure using infographics (<http://larimer.org/communityreport>) and appealing visuals to communicate the value they bring to the community.

**This statistic has absolutely no validity. Just thought you should know.*

MLGMA Website Brings You the Latest Association News

The new MLGMA.org is filled with current news stories, shared content, blogs, and links to MLGMA programs and educational opportunities that will keep you in the loop year-round. It also contains the latest thoughts from the MLGMA president, as well as profiles of municipal managers and communities. You can also find current and past issues of this newsletter on the website.

If you have any idea for some new content that you think would be valuable to MLGMA members, please let us know. In the meantime, **click through the following links** to read full versions of content posted on the website, or visit it for something new.

Community Profile

Zeeland Community Snap Shot

On January 1, 1847, Jannes Vande Luyster of the Province of Zeeland, the Netherlands, wrote in his diary, "I have observed the wonderful way of God in the opening of the door to America." He sold all his physical assets in the Netherlands to provide passage to America for those without means and on April 20, 1847, 457 immigrants seeking religious and political freedom left the security of home for the unknown opportunity of America...

Contributed by **City of Zeeland**



Manager Profile

Daryl Delabbio, County Administrator/Controller, Kent County



Daryl Delabbio has served the citizens of Michigan in a variety of capacities for almost four decades. Starting with positions in small cities, he has worked his way up to the top job in one of the state's largest counties.

Daryl spoke with "The Manager" newsletter about his municipal career as well as his new role as regional vice president of the International City/County Management Association.

You've been in local government for 37 years. What drew you to that profession?

My Dad wanted me to be a lawyer, so I majored in political science in college. But in my junior year, I took a class from a lawyer that was just too dry ...

MLGMA Blog

Presenting a Clear Picture of our Profession

I am pleased to announce that the MLGMA Board of Directors has recently approved a contract with Phire Consulting Group to embark upon a comprehensive communication branding strategy for our profession. The goal is to develop materials to be disseminated to the public-at-large, elected officials, and college students that will clearly show the benefits of the council-manager plan, what city managers do and don't do, and the important roles of the elected officials, municipal leaders, and city, village, county and township managers. In many cases, there is clearly a misunderstanding of the roles and responsibilities of local government managers and this is starting to affect our profession and our ability to recruit college students...

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

Practical Application of ICMA Code of Ethics



One of the conditions for membership in MLGMA is adherence to the ICMA code of ethics for all members. ICMA members get regular updates on the code of ethics via Public Management (PM) magazine. MLGMA realizes that not all of our members are ICMA members, so we have requested and received permission from the ICMA to reprint old articles from PM that highlight the practical application of the ICMA code of ethics.

This month the focus is on Tenet 4 of the ICMA code. Tenet 4 states the ICMA members are to “Recognize that the chief function of local government at all times is to serve the best interests of all of the people.” To add clarity to this tenet, the membership of the ICMA has approved the following Guideline on the proper application of this Tenet. That guideline states:

***Guideline on Length of Service:** A minimum of two years generally is considered necessary in order to render a professional service to the local government. A short tenure should be the exception rather than a recurring experience. However, under special circumstances, it may be in the best interests of the local government and the member to separate in a shorter time. Examples of such circumstances would include refusal of the appointing authority to honor commitments concerning conditions of employment, a vote of no confidence in the member, or severe personal problems. It is the responsibility of an applicant for a position to ascertain conditions of employment. Inadequately determining terms of employment prior to arrival does not justify premature termination.*

Ethics Spotlight: Challenging Career Decisions

Reprinted with permission from the September 2008 edition of Public Management (PM) magazine, published by the ICMA, the premier local governmental management organization, Washington, D.C. Contact the ICMA Ethics Center at 202.962.3521 or visit ICMA.org/ethics.

Q. Following months of public discussion about the failure of the organization to deliver on key initiatives and criticism of the manager’s leadership, the city council voted to terminate the manager. The assistant city manager understands that this is entirely council’s call but is totally demoralized by what she views as an unfair and arbitrary decision. This manager, who recruited the assistant to join the city less than a year ago, has been an innovative, effective, and exemplary leader. If the manager who hired her gets fired and she doesn’t support the council’s decision, is it appropriate for this assistant to start searching for a new organization now?

Continued on next page

Code of Ethics continued

A. Challenging times call for professionals to demonstrate commitment to the organization and to exercise leadership. During this difficult time of transition, the assistant's talents and leadership are needed to encourage staff, support the decisions of the council, and ensure that organizational momentum is maintained.

Exceptions to the two-year guideline are limited to special circumstances: a person is asked to leave by the appointing authority, the appointing authority doesn't honor conditions of employment, or severe personal problems arise. The ICMA Committee on Professional Conduct advises that the two-year tenure may be waived where there has been an agreement reached during the hiring process between a manager and a member in transition, assistant, or department head that the individual may leave before the end of the two years for career advancement purposes. In this situation, there must also be no pattern of short tenures for the waiver to apply.

The assistant may not agree with the decision of the council but she should respect their role and fulfill hers. Once she completes her two-year tenure, she can then assess her future with the organization.

Q. After several years of playing a lead role on economic development and community-building efforts, the assistant to the city manager was looking outside the organization for the next challenge.

He found it as the assistant manager for a much larger county in a neighboring state. He negotiated with the county manager, signed an offer letter, and submitted his resignation to his current employer.

News of his planned departure sparked expressions of overwhelming gratitude by business leaders in the community, activists, staff, and elected officials for his contributions to the city. Most expressed their dismay at the news. The assistant was surprised by the response and started to reassess his motives for leaving.



During a heartfelt talk with the city manager about life balance and career tracks, the manager asked the assistant to reconsider and offered him a promotion to deputy city manager. The assistant was conflicted because he had great affection for the community. Would there be any ethical issues if he withdrew his acceptance to accept the counteroffer?

A. With regard to the ICMA Code of Ethics, it's clear that this assistant has an ethical obligation to reject the counteroffer and fulfill his commitment to the county. The guideline on appointment commitment under Tenet 3 states that even a verbal acceptance of a bona fide offer is binding. Consider the harm a last-minute withdrawal causes to the other organization in time, recruitment costs, and attrition in the pool of qualified candidates.

The time to consider the personal and professional aspects of a career move is before you give your word. Keeping your word is an essential part of demonstrating integrity. Your integrity and professional reputation are on the line when you don't live up to your commitments.

Martha Perego
ICMA Ethics Director
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Can Cities Learn a Civic Engagement Lesson from the ‘Ice Bucket Challenge’?

By **Ron Littlefield**, Senior Fellow
Governing Institute
Reprinted from Governing, June 29, 2015

The Ice Bucket Challenge, which raised \$115 million for ALS in 2014, was a demonstration of the power that can result from a new era of civic engagement. Governments would be wise to take note. (University of Central Arkansas)

In 2014, a phenomenon spread across Facebook and other social media sites. It captured the interest of teenagers and politicians, celebrities, journalists, and moms and dads. It reached across social, racial and generational demographics. It was the Ice Bucket Challenge, and if you weren't aware of it you likely had not been on the Internet or turned on your T.V. in some time.



What was incredibly interesting about the Ice Bucket Challenge – in addition to the fact that it raised \$115 million for research on a disease many of the people participating in the challenge had likely never heard of – was that its origins were largely unknown. Indeed, according to an October 2014 National Journal article, “the explanation of how the video trend got started or how it worked was never entirely clear.”

The Ice Bucket Challenge was a demonstration of the power that can result from a new era of civic engagement, one that might surprise government leaders who are used to more traditional forms of citizen involvement such as attending city council meetings or volunteering at community functions. These activities – while important – have dwindled as people have become more connected by technology and less by physical interaction.

What does the Ice Bucket Challenge have to do with good government? A lot as it turns out. Ask almost any local government official what it takes to increase a city's prosperity and you will probably get diverse answers – but there's a good chance they will be about better education or more effective economic development. Civic engagement will likely be further down the list. However, if a community is blessed with a strong culture of public interest and involvement, it is much easier to make great strides and register accomplishments in other areas.

What is civic engagement, though? It usually means different things to different people. It's like that old story about the blind men describing an elephant – you know the one. One blind man grabs the elephant's leg and says, “The elephant is like a tree.” Another grabs the tail and says, “The elephant is like a vine.” And so on. It's a matter of perspective.

One succinct definition is as follows:

Civic engagement means working to make a difference in the civic life of our communities and developing the combination of knowledge, skills, values and motivation to make that difference. It means promoting the quality of life in a community through both political and non-political processes.

Continued on next page

Ice Bucket Challenge continued

Eric Gordon, the leader of the City Accelerator's second cohort, offers his thoughts on civic engagement: "It's not simply a matter of people participating. We need to look at levels of trust and levels of efficacy. ... We want to know not simply whether or not people are participating, but whether they trust in the process and whether or not they feel empowered by engaging in that process. That's what is going to ultimately lead to the long-term democratic outcomes that we want."



In truth, civic engagement is a concept that encompasses a broad spectrum of activities and means of involvement. The National Journal article that discussed the Ice Bucket Challenge, "Why are Political Scientists Studying Ice Bucket Challenges?" poses a series of questions designed to make us ponder the meaning of civic engagement. They include: "Who is more civically engaged – the person who votes in every election or the non-voter who volunteers as a crossing guard at the local elementary school? What about the person who comments on an online news story? Does it count more if he posts the article on his Facebook page and urges his friends to act? What about the retired couple who takes care of the next-door neighbor's daughter after school until her single mom gets home from work?"

It is an established fact – painfully arrived at after years (perhaps even centuries) of trial and error by politicians, planners, social do-gooders and even despots that people tend to support that which they help to create. In short, it might be possible to sell people on an idea or a plan, or something might be forced upon them at the point of a gun, but it's much better if they are part of the process. It is doubtful that \$115 million would have been contributed in the Ice Bucket Challenge if people had not been inspired.

How powerful is effective civic engagement? We might do well to remember a popular quote attributed to Margaret Mead: "Never doubt that a small group of thoughtful committed citizens can change the world. Indeed, it is the only thing that ever has." And then, whether intentional or not,

it seems the late Steve Jobs added a postscript: "Because people who are crazy enough to think they can change the world are the ones who do."

Civic engagement can be powerful, but what is the true measure of civic engagement? What is the scale to determine its value to society? Eric Gordon frequently uses the term "efficacy" when speaking about civic engagement, which means we should measure civic engagement by whether it achieved the desired result. While this is important, shouldn't we all agree that it's really about something more, some effect outside and beyond the person doing the engaging? Is it not about others?

Dr. Martin Luther King Jr. said, "Life's most urgent and persistent question is, "What are you doing for others?" General William Booth, the founder of the Salvation Army, once sent a famous telegram to workers in the field that boiled it down even further to a single word – "Others." It is said that he kept a small sign bearing that one word displayed prominently on his desk.

Perhaps it can be argued that those who seek to influence society from the other end of the spectrum, who incite riots and commit acts of violence or terrorism – and damage, destroy and disrupt society – have effectively employed the art and science of civic engagement. But for those who seek to move civil society to a higher level, such acts are outside the acceptable spectrum. Positive actions that make a contribution to culture and a better quality of life is the definition with which we travel. That's what City Accelerator is all about.

The League's FOIA Resources

Contributed by
The Michigan Municipal League

The Michigan Municipal League has created a [FOIA Resource Packet](#) 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 Resource Packet contains our One Pager *Plus* Fact Sheet, an article from *The Review* magazine, Summary of the Act, sample procedures/guidelines, two sample fee itemization forms, and the Act with the new amendments. 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.



We are also offering a webinar entitled "[Freedom of Information Act \(FOIA\) Changes](#)." This On Demand Webinar is available anytime for \$20. This is a must-attend webinar for all local 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 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.

LEAGUE CONVENTION Sept. 16-18 Traverse City

At the [2015 League Convention](#), we'll provide you with ideas to strengthen your community as well as challenge you to think differently on how to make your community more livable, more attractive, more interesting, and more fun. Get ready to expand your knowledge base on everything from economic productivity in cities to cutting-edge technology and today's hot municipal topics. Register by **Aug. 19** to get the early bird rate.

Make Plans to Attend ICMA Annual Conference

This year's Annual Conference, entitled "Mastering the Fundamentals: Shaping the Future," will be held at the Washington State Convention Center, Seattle/King County. Registration is open and the conference preliminary program, including speakers, educational sessions, forums, special events, and more is available on the website 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 **Nov. 1-4**.

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 **Oct. 15**.

ICMA's Voluntary Credentialing Program

ICMA's [Voluntary Credentialing Program](#) recognizes professional local government managers and promotes lifelong learning. The next Credentialing Program application deadline is **Oct. 1**.

DEQ Green Infrastructure

A regional Green Infrastructure Conference is coming to [Grand Rapids](#) on **Aug. 5**. The Michigan Department of Environmental Quality is hosting this regional conference to expand on the 2014 statewide conference to highlight a broad range of benefits and opportunities provided by Green Infrastructure (GI) planning and preservation.

MEDA's Upcoming Events

The Michigan Economic Developers Association hosts events of interest to local government professionals. [The Annual Meeting](#) will be held in Bellaire **Aug. 18-21**. [The Fall Economic Toolbox](#) will be held in Lansing **Nov. 19**.

Steve Brock is retiring from Farmington Hills after 26 years with the city. He will still keep a footprint in Michigan, however, but he and his wife will be spending more time in Florida! Best wishes, Steve!

Jaymes Vettrano is hanging up his hat as Rochester city manager for the world of academics. Congratulations on the new gig, Jaymes!

Dave Murphy is now the new city manager in the city of Farmington, having recently served as the interim manager in the city of Wayne. Best of luck to you, Dave!

Vince Pastue left his position as city manager in the city of Farmington, to serve as the new manager of Dora, Florida. Good luck with your new job, Vince!

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.