

**MICHIGAN
LOCAL GOVERNMENT
MANAGEMENT ASSOCIATION**

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

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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 2016

Note from the President

Dale L. Kerbyson, City Manager, Lapeer

Wow, I cannot believe we are halfway through July already and just a few days away from our Summer Workshop. Based on past experience, this time of year can be very quiet as people are busy taking advantage of the hot summer days. However, it is far from quiet in the municipal world.

In our association, we are experiencing a great deal of activity. Our most significant activity is the ongoing branding effort. Our Advocacy Committee has been overseeing the evolution of the process to create a poignant, powerful campaign to be used as an educational and recruitment tool to draw new individuals to the profession. The committee is working on a general press release, possible new logo, action shots of managers for a future video, marketing materials, a PowerPoint and an updated website. As you know, we are also poised to change our name from Michigan Local Government Management Association to Michigan Municipal Executives.

There will be many steps to convert the association name, but we



are working in conjunction with the Michigan Municipal League to facilitate the steps needed to complete this effort. Our new brand will be more effective with a name change at the same time. This is a very exciting initiative that cannot be successful without the full participation of our membership. Our goal is to complete the project this year and make a formal presentation no later than the 2017 Winter Institute.

Many other items are being undertaken by the association's committees. One item is developing a

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Note from the President Continued

formal process for the review of professional/affiliate applications for membership in MME. The membership had discussion regarding tenet 12 of the ICMA Code of Ethics, with the Ethics Committee reporting the results of those discussions. We're making plans to host a reception for the Michigan MME members who attend the annual ICMA conference in Kansas City, Missouri. Our Professional Development Committee selected members for various scholarships. Our board selected the topic for the colloquium presentation during the MML Annual Convention, at which our association will announce the winner of the John M. Patriarche Distinguished Service Award. If you would like to nominate anyone for this award, please review the award parameters on the association website and send your nominee to the Experience Committee Chair, Curtis Holt, City of Wyoming.

I want to thank Summer Minnick, who has taken over for Colleen Layton as our liaison with the Michigan Municipal League. Colleen retired last month, and Summer has been thrown into a very active role at a very busy time and she has risen to the challenge. I also want to take this opportunity to thank those who have been working hard with me so far this year on our association board and our standing committees. We have already accomplished many things, including the creation of a formal association conference planning strategy that will use a multi-year process for site selection and a way to ensure flowing, consistent educational content from conference to conference.

Our Summer Workshop Committee has prepared an outstanding program, including impressive speakers and some very unique activities. To quote Committee Chairman Jon Lynch, City Manager of Midland, "July 26th is fast approaching and we're excited to host the Summer Workshop in Midland. The conference sessions will be informative and there are plenty of things going on in the area to keep you and your families occupied." So get registered and I will see you in Midland.

**Dale Kerbyson, City Manager
Lapeer**

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ICMA Update

By **Daryl J. Delabbio**
County Administrator/Controller, Kent County
and ICMA Regional Midwest Vice President

Since the last newsletter, there has been a lot going on with ICMA. As you may have read in the ICMA Newsletter, in June, the Executive Board met and, among a number of actions, selected David Johnstone, city manager of Candiac, Quebec, Canada as president-elect (beginning in September 2016). David is an outstanding, personable individual who served as an ICMA international vice president from 2011-2014, and has served in local government in Canada for 35 years.

And as I write this article, the ICMA Executive Board has just completed interviewing three finalists to succeed Bob O'Neill as ICMA's next executive director. The good news is that a selection has been made; the bad news is that I can't share that news just yet. This is in part because there still remains the task of negotiating the specifics of an agreement with the preferred candidate. That being said, the three finalists demonstrated that they are superb leaders; each one would have been an excellent choice. It was a very difficult decision to make. I am sure that ICMA and our profession will be well-served and represented in the future, and I hope you agree when the word of the appointment is made public sometime in the near future. The new executive director will be formally introduced at the ICMA Annual Conference in September.

In the meantime, I hope you will join me in thanking Bob O'Neill for his 14 outstanding years as our Executive Director. His legacy on ICMA and our profession is significant, and ICMA is a much better organization because of his service.



Finally, I hope you will have the opportunity to attend the conference, which will be held in Kansas City, September 25-28. There are always some excellent keynote speakers and outstanding educational sessions. It's also a great opportunity to see old friends and colleagues and develop new friendships/colleagues from around the world.



I am honored to serve our professional association as well as the opportunity to provide an update on ICMA activities my friends and colleagues. If you have any questions about ICMA, please do not hesitate to contact me at daryl.delabbio@kentcountymi.gov.

7 Ways City Leaders Can Address Racial Inequities

City leaders must step up to take the lead with their police departments and community members to address racial inequities in their respective cities and towns.

by Leon T. Andrews, Jr., Director of the [Race, Equity and Leadership \(REAL\) Initiative](#) at the National League of Cities

Reprinted from CitiesSpeak blog, July 9, 2016

The events of this week serve as a horrific reminder of how important it is for cities to acknowledge and take meaningful action on racial injustice. In the days following our country's collective celebration of Independence Day, two black men were killed by police in Baton Rouge, Louisiana, and Falcon Heights, Minnesota, and white police officers were targeted, wounded, and killed in Dallas, Texas, as they were serving and protecting peaceful protesters.

Racism is killing us.

The National League of Cities (NLC) strengthens the capacity of local elected officials to build racial equity. I encourage municipal leaders across the country to engage with their communities on racial equity issues and make smart policy decisions that can reduce racial inequities in policing and restore police–community trust. Do not wait for a tragedy to occur in your city to address these pressing issues.

Last year, NLC launched the REAL (Race, Equity And Leadership) initiative to equip its membership with the capacity to respond to racial tensions in their communities, identify the systemic barriers that sustain racial injustice in our nation's cities, and build more equitable communities. REAL provides training and resources to prepare city leaders to apply a racial equity lens to policies, initiatives, programs and budgets.

WHAT CITY LEADERS CAN DO

City leaders must step up to take the lead with their police departments and community members to address racial inequities in their respective cities and



towns. City leaders have a greater capacity to create real, tangible changes in policing than the federal government will ever have. Municipal leaders are in a unique position to be trailblazers in building and strengthening relationships between police and the people they serve.

- 1. Build trust.** Actively build trust between police and communities of color in your city. (See [Project Peace](#) in Tacoma, Washington as one example.)
- 2. Get the facts** about racial disparities in your city. Numbers get attention. Do you know how many arrests, fines, tickets, violent encounters, and citizen complaints are issued to or by each racial group in your community? Getting real data on police–community interactions disaggregated by race is an important first step to developing solutions that will work for your community. See this [upcoming webinar](#) from our partners at the Government Alliance on Race and Equity.

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Racial Inequities Continued

3. Listen. A frustration I hear from communities of color is that their voices are silenced, and that leaders often try to make policy solutions without engaging in meaningful dialogue around the issue. Now more than ever, this is important because folks have a lot to say and great ideas for addressing these complex issues in their communities. See examples of community dialogues on race in [New Orleans](#) and [Charlottesville, Virginia](#).

4. Lead. Be a vocal proponent in your community for racial equity policies, programs, and practices. Here is a [resource guide](#) for government officials and [lessons learned](#) from community leaders.

5. Change. Consider [policy reforms](#) that could work in your city. Apply a racial equity lens to your broader policies, initiatives, programs and budgets. [Here is a toolkit](#) to help you get there.

6. Provide Training. Training can and should be implemented in every department to understand and recognize explicit and implicit bias and de-escalate crisis moments. [Click here](#) for an NLC guide to police training programs. Register to attend the leadership training on racial equity at NLC's [City Summit](#) in Pittsburgh this November.

7. Prioritize Accountability. Reframe how police departments are held accountable. Departments across the country can track quality of interactions and other outcomes in addition to numbers of arrests and tickets, particularly in communities of color. For example, the Gainesville, Florida, Chief of Police instituted an additional level of supervisor

review when officers chose to arrest a youth who was in fact eligible for an [alternative statewide civil citation program](#)—and this resulted in an immediate increase in the number of citations issued to non-white youth in lieu of arrest. Similarly, how and when police use their weapons is something for which city leaders can hold police departments accountable on a consistent basis – not just when the media brings attention to a particular incident.

I commend Baton Rouge Mayor Kip Holden for his leadership during this difficult time. Mayor Holden has promised the citizens of Baton Rouge excellence, integrity, and transparency in the investigation into the shooting death of Alton Sterling. He has also welcomed the support of state and federal law enforcement to ensure his citizens get answers and accountability. Mayor Holden acknowledged the deep pain felt in his community and the need for healing. “We have a wound right now. But we’ll be healing and making this city and parish whole again,” he said. (View his press conference in its entirety [here](#).)

I could not agree more with Mayor Holden that our communities must heal from trauma caused by institutional and structural racism in our country. I see wounds like this in communities divided by race and hurt by racism all over the country. The REAL initiative is just beginning its work on racial healing with the support of the W.K. Kellogg Foundation’s [Truth, Racial Healing, and Transformation Enterprise](#). We look forward to working towards the goal to “bridge deeply embedded divides and generate the will, capacities and resources required for achieving greater equity across the nation.”

Ethics

Reported/Alleged Code Violations by Non-Members of ICMA or MLGMA

During its June 17 meeting, the committee unanimously approved a recommendation that the MLGMA Board of Directors adopt various changes to the MLGMA Rules of Procedure for Enforcement of the ICMA Code of Ethics (Rules) to address how the Ethics Committee and MLGMA respond to reported/alleged violations of the Code by individuals who are neither members of ICMA or MLGMA. The proposed language that would be added to the Rules is as follows:

D. If a complaint is made against a person who is neither a member of ICMA or MLGMA, the complaint will be kept on record and the individual who is the subject of the complaint will not be granted membership into MLGMA until the complaint is reviewed and resolved through these Rules. Notwithstanding this provision, the MLGMA may respond to reported violations of the Code of Ethics by individuals who are not members of ICMA or MLGMA on a case by case basis.

Education/Outreach to MLGMA Membership

The Ethics Committee is also currently reviewing potential ideas for future breakout or general sessions that can be held during future professional development functions regarding ethics. Any ideas for sessions are welcome and can be directed to the committee for consideration!

NextGen

This year's Summer Workshop Dinner in Midland will be at the Whichcraft Taproom on July 27 from 6-8pm. You can sign up for the event when you register for the workshop. Attendance is limited, so please sign up in advance.

We want to thank everyone that came out to the Spring Professional Development Training on May 27. For those unable to attend, the topic was Council-Manager Relations. As usual, the training featured a number of all-star speakers and a highly experienced panel that shared their stories and theories on the topic. If you'd like a copy of the two presentations from our speakers, please email me at desentz@cityofleslie.org.

NextGen has been hard at work on a number of exciting projects that will provide professional development opportunities to local government professionals at any level of their career. We're developing a recommendation to the Board to improve the Bromage Fellowship Program. We have also begun planning the Fall Professional Development Training, which will focus on Community Branding. We will send an email over the listserv when registration is available.

Professional Development

The Professional Development Committee awarded a scholarship to Eilis Seide (assistant to the city manager, East Lansing) to attend the ICMA Conference in Kansas City, MO. The Committee also considered nominations for the ICMA Conference scholarship in honor of Michael Young and selected Christine Burns (village manager, Spring Lake) as the recipient. The scholarship included a stipend from MME for travel expenses and registration for the Conference from ICMA.

Additional information on the scholarship program may be found on the website, under the "Professional Development" tab. The next deadline for applications is October 31.

Experience

The Experience Committee has divided into three subcommittees: Awards, Managers in Transition, and Nominations for the MLGMA Board. There is not yet anything to report from these new subcommittees.

Two priorities as we move forward will be to determine if we have a candidate for the John M. Patriarche Award given at the MML Convention. Also, we have begun reviewing the board members, the regions they represent, and the current board make-up. We are trying to identify potential board candidates for nomination. As you have probably heard, we look for service to the organization, underrepresented regions, and diversity as we consider potential board appointments. If you are interested in serving on the board, I encourage you to contact me and I will put your name into consideration.

MLGMA Website Keeps You Informed

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 ideas 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.

MLGMA Blog

Small Town and Rural Development Conference Recap

Thanks to a MLGMA Professional Development Scholarship, I was able to attend the Small Town and Rural Development Conference held at Crystal Mountain in Thompsonville, Michigan this spring. The conference is hosted by the Michigan Rural Council, a division of the Community Economic Development Association of Michigan. This two-day conference was full of enlightening sessions tailor-made for administrators from small towns and rural communities.

The Michigan Rural Council brought in a wonderful mix of presenters who shared practical tips that the attendees could implement in their communities. Among the most attended sessions were those featuring speakers from the Michigan Economic Development Corporation and USDA Rural Development offices. These officials pointed us to specific funding resources that benefit small and rural communities.



The best session I attended was one that educated attendees on how to “breathe new life into downtown buildings” using a variety of state and federal assistance programs. In a small town, the redevelopment of just one key building can have a transformational impact on our downtowns. To generate the biggest impact, we were encouraged to think of buildings holistically so that potential funding could be used to create a mix of residential, commercial, and public spaces. The session concluded with an interactive brainstorming session where we looked at real-life examples of redevelopment-ready buildings and the mix of programs that could be used to breathe new life into these buildings.

The conference also provided ample opportunities to network with the speakers and fellow attendees. The attendee list featured a wide range of professionals, from state and federal officials to regional economic development directors and municipal officials. Since this conference, my city has hosted state officials to explore funding of two community development projects based on information learned in the sessions. I would highly recommend this conference to any manager looking to learn about development opportunities geared toward small and rural governments. I am grateful to the Professional Development Committee for providing me the opportunity to attend this conference.

*Contributed by Corey Schmidt
City Manager, Marlette*

MLGMA Summer Workshop



The elegant H Hotel in Midland is the site of the 2016 MLGMA Summer Workshop, which will be held **July 26-29**. Please join us for information-packed sessions designed to meet the needs of local government managers. We're also building in some time for you to informally share with your colleagues and have a little fun. [Register today](#).

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. 31.

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.

New Resources on Charters & Local Govt. Organization

Are you interested in revising your city charter, or knowing the difference between a weak mayor and council-manager form of government? Check out two new League resources:

- [City Charter Revision](#)
- [Organization of City and Village Government in Michigan](#)

Michigan Municipal League Convention



This year's Convention will be held at the Grand Hotel on beautiful Mackinac Island. Mark your calendars for **Sept. 14-16** and plan to join us for an exciting blend of education and networking. You might even find a little time to ride in a horse-drawn carriage, sample some world-class fudge, or just enjoy the amazing scenery.

MLGMA Colloquium at Convention

This year's MLGMA Colloquium, scheduled for Sept. 14, is entitled "Facilitating Meaningful Civic Engagement: How Your Residents Can Make a Difference." Presenter Suzanne Schulz, managing director of design, development and community engagement for Grand Rapids, has led many initiatives that benefited from resident involvement. She'll share her tips for getting your residents involved in facilitating positive change in your community.

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. The 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. We are also offering a webinar entitled "[Freedom of Information Act \(FOIA\) Changes](#)."

ICMA Annual Conference Sept. 25-28, Kansas City, MO



ICMA offers an abundance of educational, information-sharing, and networking tools to help you manage your community in today's complex environment. The tools, tips, information, and resources you pick up at the conference—in addition to the opportunities for professional and personal renewal and networking—are more important than ever. Mark your calendars.

ICMA Coaching Program: Thrive in Local Government

The [ICMA Coaching Program](#) delivers a suite of services to help you grow and enjoy your career. Services include 6 live webinars per year, digital agendas and archives, 1-1 coaching resources, a Speed Coaching session at the ICMA Annual Conference, career stories of ICMA leaders, and the Career Compass newsletter. All of these services are available without charge to promote professional development at all levels of government. [Visit the ICMA site to learn more.](#)

ICMA's Legacy Leaders

ICMA invites credentialed managers to become a "[Legacy Leader](#)" and help enrich the profession by coaching the next generation, supporting their professional development, and encouraging them to belong to ICMA. Credentialed managers who fulfill the commitments each year will belong to the Legacy Leaders in honor of the legacy they bring to the profession every time they advise a young professional about the rewards of life in the local government trenches.

National League of Cities: Cities Lead 2016



The National League of Cities believes cities' priorities should be at the forefront of the 2016 presidential election. That's why NLC is helping city officials engage directly with the men and women hoping to be the next president of the United States. They have identified three issues that are most important to cities right now: public safety, the economy, and infrastructure investment. To learn more, [visit NLC's Cities Lead 2016 Presidential Election Action Center.](#)

MEDA's Upcoming Events

The Michigan Economic Developers Association hosts events of interest to local government professionals. Upcoming events include:

- MEDA Annual Meeting, Westin Book Cadillac Hotel, Aug. 23-26
- Fall Economic Development Toolbox, Crowne Plaza Lansing West, Dec. 1

A complete listing of upcoming MEDA events in [available on their website.](#)

Charles Graham is retiring as city manager of Frankenmuth. Congratulations on a long and successful career, Charles!

Michael Womack, former executive intern for the Village of Lake Orion, is now the city manager of Cedar Springs. Best of luck, Michael!

Mark Stuhldreher made a career change from interim manager of Inkster to manager of Union Township. Congratulations on your new position, Mark!

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 nonprofit 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 is in partnership with Alliance for Innovation.