VISION 2020 MME

Member Engagement & Strategic Planning Report

Strategic Plan

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Michigan Municipal Executives

the **Nonprofit** SPOT

TABLE OF CONTENTS

INTRODUCTION

Overview & Background

At the behest of its Board of Directors, MME engaged The Nonprofit Spot (NPS) in the Fall of 2019 to develop a new three-year strategic plan. Over the ensuing 15 months, the consultants facilitated an intensive member outreach and engagement process and worked with MME's ad hoc Strategic Planning Committee to draft the plan and incorporate member feedback.

The resulting strategic plan replaces the 2007 Strategic Plan, and subsequent amendments in 2012-2013. The following report and plan reflects the overall intent and goals of the Strategic Planning Committee 1) to engage members of MME in a dialogue about the form, function, and direction of the organization; and 2) to create a new MME Strategic Plan.

Strategic Planning Committee

Committee
John Shay, Ottawa Deputy County Administrator and MME President,
    Chair, Strategic Planning Committee
Michael Cain, City Manager of Boyne City
Rebecca Fleury, City Manager of Battle Creek and incoming 2021 MME President
Bridgette Gransden, Midland County Administrator
Lynn Markland, City Manager of Fenton (Past-President, MME and Past Chair, Strategic
    Planning Committee)
Dana Muscott, City Manager of Bay City
Pat Sullivan, City Manager of Northville
Christian Wuerth, Village Manager of Milford

Staff
Summer Minnick, Deputy Executive Director & CMO, Michigan Municipal League
Betsy DeRose, Capitol Office Coordinator, Michigan Municipal League

Consultants
Heather Carmona, Managing Director, The Nonprofit Spot
Alan Levy, Principal, Goaltrac, LLC (subconsultant)
Matthew Kowalski, Data Support, Analysis & Presentation, The Nonprofit Spot

Engagement & Planning Process

MME's Board and Strategic Planning Committee directed NPS to create a process that was highly focused on ensuring that MME's membership was able to communicate its concerns about the current direction, its hopes for the future, and its ideas for improving the organization. As shown in the diagram below, the information gathered from the membership during the engagement phase was funneled into a set of key strategic issues which led to key strategic goals, and a set of objectives and tactics to be implemented over the next three years.
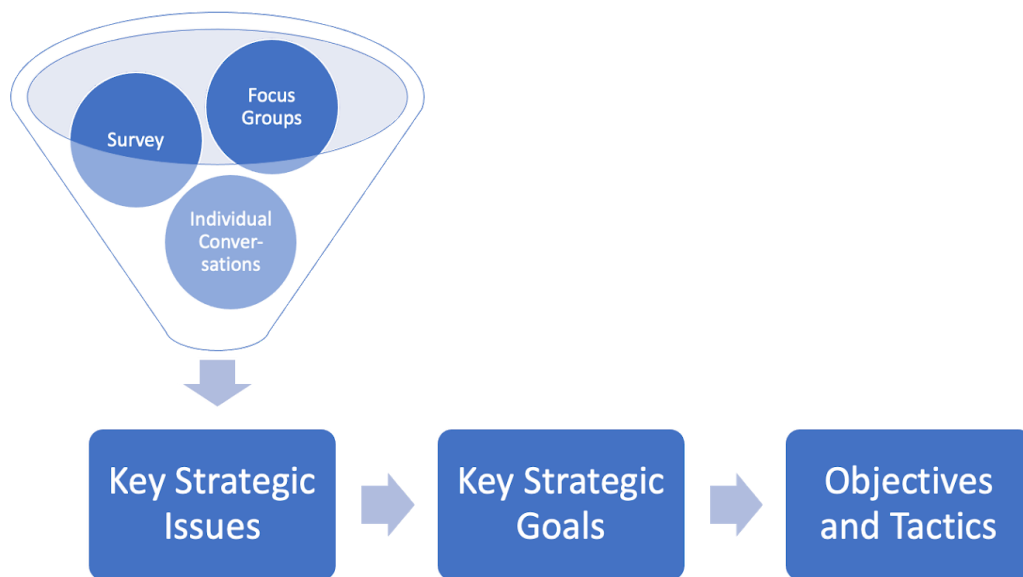
Engagement & Planning Process

Engagement Process

NPS developed an extensive survey which was sent out to the entire membership, facilitated four focus groups sessions targeting identified subgroups to understand in depth their particular perspective, and conducted several series of interviews to address specific issues with individual stakeholders. The bulk of the initial engagement was conducted in January 2020 and culminated with focus group sessions at the 2020 Winter Institute.

Planning Process

The onset of the Covid-19 pandemic shifted the remainder of the work to a virtual format. Virtual meetings were held monthly with the Strategic Planning Committee to evaluate and approve each step in each phase. Additional opportunities for engagement and feedback were held in the latter six months of 2020:

- July 2020 - Virtual Presentation at Summer Institute
- September 2020 - Engagement with Regional Group Representatives (four meetings)
- December 2020 - Engagement with Committee Chairs

As the work progressed, it became clear that while the professional development needs of the members were being met it would be necessary for there to be greater emphasis on personal growth and on promoting the profession if the strategic goals were to be attained. This led to a realignment of the organization's mission and then to proposed changes in the committee structure to meet the revised mission. The mission and responsibilities of each committee were reviewed and, where necessary, revised. A new committee was created to consolidate activities around personal growth.

Strategic Plan Approval

Given that the draft plan suggested considerable changes to the existing committee structure, the Board directed the Strategic Planning Committee and consultants to perform an additional set of interviews with committee chairs to get feedback on the proposed changes. The Board reviewed the additional changes that were recommended and approved the revised draft plan at its December 2020 meeting. In January 2021, the consultants finalized the strategic plan for publication on the MME website and preparation for a presentation to the MME membership at the 2021 Winter Institute.

Implementation

Approval of the draft plan in December 2020 allowed the January 2021 volunteer recruitment process to move forward in a timely manner ahead of the virtual 2021 Winter Institute. Further discussion of committee responsibilities can be undertaken at the Winter Institute. The development of three task forces aimed at plan implementation will also need to be addressed early in 2021.

CHAPTER 1 **KEY STRATEGIC ISSUES & GOALS**

Focus group and survey responses were classified using a SWOT (Strength, Weaknesses, Opportunities, and Threats) analysis.

In order to create a set of Key Strategic Issues we first used what we call the TWOS method--(mostly) reversing the order of "SWOT" to address the issues by the importance of their resolution to the health of the organization. The rationale that *addressing Threats* has to be the first order of business, then *curing Weaknesses* to improve the operating efficiency of the organization, then *taking advantage of Opportunities* that might help, and finally to *play to the Strengths* that already exist to have greater impact.

To develop a manageable set of issues we first consolidated similar *individual* issues into a smaller set of *strategic* issues. Then sorted the strategic issues by how strongly and how often the individual issues that make up the strategic issue are mentioned as Threats, Weaknesses, Opportunities, and/or Strengths. The following two slides show the results of this process and are followed by spreadsheets which show the component issues that make up each of the key strategic issues.

TOP FIVE KEY STRATEGIC ISSUES

· SIMMERING ORGANIZATIONAL CONFLICTS

· POLITICAL/GOVERNMENTAL CLIMATE IS CHALLENGING

· NEW MEMBERS FEEL UNSUPPORTED

· NEW MANAGER PIPELINE LACKING

· REPUTATION OF PROFESSION

The top five key strategic issues (KSIs) are stated above. The individual issues identified in the focus groups that make up each key strategic issue are shown in the table below. The numbers in parenthesis indicate how many times the individual issue was raised in the focus group session(s).

MME KEY STRATEGIC ISSUES		T	W	O	S
		Threat	Weakness	Opportunity	Strength
1	**SIMMERING ORGANIZATIONAL CONFLICTS**				
	Trust (8)	x			
	Uncomfortable w/ Change (4)	x			
	Nom. process needs greater transparency (3)	x			
	Outspoken personalities / Internal conflicts (2)	x			
	Membership cliques and unwelcoming atmosphere (2)	x			
	Cliques/Internal Conflict & Stress (11)		x		
	Mission drift & outside influence (2)	x			
	Next Gen membership criteria needs rebooting (2)		x		
	Programs & Benefits (2)		x		
2	**POLITICAL/GOV. CLIMATE IS CHALLENGING**				
	Public distrust of government (6)	x			
	Hostile political environment/polarization (6)	x			
	Local gov. financing/revenue structure (7)	x			

	State of Michigan anti-home rule (2)	x			
	"Dumpster fire" communities (2)	x			
	Reduced interest and understanding of local government (2)	x			
	Small pool of quality elected officials (EOA can help) (3)	x			
	Economic climate and worry about recession (2)	x			
	Regional challenges and disparities (2)		x		
3	**NEW MEMBERS FEEL UNSUPPORTED**				
	Regional group not functional and/or not welcoming (2)	x			
	Lack of diversity inc. young professionals (6)		x		
	Tradition excludes new ways of doing (7)		x		
	Lack of opportunities for advancement (3)		x		
	Next Gen membership criteria needs rebooting (2)		x		
	Poor affiliate member engagement (2)		x		
	Membership levels/categories not serving all job types (2)		x		
	Mentor new members (4)			x	
	Increase women & minority membership (4)			x	
	Promote to more diverse candidate pool (3)			x	
	NextGen Reboot (2)			x	
	Women's groups and activities (2)			x	
	Mentoring program specific to women & minorities (2)			x	
4	**NEW MANAGER PIPELINE LACKING**				
	Mass retirements (6)	x			
	Lack of qualified/experienced managers (6)	x			
	Manager and volunteer burnout (2)	x			
	Partner more w/ universities, ICMA, alumni (6)			x	
	New generation wants to serve in govt. (5)			x	
	Aging membership (2)		x		
	Not welcoming to new members / No orientation (2)		x		
	Expand interest in the field, market to townships (2)			x	
5	**REPUTATION OF THE PROFESSION**				

	Profession seen as negative/not understood (9)	x			
	Decline in interest in profession (3)	x			
	Lack of promotion of association (4)		x		
	Promote value of profession to public (6)			x	

Three of the top five key strategic issues are internal to the organization. This is actually a positive as organizations tend to have more control over internal issues so they are more likely to be able to resolve them. The other two KSIs, the political and economic climate and the reputation of the profession are perhaps the most difficult of all the KSIs to resolve. They are difficult policy and marketing issues, and require informing the entire population of Michigan as the target audience, and are impacted by the larger nationwide trends and discussion about the reputation of government and politics.

ADDITIONAL KEY STRATEGIC ISSUES

- ORGANIZATION PERCEIVED AS NOT WORKING TRANSPARENTLY
- LISTSERV
- NEEDS EXCEED VOLUNTEER CAPACITY
- RELATIONSHIP WITH MML/ICMA
- GEOGRAPHIC DISTANCE IN STATE CAUSES DIFFICULTIES
- **MME GENERALLY WORKING WELL**

The first two KSIs in this set are also internal to the organization. For these two, there are some possible solutions outlined in the focus groups (and noted as individual issues in the table below) that might be useful to consider as part of the strategic plan development process and explore as possible solutions.

The next three KSIs are more external in nature and are therefore more difficult to resolve. Solutions around the issues of capacity may involve deepening the relationship with MML and/or the ICMA (both relationships are seen overall as net positives to the organization) so that the resolution to two strategic issues may be able to be accomplished efficiently. The geographic distance issue may be able to be addressed through internal measures suggested in focus groups such as strengthening the regional subgroups and/or changes in the way training is delivered to be on a more regional basis and/or on a shorter time commitment basis.

The final KSI, that MME is generally working well, is mentioned last, regrettably, since the TWOS rubric orders the KSIs by their impact on the organization and causes the more negative ones to rise to the top. Given MME's generally healthy operating structure, the strategic plan should comprise a series of minor course corrections rather than setting an entirely new direction.

	MME KEY STRATEGIC ISSUES				
		T	W	O	S
		Threat	Weakness	Opport-unity	Strength
6	ORG. PERCEIVED AS NOT WORKING TRANSPARENTLY				
	Balance experience with new blood for nominations (2)	x			
	Lack of leadership engagement w/ members (3)		x		
	Membership excited to be involved in org/direction (2)			x	
	Cultivation of candidates for committee membership (2)			x	
7	LISTSERV				
	Discourse/decorum/lack of rules on Listserv (2)		x		
	Listserve (9)				x
8	NEEDS EXCEED VOLUNTEER CAPACITY				
	Lack of staff /Executive Director (6)		x		
	Dedicated MME staffing (7)			x	
	Some regional groups are weak (3)		x		
9	RELATIONSHIP W/ MML/ICMA				
	Relationship with MML (3)	x			
	Need to keep separate from MML/politics (5)		x		
	MME = policy experts inc. using managers (5)			x	
	Alignment / Unresponsiveness of ICMA locally (3)	x			
10	GEO. DISTANCES IN STATE CAUSES DIFFICULTIES				

	Some regional groups are weak (3)		x		
	Travel distance/regions huge (3)		x		
	Increase webinars/video/social media (10)			x	
	Lack of regional and hands-on trainings (2)		x		
	Improve regional meetings, trainings, and programs (2)			x	
11	**MME GENERALLY WORKS WELL**				
	Networking (24)				x
	Professional Development (18)				x
	Good people (10)				x
	Listserve (9)				x
	Collaboration/"rising tides" mentality (3)				x
	Opportunities for involvement/interaction (3)				x
	Collaboration/"rising tides" mentality (3)				x
	Policy Expertise (2)				x
	Exposure to new ideas and different communities (2)				x
	Range of communication methods (2)				x
	Well-organized/Strong (2)				x
	Affordable (2)				x

Conclusion

The comparison of the survey results with the focus group results showed a great deal of similarity. This increases our confidence that the issues identified in the survey and the SWOT are representative of the opinions of the MME membership. There were a few notable differences between the subgroups but the results of these crosstabs were not significantly different from the results overall. Mentoring for newer members and, in particular, for female members along with programming specifically aimed at women and at rural communities were the most distinct standouts.

The survey and the focus group SWOT results and analysis created a solid foundation from which to build a set of key strategic issues. Overall, the 10 Key Strategic Issues stated here provides a roadmap for the development of a strategic plan that will meet the expressed needs and desires of the MME membership.

This resulted in the emergence of a top ten Key Strategic Issue which map neatly into five Key Strategic Goals as shown below.

10 KSIs mapping into 5 KSGs

CHAPTER 2 **KEY STRATEGIC GOALS, OBJECTIVES & TACTICS**

The Key Strategic Goals were developed to address the key strategic issues as identified by the SWOT analysis. Five goals were sufficient to address the top strategic issues. They are arranged by how they address the three components of the mission:

- **Increase Transparency**
  Greater understanding of how MME conducts its work was a consistent theme in the focus groups. Objectives include publicizing the nomination process more fully, working to improve the Listserve commenting environment, and improving information flow across a variety of mechanisms.

- **Improve Sense of Community**
  Equally important was the call to improve the sense of community in a variety of contexts including the Listserve, working to improve the onboarding and welcoming aspects of the organization, and increasing the opportunities for connections to be made between members.

- **Increase Organizational Capacity by Clarifying Committee, Regional Group, and Staffing Support Roles**
  Specifically, a subset of members called for increased staff support but there were generally concerns about the capacity of volunteers to take on all that undertakes currently as well as an increased workload. Strengthening the capacity of regional groups is also seen as a way to improve effectiveness and increase impact.

- **Improve Recruitment System**
  The pipeline for new entrants into the profession was greatly seen as a weakness with many calls for increasing the ties to universities and enhancing the pipeline from department heads or others already in the working world.

- **Advocate for Profession**
  The reputation of the profession, its desirability as a career and how it is perceived by elected officials and the general public is also of concern to association members. Working intentionally to develop the tools to allow the story to be told is the focus of the objectives for this goal.

The first two strategic goals, **increasing transparency and improving the sense of community** encompass concrete tactics that aim to increase communication among the members of the organization. The third strategic goal, **clarifying committee, regional group, and staffing support roles,** encompass more complex tactics that could unlock additional capacity in the organization. Given the nature of these tactics, it is proposed that the Board form a single-issue task force for each tactic. A task force can take the time to dive deeply into the issue and produce a robust and sustainable solution to the Board. The final two strategic goals, **improve**

recruitment system and advocate for profession, address the recruitment and public relations issues many survey and focus group respondents identified.

A summary of the plan is on the two following pages. Each goal has one or more objectives and a suggested list of tactics with a designated lead responsible and proposed year for implementation.

MME STRATEGIC PLAN OBJECTIVES AND TACTICS		Foster Professional Development	Support Personal Growth	Promote Municipal Executive Profession in Michigan				

KEY STRATEGIC GOALS (Why)	OBJECTIVE (How)	MISSION COMPONENT			TACTIC (What)	LEAD (Who)	PARTNER (Who)	DUE (When)
KSG 1 **INCREASE TRANSPARENCY**	**Examine nomination process for greater inclusion**	X			Review nomination guidelines for inclusiveness and transparency	Nomination		2021
		X			Incorporate nomination process and map into MME website "About" section	Nomination		2021
	Improve information access and communication flow among members	X			Provide video recordings, etc. of statewide events	Professional Development		2021
		X	X	X	Create a digital resource library of organization FAQ's	Professional Development		2021
		X	X		Explore optimal process for proactively updating and distributing info...(Board minutes committee updates, MML, new tools, linking, video presentations etc.)	Professional Development		2022
		X	X		Employ intern to pull info into digital resource library of 'best practices'	Professional Development		2023
KSG 2 **IMPROVE SENSE OF COMMUNITY**	**Develop listserve community guidelines**	X		X	Draft community guidelines	Listserve Community Guidelines Task Force		2021
		X		X	Gather feedback on draft community guidelines	Listserve Community Guidelines Task Force		2021
		X		X	Monitor success of community guidelines	Listserve Community Guidelines Task Force		2022
	Clarify Early Career Outreach Committee Role		X		Revise Early Career Outreach Committee membership requirements and recruitment practises	Early Career Outreach		2021
			X		Revise Early Career Outreach Committee projects to be consistent with revised mission	Early Career Outreach		2021
	Investigate ways to increase connections across racial, gender, age, and geographic differences	X	X		Research new connections best practices	Early Career Outreach		2021
		X	X		Create a new connections initiative	Early Career Outreach		2022
		X	X		Analyze new connections initiative for impact	Early Career Outreach		2023
	Strengthen women and minority members support mechanisms		X		Research issue and training priorities specific to women and/or minority city managers	Early Career Outreach		2021
			X		Develop mentoring program with emphasis on racial minority support	Early Career Outreach		2022
			X		Create an initiative similar to the 16/50 Project aimed at racial diversity	Early Career Outreach		2022
				X	Conduct more events (ie. virtual trainings, panel discussions, forums) geared to a diverse range of membership interests/topics	Early Career Outreach		2023
KSG3 **CLARIFY COMMITTEE, REGIONAL GROUP, AND STAFFING SUPPORT ROLES**	**Clarify committee roles**	X	X	X	Clarify committee missions, responsibilities, recruiting, projects, and reporting	Strategic Planning	Board	2021
	Create mechanisms for supporting personal sucess		X		Initiate Member Success Committee	Strategic Planning	Member Success	2021
			X		Recruit volunteers to Member Success Committee	Board		2021
			X		Implement Member Success projects	Member Success		2021
	Optimize regional structure	X	X	X	Clarfy regional groups missions, responsibilities, recruiting, projects, and reporting	Regional Groups Task Force	Board	2021
		X	X	X	Create performance standards for regional groups	Regional Groups Task Force	Board	2022
		X	X	X	Optimize regional structure to support regional groups' mission	Regional Groups Task Force		2023
	Analyze need for increased staffing support	X	X	X	Analyze support needs across organization	Staffing Support Task Force	Board	2021
		X	X	X	Determine staffing solution(s) based on needs and available resources	Staffing Support Task Force	Board	2022

KSG	Strategy				Action	Lead	Support	Year
KSG4 **IMPROVE RECRUITMENT SYSTEM** *(Universities, Students, Muni Employees)*	**Develop recruitment tools**			X	Develop an easily accessible web page describing the municipal executives profession and the path to become one	Early Career Outreach		2021
				X	Create videos and/or publications on paths to becoming municipal executives	Early Career Outreach		2022
				X	Review recruitment web page/videos/publications for effectiveness	Early Career Outreach		2023
	Strengthen ties with universities			X	Work in partnership with regonal groups to establish (and/or strengthen) ties with universities educating prospective students	Early Career Outreach	Regional Groups Task Force	2021
				X	Develop a communication mechanism for working with regional groups to distribute information, track interest, and cultivate relationships with universities	Early Career Outreach	Regional Groups Task Force	2022
				X	Evaluate Early Career Outreach/Regional Group partnership after one year to examine effectiveness	Early Career Outreach	Regional Groups Task Force	2023
	Strengthen pipeline for municipal employees			X	Work in partnership with regional groups to establish (and/or strengthen) ties with municipalities to engage department heads and other prospective employees	Early Career Outreach	Regional Groups Task Force	2021
				X	Develop a communication mechanism for working with regional groups to distribute information, track interest, and cultivate relationships with municipalities	Early Career Outreach	Regional Groups Task Force	2023
				X	Evaluate Early Career Outreach/Regional Group partnership after one year to examine effectiveness	Early Career Outreach	Regional Groups Task Force	2023
	Emphasize diversity in recruitment programs			X	Work with regional groups to identify opportunities to conduct outreach to potential recruits from underrepresented groups	Early Career Outreach	Regional Groups Task Force	2022
				X	Convene focus group with current members from underrepresented groups to brainstorm ideas on how Early Career Outreach can make MME more welcoming	Early Career Outreach	Regional Groups Task Force	2022
				X	Implement focus group ideas	Early Career Outreach	Regional Groups Task Force	2023
KSG5 **ADVOCATE FOR PROFESSION** *(Local Elected Officials, State Elected Officials, General Public)*	**Promote ways for municipal executives to get more engaged w/ partner organizations' policy development**			X	Examine opportunities for greater CM involvement in partner organizations' policy initiatives	Advocacy		2021
				X	Develop a joint branded document that connects and recognizes CM's roles and involvement on MML boards and committees and others	Advocacy		2021
				X	Implement mechanisms for generating MME members involvement in partner organizations	Advocacy		2022
	Work with MML's Elected Officials Academy to strengthen local official education			X	Broaden understanding within MME of EOA's mission	Advocacy		2022
	Create tools for use in local efforts when the profession is attacked			X	Develop a best practises guideline for local advocacy efforts.	Advocacy		2021
				X	Create videos and/or publications on value of council-manager form of government in Michigan	Advocacy		2023
	Work with local efforts to defend the council-manager form of government			X	Support local efforts to defend council-manager form of government	Advocacy		2022

CHAPTER 3 **MISSION REVISION**

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The ongoing feedback received from the member survey, focus groups, one-one-one interviews and Planning Committee members resulted in a deeper examination of the MME mission and committee structure; concluding that the existing mission and committee activities were more narrowly focused than what the members would like to see.

As a result, the new mission statement reflects the updated **core components of MME:**

1. Foster Professional Development
2. Support Personal Growth
3. Promote Municipal Executive Profession in Michigan

The strategic plan and revised committee structure is organized around these three core purposes with equal emphasis in order to accelerate impact beyond professional development. This reorganization is a comprehensive approach to address and align the Key Strategic Issues (KSIs) to improve the overall effectiveness of MME.

***Current* Mission Statement:**

> *The purpose of MME is to foster and encourage the personal and professional development of its members in order that they may better serve their communities and to promote, encourage, and preserve high ethical standards for municipal executives.*

The current mission identifies the first two purposes adequately but doesn't speak to the third. It gives considerable emphasis to the ethical standards issue of the profession. While ethical standards are a critically important aspect of the profession, it was seen as part of the larger issue of the profession and MME's role in protecting and promotion. The adopted mission statement now reflects *what* the three core purposes of the MME are and *why* the MME seeks to accomplish this.

Adopted Mission Statement 12/17/20:

> *MME works to provide members' professional development, support their personal growth, and promote the municipal executive profession in Michigan. In service to its members and their communities, MME seeks to enhance management excellence, continuous improvement, and high ethical standards.*

CHAPTER 4 COMMITTEE RESTRUCTURING

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The process of drafting the Strategic Plan began with the assignment of suggested projects to existing committees, MME Board and/or staff. After a deeper dive into the various committees, and with feedback received from participants during the Summer Workshop presentation in July 2020, it was determined adjustments/improvements needed to be made beyond what was initially gleaned in the Survey, SWOT Analysis, and Focus Groups.

Committees are aligned with the three core components as stated in MME's revised mission. This will accomplish several goals: it ensures that all components of the mission are supported, it allows the purpose of the committees to be clarified, helps to ensure fidelity of purpose as tenure of chairs change, ensures progress toward organizational goals is being made, and eliminates overlapping committee activities.

Committees by Mission and Career Stage

The following chart depicts the relationship among the three core components from the mission on the left hand side of the table and the revised committees (in blue) and the five typical stages of a municipal executive's career. Career stages in which committee services are aimed are in white; career stages which aren't addressed by a particular committee service are in gray.

Mission and Committees by Career Stage

		Pipeline	Entry	Mid-Career	Late Career	Retirement
Foster Professional Development	Professional Development Committee					
	Ethics Committee					
Support Personal Growth	Member Success Committee					
Promote Municipal Executive Profession in Michigan	Early Career Outreach Committee					
	Advocacy Committee					
	Experience Committee					

For example, the Professional Development Committee is focused on providing services to members during the three phases of their career but not to individuals who are just considering the profession or who have retired from municipal management. Alternatively, the Early Career Outreach Committee is focused on individuals who are thinking about coming into the profession or who are in their first or perhaps second position but not focused on later stage professionals. Career stages are defined in detail below:

Pipeline: This stage describes people who have an interest or at least a curiosity about the municipal executive career. They may be university or college students or they may already be involved in municipal government in a different capacity. This stage would include interns as the position is a temporary one primarily aimed at providing a person a better understanding of the field.

Entry: This stage describes people who are in their first position as a municipal executive or as an assistant municipal executive.

Mid-Career: This stage describes people who are in their second position or more in the field.

Late-Career: This stage describes people who are in their last or perhaps second-to-last position in the field and are thinking about retirement.

Retirement: This stage describes people who have finished their last position in the field and are not currently employed as a full-time municipal executive.

Committee Services by Career Stage

The following table depicts specific services of each committee to further clarify each committee's areas of responsibility. Services that were not previously a particular committee's responsibility are in green and italicized. Services that have been moved from a particular committee are in red and struck-through.

The most notable change is the creation of a new committee dedicated to personal success. Mentoring, coaching, counseling, and support for managers who have left a position would all be gathered into this committee. Currently, these services are supported by the Professional Development Committee and the Early Career Outreach Committee so consolidating them into their own committee would not only better fulfill the organization's mission but relieve these other committees from overloaded workloads. Other changes include a rebalancing of projects that may have started in a committee where the need for the service was first identified but should be repositioned to better fit with another committee's mission.

Committee Services by Career Stage

		Pipeline	Entry	Mid-Career	Late Career	Retirement
Foster Professional Development	**Professional Development Committee**		Winter Institute			
			Summer Workshop			
			One-Day Training Events			
			Distance Learning			
			Publications			
			~~Personal Success and Scholarships~~			
	Ethics Committee		Serve as the state review agency for ICMA			
			Serve as an internal ethics review body for MME issues			
			Propose ethics topics to the Professional Development Committee			
Support Personal Growth	**Member Success Committee**		*Coaching*			
			EAP Wellness Program			
			Counseling			
			Managers-in-Transition Support			
Promote Municipal Executive Profession in Michigan	**Early Career Outreach Committee**	*Recruitment Initiatives*				
		Outreach to Under-Represented				
		Oversee Pipeline Relationships				
		Internships & Fellowships				
		New Member Welcoming				
		Mentoring				
	Advocacy Committee		Promotion through social media			
			EAP Wellness Program			
			Weigh in on issues affecting municipal executives w/ partners			
			Develop resources for local effectiveness campaigns			
	Experience Committee		*Certification*			
			Scholarships			
			Awards			
			MME Profiles & History			

*Newly assigned services in *green and italicized*; moved services in ~~red and struck through~~.

Committee Descriptions

The following is a description of each committee's mission and responsibilities in greater detail along with the changes in workload, where applicable.

MISSION COMPONENT: PROVIDE PROFESSIONAL DEVELOPMENT

COMMITTEE: PROFESSIONAL DEVELOPMENT COMMITTEE

Committee Mission

The purpose of the Professional Development Committee is to provide opportunities to learn the latest techniques, trends, and best practices of municipal management through a variety of mechanisms including face-to-face interactions and peer-to-peer networking, classes and seminars in person and via the web, and publications both electronic and printed.

Specific Responsibilities

- Winter Institute
- Summer Workshop
- One-Day Training Events
- Distance Learning
- Publications & Catalogue of Materials

Workload Changes

Priority projects of this committee are MME's two statewide conferences. Additional projects could include the development of written and audio visual materials to further the professional development of Michigan's municipal executives. Finally, this committee should oversee the development of a catalogue of materials that is easily accessible to members. This could include the ongoing stewardship of a FAQ page of answers for topics repeatedly queried on the listserve. While the workload is increased by these additional projects it would also be decreased by moving some current activities to the Experience and Personal Success Committees.

COMMITTEE: ETHICS COMMITTEE

Committee Mission

The purpose of the Ethics Committee is to promote, encourage, and preserve high ethical standards for municipal executives by serving as the state review agency for ICMA to address charges against members regarding breach of the ethical code and working with the Professional Development Committee to strengthen the members' knowledge of acceptable conduct under MME's code of ethics.

Specific Responsibilities

- Serve as the state review agency for ICMA.

- Serve as the state review agency for MME members who are not also members of ICMA.
- Serve as internal ethics review body for MME issues
- Propose ethics topics to the Professional Development Committee

Workload Changes

The workload of this committee would only be slightly increased by creating a formal, regular conduit for identifying ethics topics to be addressed by the Professional Development Committee either through one or more conferences or by other means.

MISSION COMPONENT: SUPPORT PERSONAL SUCCESS

COMMITTEE: MEMBER SUCCESS COMMITTEE

Committee Mission

The purpose of the Member Success Committee is to support members by providing mentoring, coaching, counseling, and managers-in-transition support programs at conferences, regionally, and in one-on-one settings.

Specific Responsibilities

- Coaching Program
- Counseling Program
- Managers-in-Transition Support Program
- EAP Wellness Program

Workload Changes

The predominant characteristic of all these services is that they are delivered primarily one-on-one. The role of the committee would not be to deliver these services but to create an environment where individual members can easily access the full range of these services when needed.

*MISSION COMPONENT: PROMOTE MUNICIPAL EXECUTIVE PROFESSION
IN MICHIGAN*

COMMITTEE: EARLY CAREER OUTREACH (FORMERLY NEXTGEN)

Committee Mission

Under the proposed new structure the scope of the duties for this committee remains the same but the emphasis shifts towards members at the front end of the pipeline and less towards the mid-career point--a goal voiced by a number of respondents in the focus groups.

The purpose of the Early Career Outreach Committee is "to recruit and welcome municipal executives and foster a welcoming environment for early career professionals to thrive in the organization."

Specific Responsibilities

- Development of an ongoing recruitment initiative aimed at students interested in the municipal executive profession.
- Development of an ongoing recruitment initiative aimed at municipal workers interested in the municipal executive profession.
- Oversee maintenance of university relationships.
- Manage internship and fellowship programs.
- Manage onboarding support and peer-to-peer networking events for early career municipal executives with particular attention to welcoming individuals from currently under-represented groups.
- Manage mentoring programs.

Workload Changes

The workload of this active committee would be increased with emphasis on recruiting and welcoming.   Even with entering and early career individuals as the focus, membership on the committee should be diverse with particular care to include experienced professionals and representatives from under-represented groups in order to foster relationships and community between MME's existing membership and newcomers.

COMMITTEE: ADVOCACY COMMITTEE

Committee Mission

The purpose of the Advocacy Committee is to advocate for the council-manager form of governance and the MME through by working with partner organizations to ensure the perspective of municipal executives are heard and making available information promoting its effectiveness when needed at the local level.

Specific Responsibilities

- Promote the municipal executive profession and the MME through social media
- Develop and implement an ongoing process to ensure that municipal executives are represented in partnering organization's committees and task forces where issues impacting the council-manager form of governance are discussed.
- Develop resources highlighting the effectiveness of the council-manager form of governance for use in local deliberations

Workload Changes

The committee's work includes two processes: To ensure MME members know about opportunities to participate in partner organizations' committees and task forces where issues impacting the council-manager form of governance would be discussed and that no opportunities are left untapped; and to ensure that the materials, videos, statistical and anecdotal evidence, etc. are available for use in local situations where the council-manager form of governance is being debated.

COMMITTEE: EXPERIENCE COMMITTEE

Committee Mission

The purpose of the Experience Committee is to provide opportunities for professional recognition via certification and awards.

Specific Responsibilities

- Awards Program
  - Innovation Award
  - Community Leadership Award
  - Mentoring Award
  - New Executive Achievement Award
  - Executive of the Year Award
  - John M. Patriarche Distinguished Service Award
- Michigan Certified Public Manager Program (with SVSU) Application Program
- MME Profiles and History
  - Municipal Executive Profiles
  - Community Profiles
  - MME History

Workload Changes

The Certified Public Manager Program does not currently seem to have a formal advocate inside MME. Adding responsibilities for publicizing and perhaps providing feedback on the program would be likely welcome enhancement to the partnership with Saginaw Valley State University. MME Profiles and History are included in this committee's workload as that work could be seen as a prelude to the process of evaluating a possible recipient of an award.

CHAPTER 5 LISTSERVE COMMUNITY GUIDELINES

LISTSERVE COMMUNITY GUIDELINES TASK FORCE

Task Force Mission

The purpose of the Listserve Community Guidelines Task Force is to develop a set of guidelines that enhance the sense of community among members visiting the Listserve and make recommendations to the Board for any desired changes.

Specific Responsibilities

- Research best practices and guidelines to support a positive environment on the Listserve including utilizing the guidelines developed in 2019 by John Shay as a starting point for a revised proposed set
- Develop procedures for the implementation of the guidelines and alternative actions if guidelines are not followed..
- Solicit feedback on the guidelines and the implementation procedures from the MME membership
- Revise the guidelines and implementation procedure and make a recommendation to the Board.

Workload Changes

Not Applicable.

CHAPTER 6 ROLE OF REGIONAL GROUPS

REGIONAL GROUPS TASK FORCE

As a mostly volunteer-run statewide organization, MME delivers many of its most valued services through its Board and statewide committees.   Its regional affinity groups complement these services as local mechanisms for networking, information dissemination, relationship-building and more. In a large state like Michigan, proximity allows certain activities to take place more efficiently and provides the opportunity to address issues that occur only locally.

The conversations documented within this report with regional representatives and committee chairs, resulted in agreement that MME needs to improve its overall effectiveness by formalizing a significant and regular role for the regional groups to implement at the local level a number of services MME provides. For example, the West Michigan group opens its meetings to students who have expressed an interest in the profession and works to match them with internship opportunities. Working recruitment and internships at the local level allows for an improved level of success because the opportunities for relationships to be built is greater.

The localized relationship-building advantage that regional meetings provide is useful to nearly all the statewide committees to accomplish their goals. This can be summarized by adding the role of regional groups to the Committee Services table as shown below.

Committee and Regional Group Services

		Pipeline	Entry	Mid-Career	Late Career	Retirement	Regional Groups
Foster Professional Development	**Professional Development Committee**			Winter Institute			Promote Events
				Summer Workshop			Promote Events
				One-Day Training Events			Conduct Local Events
				Distance Learning			
				Publications			
				~~Personal Success and Scholarships~~			
	Ethics Committee			Serve as the state review agency for ICMA			
				Serve as an internal ethics review body for MME issues			
				Propose ethics topics to the Professional Development Committee			
Support Personal Growth	**Member Success Committee**			*Coaching*			*Promote Coaching*
				EAP Wellness Program			
				Counseling			*Promote Counseling*
				Managers-in-Transition Support			Promote Transition Support
Promote Municipal Executive Profession in Michigan	**Early Career Outreach Committee**	*Recruitment Initiatives*					*Recruit Prospects*
		Outreach to Under-Represented					*Conduct Outreach*
		Oversee Pipeline Relationships					*Maintain Relationships*
		Internships & Fellowships					*Recruit Interns*
		New Member Welcoming					*Engage New Members*
		Mentoring					*Foster Mentoring*
	Advocacy Committee			Promotion through social media			
				~~EAP Wellness Program~~			
				Weigh in on issues affecting municipal executives w/ partners			
				Develop resources for local effectiveness campaigns			
	Experience Committee			*Certification*			*Promote Certification*
				Scholarships			*Publicize Scholarships*
				Awards			
				MME Profiles & History			*Suggest Candidates*

*Newly assigned services in *green and italicized*; moved services in ~~red and struck through.~~

In the second-to-the-last column the role regional groups would take on in support of various MME services is shown. In general, content, policy, and tracking of services would be done by statewide committees and regional groups would use their relationships to implement the service in their region.

This conclusions presupposed several assumptions:

1) The need for direct interaction between the committees and the regional groups thereby increasing the sense of communication and community between the members of the organization);
2) The regional groups would need to have sufficient capacity to execute their responsibilities in partnership with the committees. The history of these MME groups has shown that there is a lot of variance in what and how the groups function.
3) This new set of relationships is complex and adds a level of difficulty which may be a tall order for an organization consisting primarily of volunteers. The chances of success would be increased if there is some level of ongoing managerial support from the Board. For example, it might behoove the Board to designate management of the regional groups (and the relationship to statewide committees) as a long-standing responsibility of a member of the board such as the vice-president.

Since there is considerable work inherent in these assumptions, the task force would evaluate the best course of action for implementing this or any other option for restructuring the role of MME's regional groups.

Task Force Mission

The purpose of the Regional Groups Task Force is to make MME's regional groups a more effective mechanism for reaching the MME's mission by evaluating all aspects of the system and making a recommendation to the Board for desired changes.

Specific Responsibilities

- Evaluate whether the proposal outlined above to have the regional groups work closely with the committees to implement many of MME's services at the regional level can be successfully implemented;
- Examine what needs to change to ensure that all regional groups have the capacity to assume a new, more robust role in the organization. This would involve developing a set of standards which would include but not be limited to:
  - Frequency of meeting
  - Financial controls
  - Regular agenda setting
  - Methods of communication with members
  - Methods for establishing and cultivating local university relationships
  - Methods for establishing and cultivating local municipality relationships
  - Reporting expectations to the Board

- Examine the current two-tiered regional groupings and the differing geographies of the regional groups to make a recommendation on any changes needed to make the regional structure more effective.
- Make a recommendation to the Board on any changes to the regional structure, geography, expectations, roles, and operations.

Workload Changes

- Not Applicable

CHAPTER 7 **STAFFING SUPPORT OPPORTUNITIES**

 STAFFING SUPPORT TASK FORCE

Task Force Mission

To examine whether additional staff support would be a cost-effective means of boosting capacity and make a recommendation to the Board for any desired changes.

Specific Responsibilities

- Examine operations of the organization that would be sufficiently enhanced by the application of paid support (cost/benefit). Services and activities which committee volunteers have expressed concern include:
    - The overall workload of the Professional Development Committee and specifically the workload related to the Winter Institute and Summer Workshops;
    - Logistical support for committees and regional groups;
    - Managerial direction and project management reporting;
- Review and develop a list services or activities where the time commitment and level of detail might best or where the activities are so extensive that volunteers might not be willing to put the time and energy into them include:
    - Development of publications;
    - Development of an archives for publications;
    - Listserve;
    - Research into best way to store and access answers to FAQs and best practices
- Evaluate the list of services and activities to determine the type of support that would best fit the need.   Options would include:
    - Additional task-specific support from MML;
    - Hiring MME-only full or part-time staff;
    - Hiring an MME Executive Director
    - Hiring an intern;
    - Contracting for services
- Make a recommendation to the Board.

Workload Changes

- Not Applicable

CHAPTER 8 **GOVERNANCE COMMITTEES**

Along with the Board of Directors, three committees span the entire breadth of the MME's mission. We include them here for the sake of comprehensiveness.

EXECUTIVE COMMITTEE

Committee Mission

As specified in the MME's Constitution, the purpose of the Executive Committee is to:

> *"act for and on behalf of the Board of Directors on matters requiring action by the Board of Directors when such action must be taken prior to the next scheduled Board of Directors meeting and it is not possible for a special meeting of the Board of Directors to be called before such action must be taken. Actions taken by the Executive Committee must be submitted for ratification to the full Board of Directors at its next meeting for review."*

Specific Responsibilities

- Act on behalf of the Board of Directors on time critical matters.
- Other responsibilities could be assigned by the Board of Directors where deemed appropriate.

Workload Changes

The implementation of the strategic plan rests with the Board of Directors. With the additional workload of the strategic plan objectives and tactics as well as the development and management of three task forces, the Board may want to assign some management responsibility to the Executive Committee and/or specific officers of the Board.

PAST PRESIDENTS' COMMITTEE

Committee Mission

The purpose of the Past Presidents' Committee is to serve as a resource to the President.

Specific Responsibilities

- As determined by the President in coordination with the immediate Past President who serves automatically as chair of this committee.

Workload Changes

It is possible that this committee could be called upon to implement some objectives or tactics of the strategic plan.

NOMINATING COMMITTEE

Committee Mission

The purpose of the Nominating Committee is to

> *"develop a slate of candidates for the officers and directors to be elected at the annual meeting of the members. The nominating committee shall provide ample opportunity for any eligible Association members to express interest in service as an officer or director."*

Specific Responsibilities

- Develop a slate of candidates for the officers and directors.
- Ensure transparency and opportunity for members to express interest in serving.

Workload Changes

None

CHAPTER 9 IMPLEMENTATION

2020 (Work Already Completed)

With Board approval in late 2020, implementation of the following has already been accomplished

- Adoption of the new mission
- Adoption of the committee structure and responsibilities.
- Updates to the MME website to include the new and revised committee descriptions
- Solicitation of renewed and increased member involvement through the annual 'call to committees under the new committee structure

2021

Board
- Prioritizing tactics with committee chairs for 2021 goals implementation
- Determining processes and systems for evaluating progress being made on strategic plan implementation
- Developing and implementing a plan for activating the three tasks forces, soliciting membership, outlining near term objectives and prioritization of responsibilities
- Amending the MME Constitution as needed

Nomination Committee
- Review nomination guidelines for inclusiveness and transparency
- Incorporate nomination process and map into MME website "About" section

Professional Development
- Provide video recordings, etc. of statewide events
- Create a digital resource library of organization FAQ's

Member Success
- Implement Member Success projects

Early Career Outreach
- Revise Early Career Outreach Committee membership requirements and recruitment practices
- Revise Early Career Outreach Committee projects to be consistent with revised mission
- Research new connections best practices
- Research issue and training priorities specific to women and/or minority city managers
- Develop an easily accessible web page describing the municipal executives profession and the path to become one

Early Career Outreach/Regional Groups Task Force
- ● Work in partnership with regional groups to establish (and/or strengthen) ties with universities educating prospective students
- ● Work in partnership with regional groups to establish (and/or strengthen) ties with municipalities to engage department heads and other prospective employees

Advocacy
- ● Examine opportunities for greater CM involvement in partner organizations' policy initiatives
- ● Develop a joint branded document that connects and recognizes CM's roles and involvement on MML boards and committees and others
- ● Develop a best practises guideline for local advocacy efforts.

Strategic Planning Committee (Ad hoc)
- ● Clarify committee missions, responsibilities, recruiting, projects, and reporting
- ● Initiate Member Success Committee

Listserv Community Guidelines Task Force
- ● Draft community guidelines
- ● Gather feedback on draft community guidelines

Regional Groups Task Force
- ● Clarify regional groups missions, responsibilities, recruiting, projects, and reporting

Staffing Support Task Force
- ● Analyze support needs across organization

2022

Nomination Committee
- ● None

Professional Development
- ● Explore the optimal process for proactively updating and distributing info...(Board minutes committee updates, MML, new tools, linking, video presentations etc.)

Early Career Outreach
- ● Create a 'new connections' initiative
- ● Develop mentoring program with emphasis on racial minority support
- ● Create an initiative similar to the 16/50 Project aimed at racial diversity
- ● Create videos and/or publications on paths to becoming municipal executives

- Convene focus group with current members from underrepresented groups to brainstorm ideas on how Early Career Outreach can make MME more welcoming

Early Career Outreach/Regional Groups Task Force
- Develop a communication mechanism for working with regional groups to distribute information, track interest, and cultivate relationships with universities
- Develop a communication mechanism for working with regional groups to distribute information, track interest, and cultivate relationships with municipalities
- Work with regional groups to identify opportunities to conduct outreach to potential recruits from underrepresented groups

Advocacy
- Implement mechanisms for generating MME members involvement in partner organizations
- Broaden understanding within MME of Elected Officials Academy's mission
- Support local efforts to defend council-manager form of government

Strategic Planning Committee (Ad hoc)
- TBD

Listserv Community Guidelines Task Force
- Monitor success of community guidelines

Regional Groups Task Force
- Create performance standards for regional groups

Staffing Support Task Force
- Determine staffing solution(s) based on needs and available resources

2023

Nomination Committee
- None

Professional Development
- Employ intern to pull info into digital resource library of 'best practices'

Member Success
- TBD

Early Career Outreach
- Analyze new connections initiative for impact

- Conduct more events (ie. virtual trainings, panel discussions, forums) geared to a diverse range of membership interests/topics
- Review recruitment web page/videos/publications for effectiveness
- Implement focus group ideas

Early Career Outreach/Regional Groups Task Force
- Evaluate Early Career Outreach/Regional Group partnership after one year to examine effectiveness
- Evaluate Early Career Outreach/Regional Group partnership after one year to examine effectiveness

Advocacy
- Create videos and/or publications on value of council-manager form of government in Michigan
- Support local efforts to defend council-manager form of government

Strategic Planning Committee (Ad hoc)
- TBD

Listserv Community Guidelines Task Force
- None

Regional Groups Task Force
- Optimize regional structure to support regional groups' mission

Staffing Support Task Force
- TBD

APPENDIX I - Survey Results

Q1

What is your current position?

Answered: 70   Skipped: 0
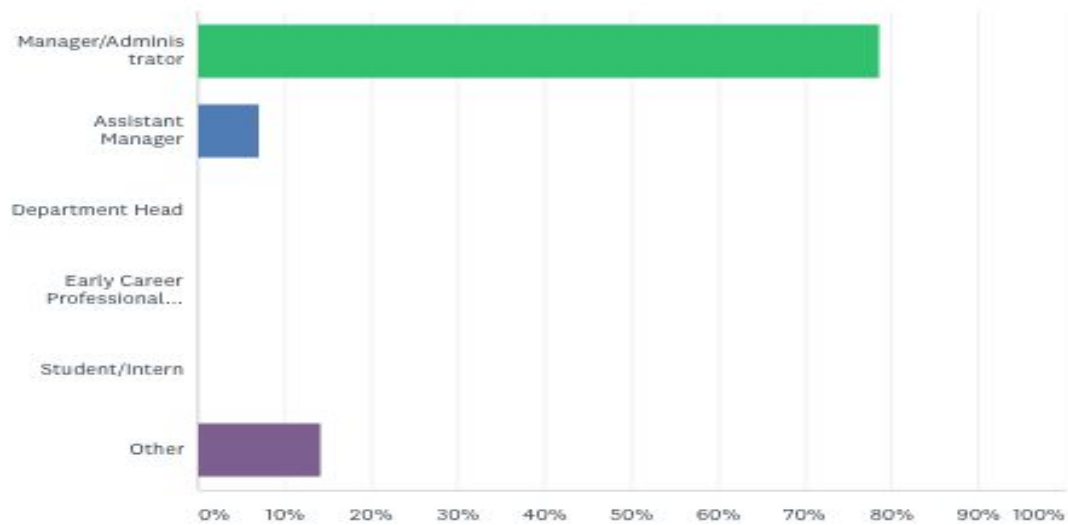
Q2

How many years have you been in your current position?

Answered: 69   Skipped: 1
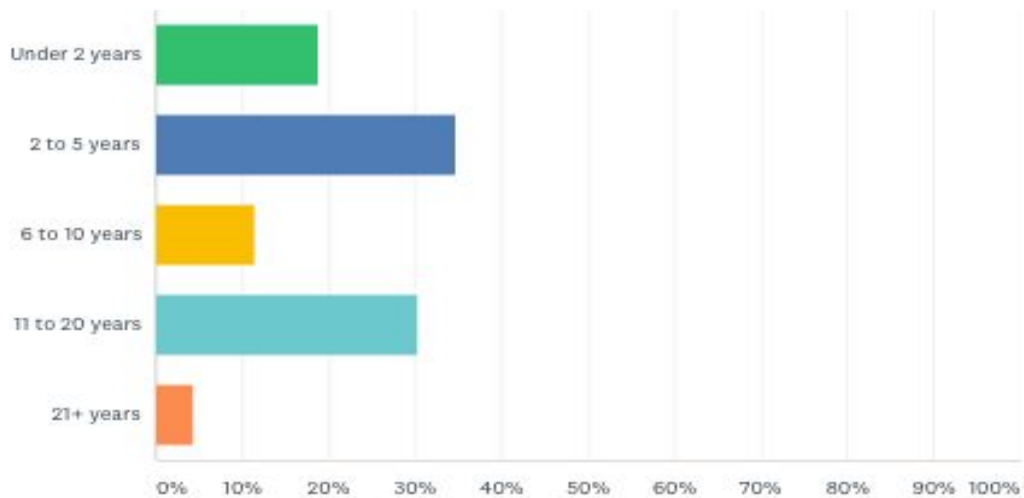
Q3

How long have you been a MME member?

Answered: 70   Skipped: 0
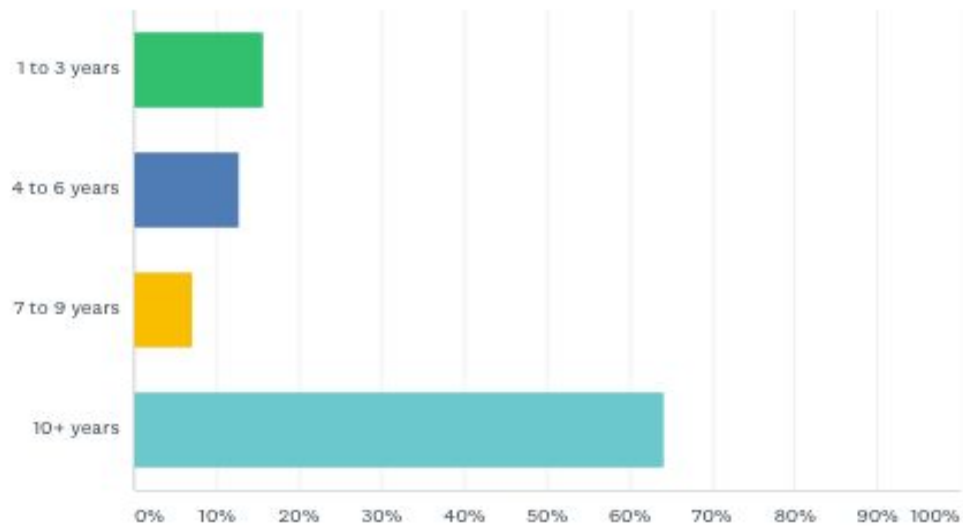
Q4

Member Category

Answered: 70   Skipped: 0
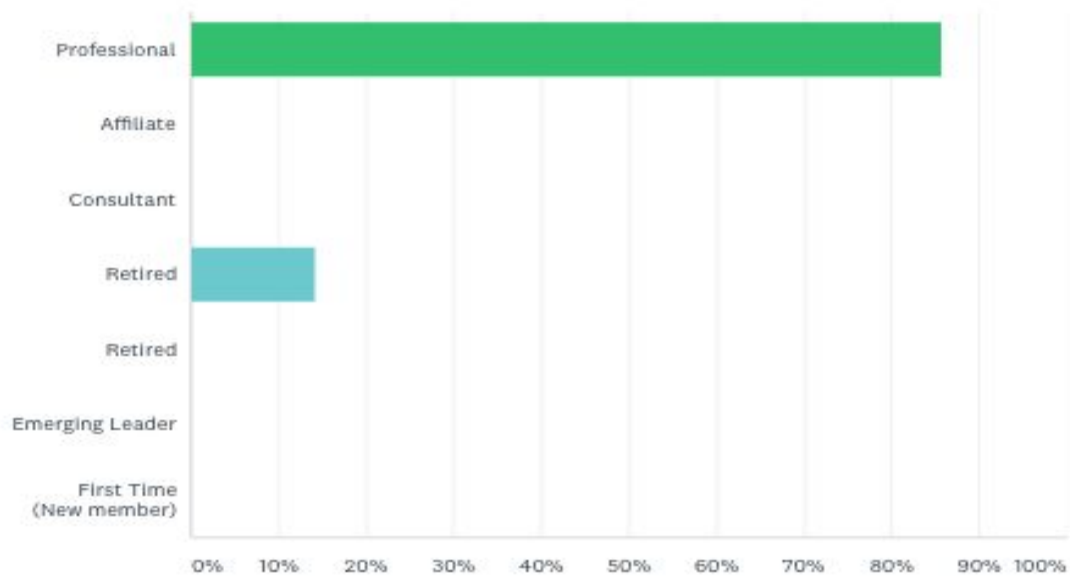
Q5

Please indicate how many, if any, regional groups you have attended or regularly attend (May choose more than one)

Answered: 61   Skipped: 9
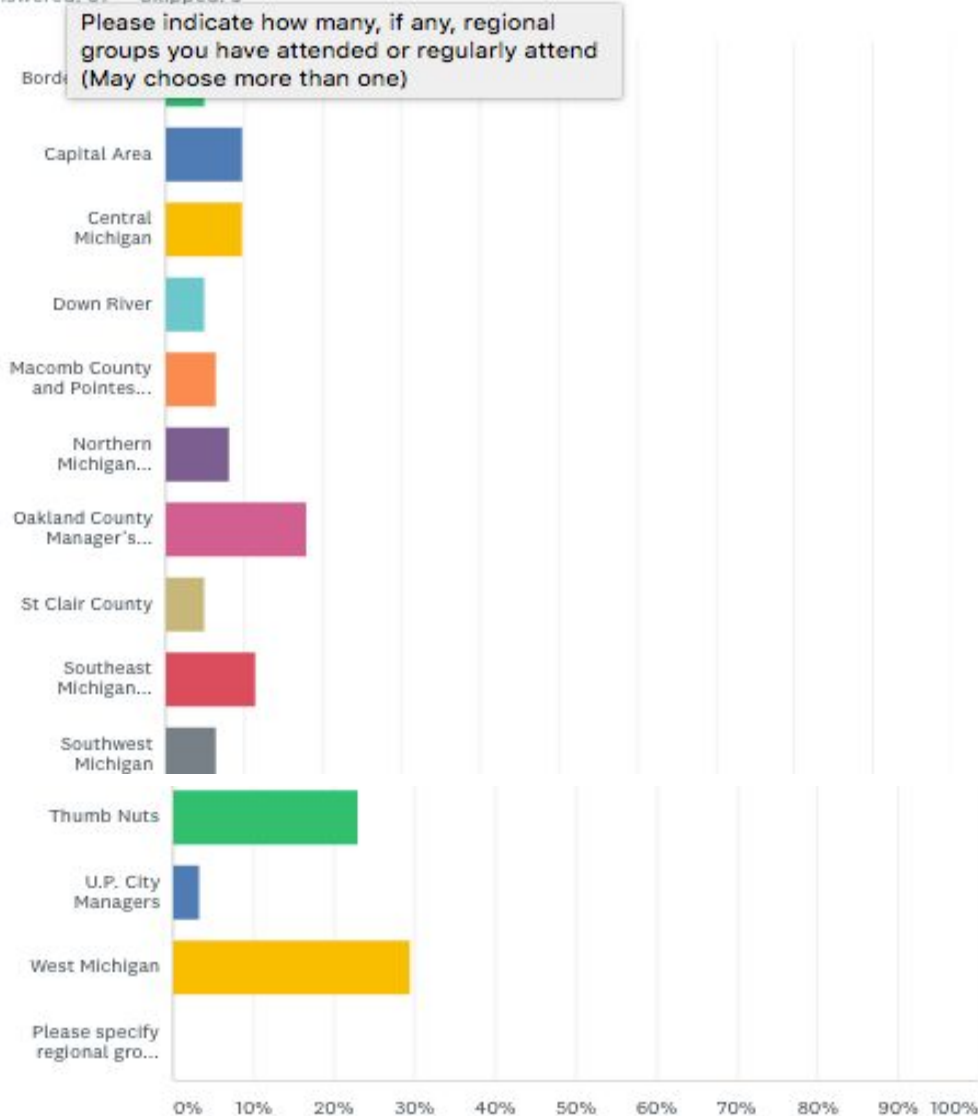
Q6

What is the primary reason you joined MME?

Answered: 70   Skipped: 0
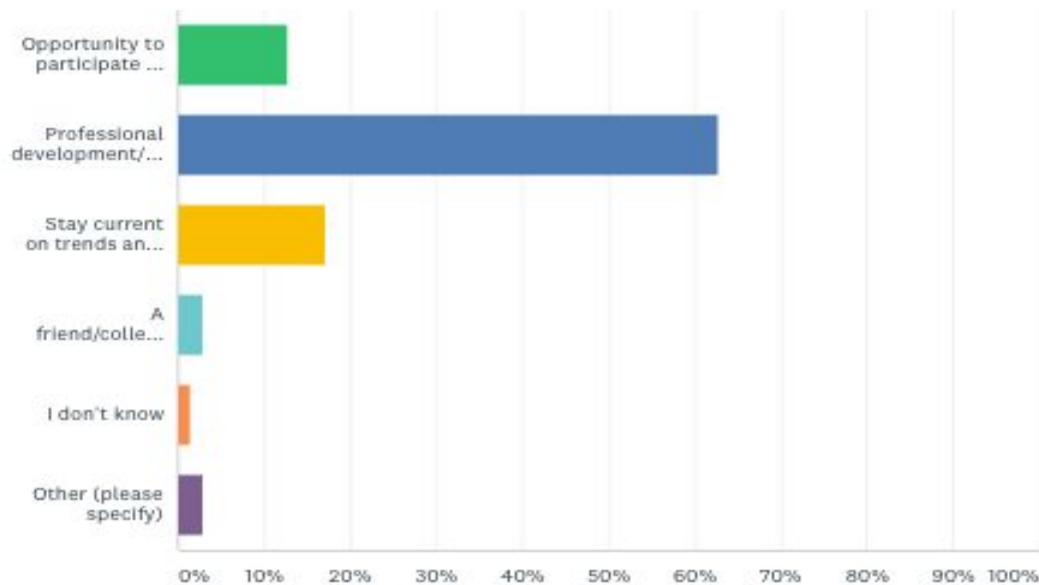
Q7

Which current MME benefits do you find most relevant or useful to you?

Answered: 69   Skipped: 1
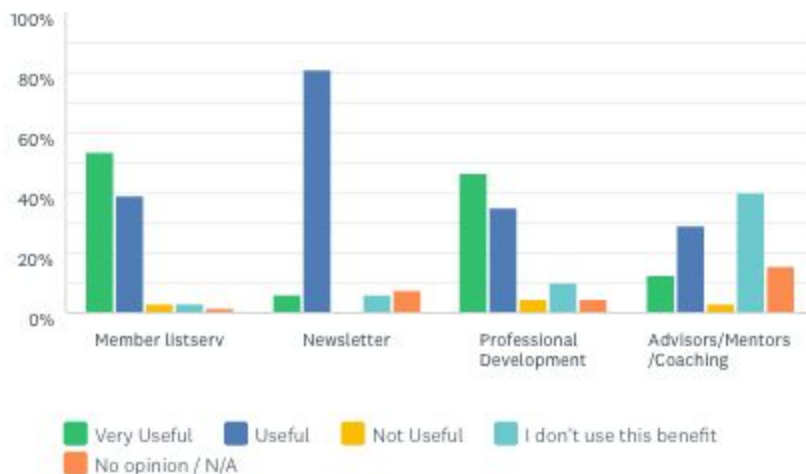
Q8

Would you recommend joining MME to your colleagues?

Answered: 70   Skipped: 0
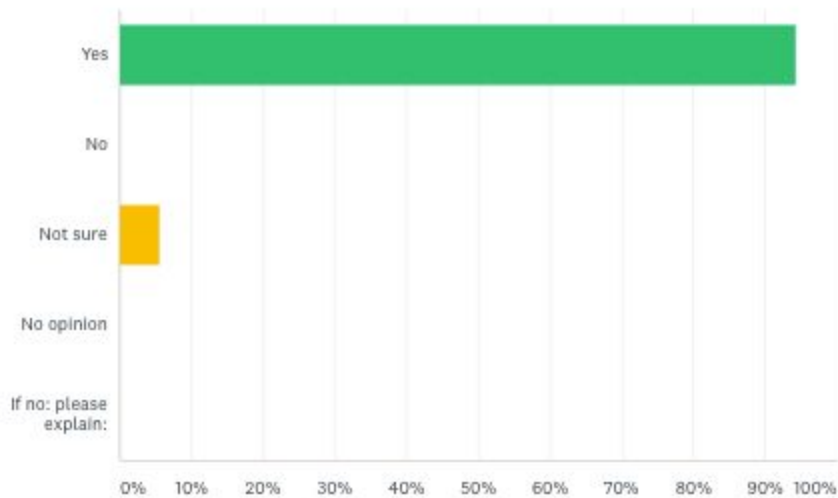
Q10

How would you rate the overall quality of MME's current programs/member benefits?

Answered: 70   Skipped: 0
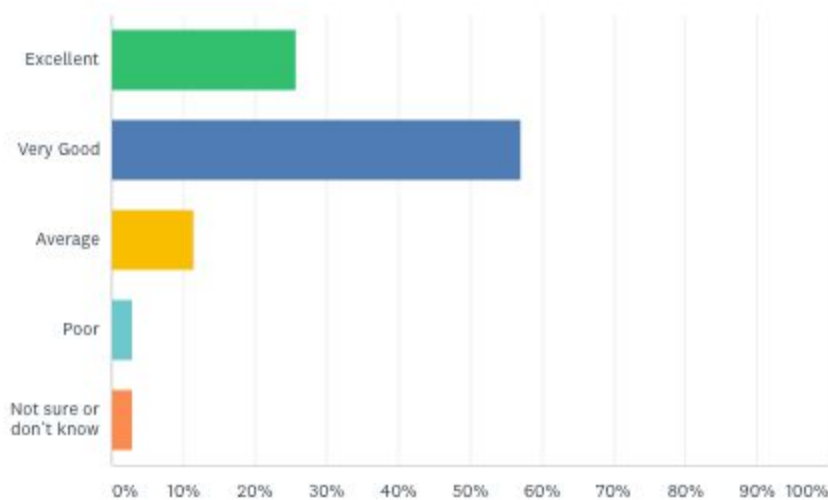
Q11

Are you a member of ICMA?

Answered: 69   Skipped: 1
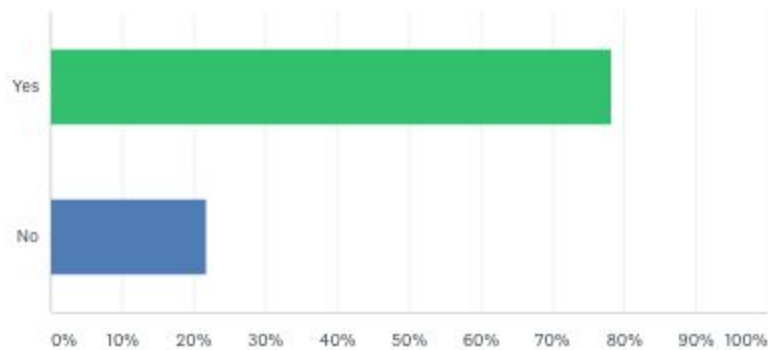
Q12

How involved are you in MME events ? (Select as many that apply)

Answered: 65   Skipped: 5
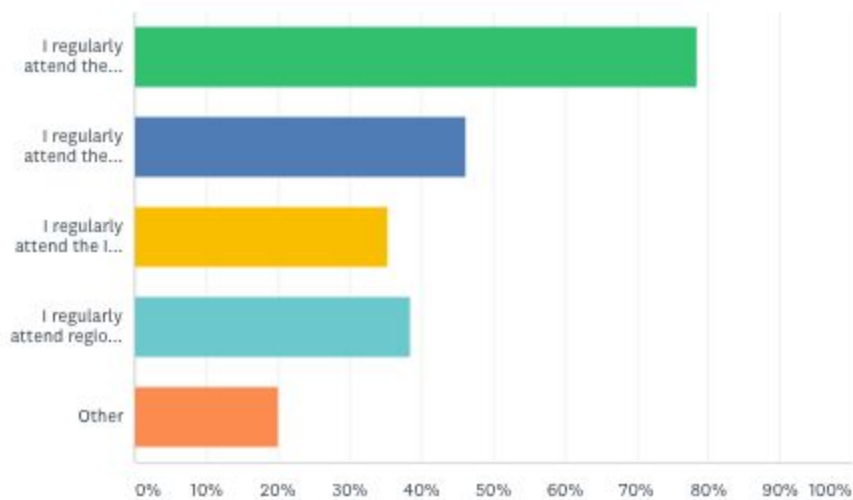
Q13

How interested are you in joining a committee? ning a committee?

Answered: 64   Skipped: 6
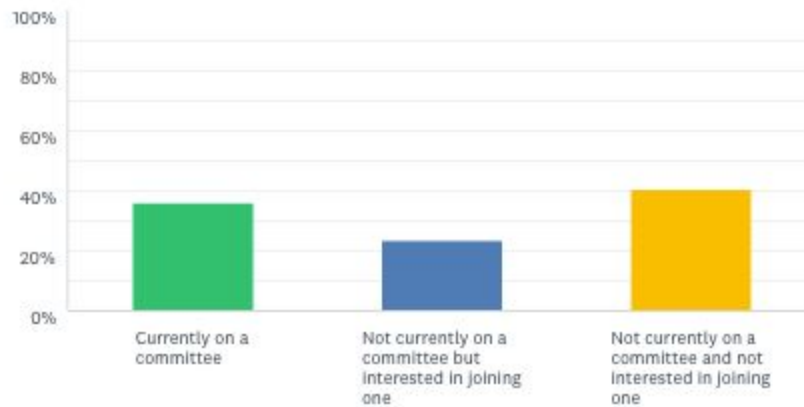
Q14

What part of the Winter Institute do you find to be the most valuable to you? (1 being highest, 5 being lowest)

Answered: 59   Skipped: 11
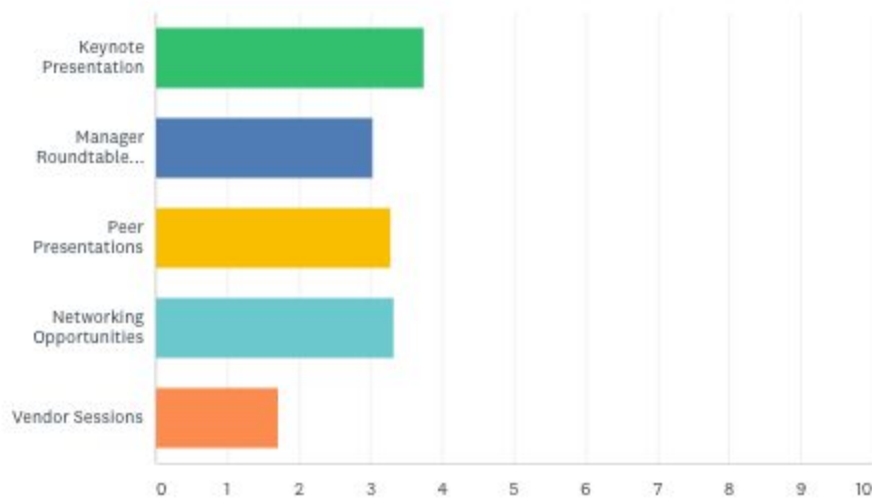
Q15

If you regularly do not attend the Winter Institute, what is the primary reason? (Choose one)

Answered: 27   Skipped: 43
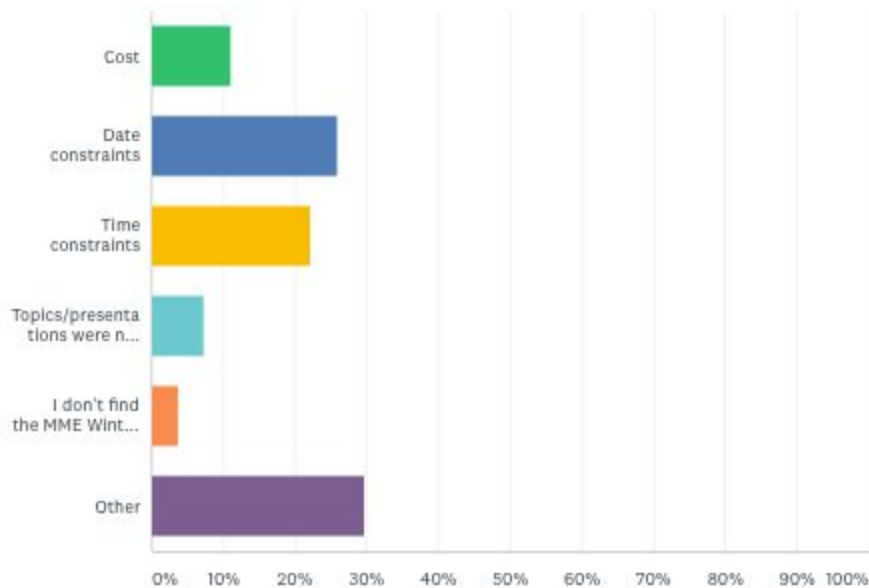
Q16

What part of the Summer Workshop do you find to be the most valuable to you? (1 being highest, 5 being lowest)

Answered: 44   Skipped: 26
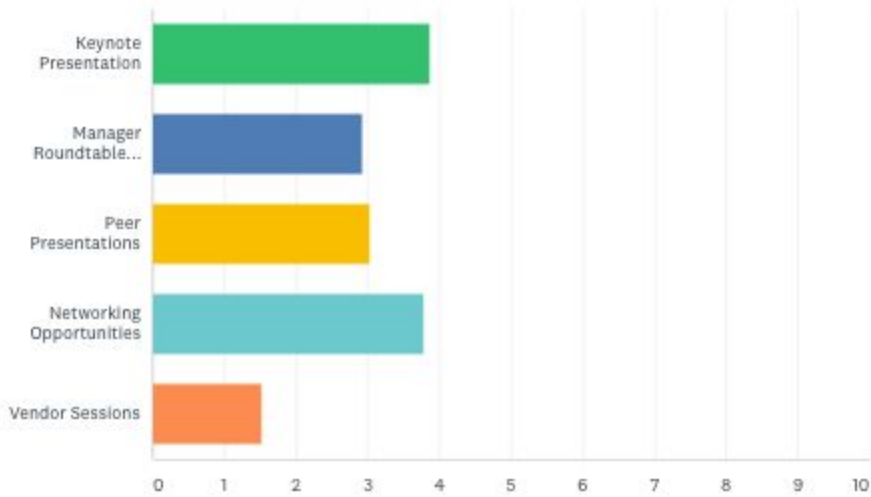
Q17

If you regularly do not attend the Summer Workshop, what is the primary reason? (Choose one)

Answered: 45   Skipped: 25
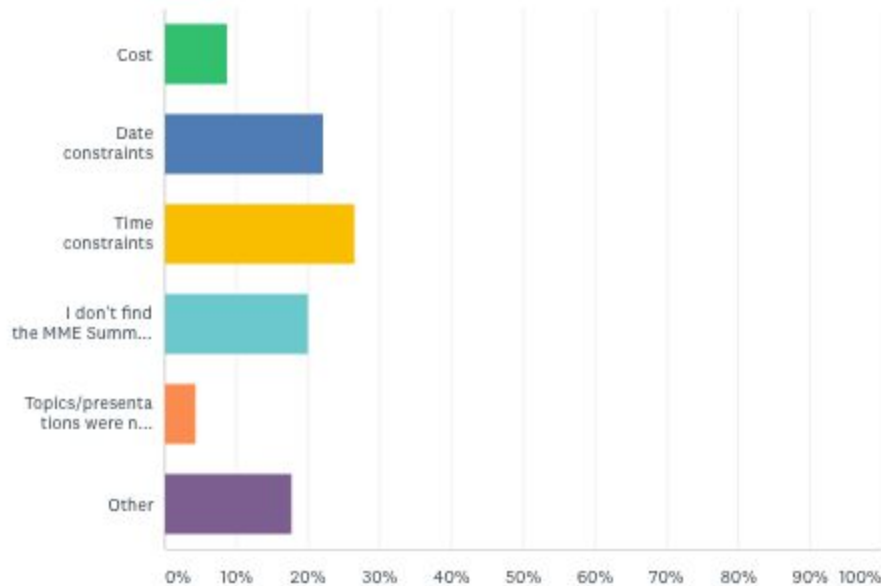
Q18

If regional one-day seminars were offered by MME, would you be interested in attending?

Answered: 70   Skipped: 0
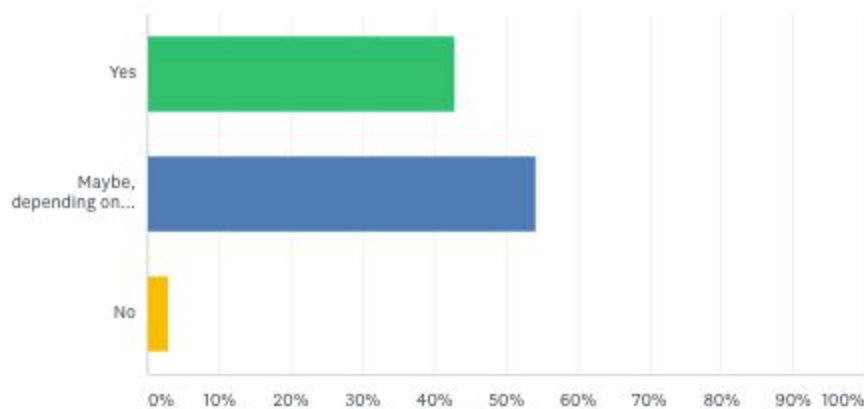
Q19

MME's mission is currently carried out within five core committees. Please rate how representative you see as MME's Mission now and into the future.

Answered: 69   Skipped: 1
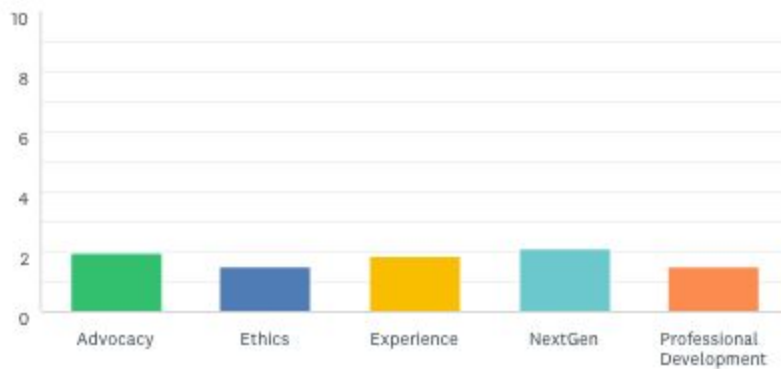
Q20

Does the current composition of the MME Board, key leadership and committees accurately represent the demographics or diversity of its membership?

Answered: 69   Skipped: 1
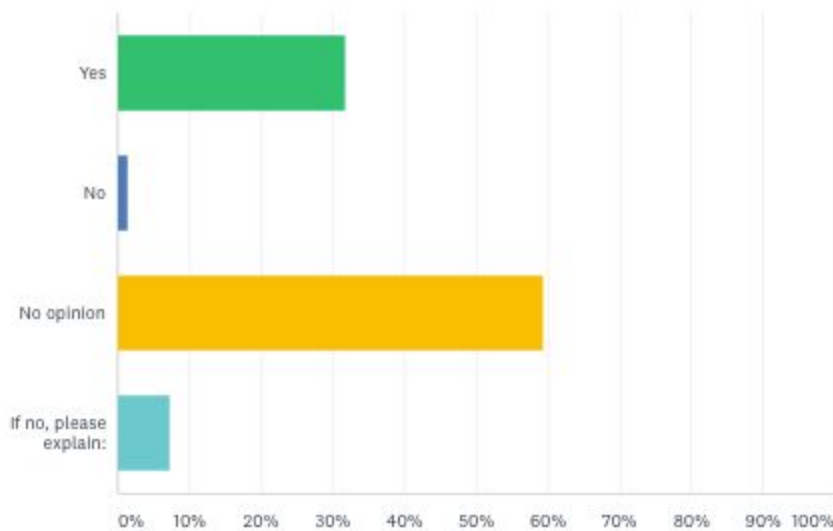
Q22

Rank the following modes of communication for how you would prefer MME to communicate information to you (1 is most preferred; 5 is least preferred):

Answered: 69   Skipped: 1

Legend:
- Newsletter
- Listserv
- Social media
- Committee/Regional group correspondence
- Website
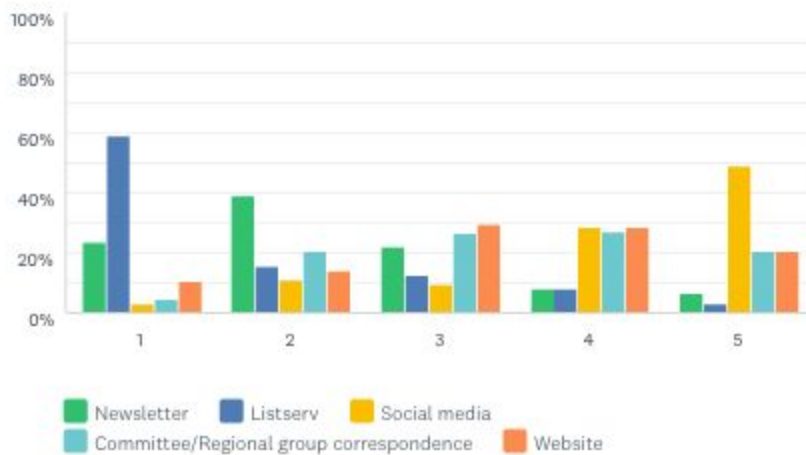
Q23

What additions, if any, to MME's listserv would you like to see implemented? (Note: MML currently manages MME listserv but currently does not serve as a moderator or provides policy/standards on use. A very small number of MML staff are granted access to the MME listserv and their participation is limited)

Answered: 67   Skipped: 3
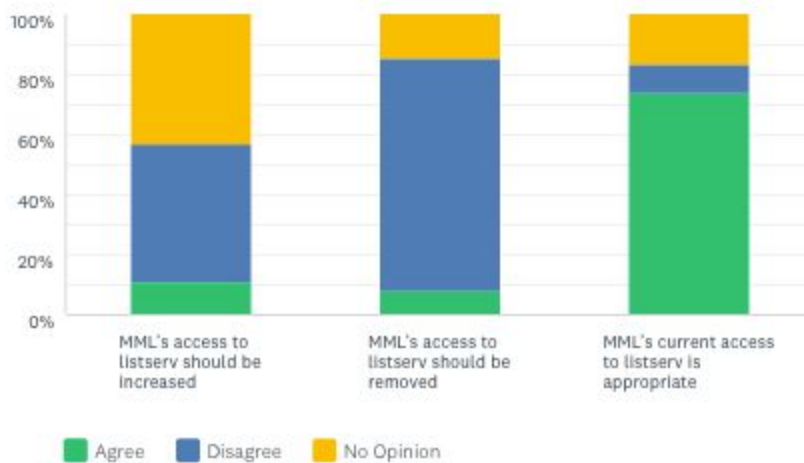
Q24

Do you feel MME provides balanced programming to address the needs of urban, rural and suburban communities?

Answered: 69   Skipped: 1
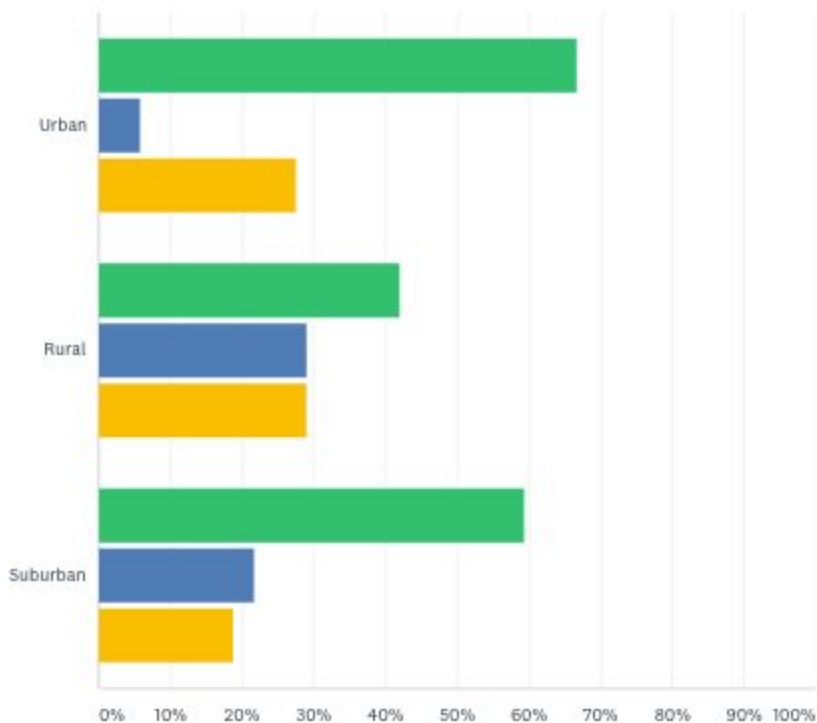
Q28

Age

Answered: 70   Skipped: 0

Q29
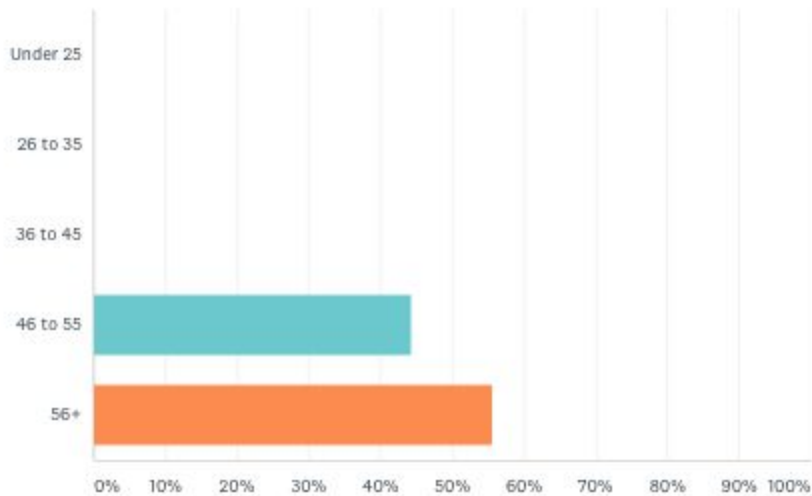
Which race/ethnicity best describes you?

Answered: 69   Skipped: 1

Q29
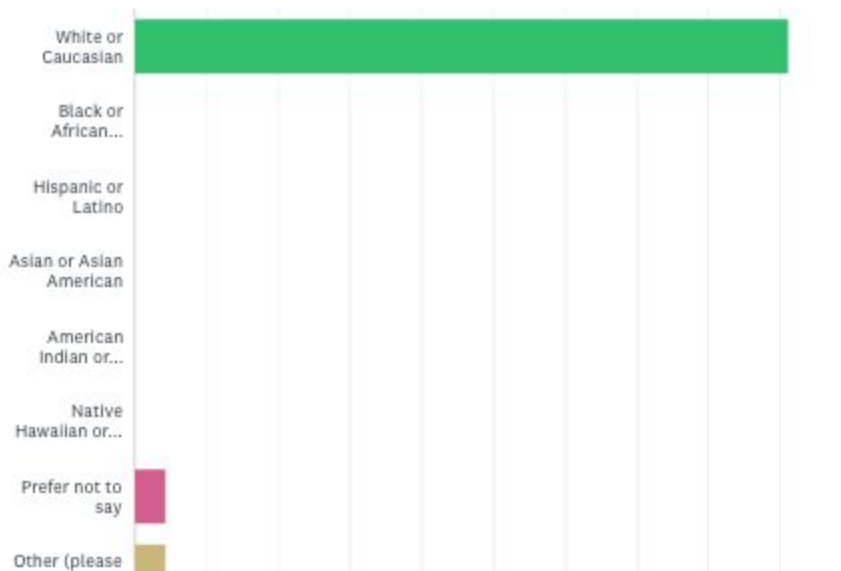
Which race/ethnicity best describes you?

Answered: 69   Skipped: 1
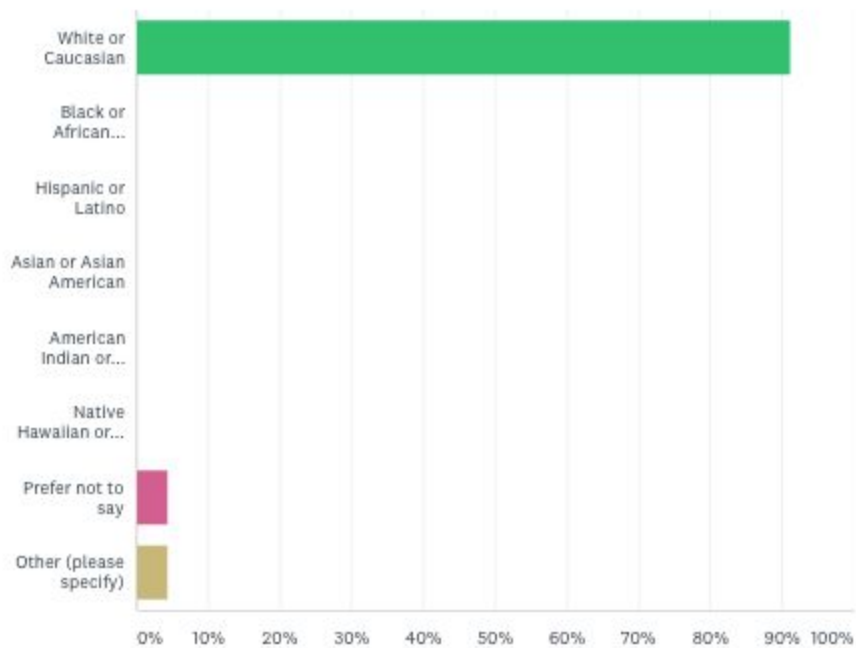
Q30

Gender

Answered: 70   Skipped: 0
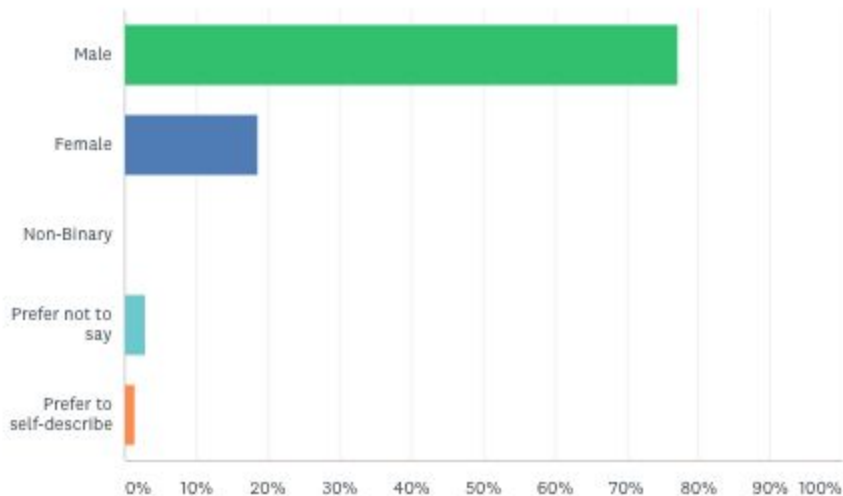
Q31

I will not be able to be in a focus group at the Winter Institute. However, I would like to participate in the strategic planning process over this next year by being part of the following: (Pick all that apply to you)

Answered: 41   Skipped: 29
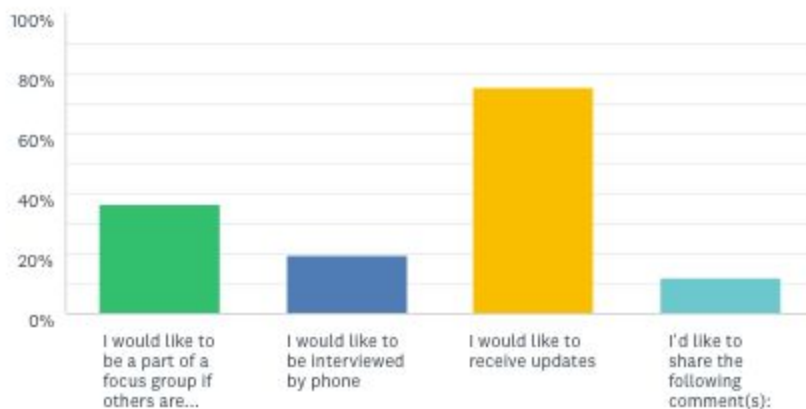
APPENDIX

II - Survey Open-Ended Responses

Question:

What efforts can MME make to encourage more involvement or interest in municipal governance/management as a profession?

Responses:

Quite a bit of money was spent on a name change and when I speak to students who are seeking an MPA they have no idea what MME is. A name change without any strategy to connect to the next generation is a waste of time and money.
Regular Professional Development Opportunities
Develop liaisons with MI colleges and universities including community colleges where we (MME) could be part of career planning programs.
Working to get our K-12 systems to pay more attention to local government and structures. It's shocking to hear how many people don't understand what a City/Village Manager/Administrator is and the important role they play in our communities.
Have Board members or other talk at colleges/universities that have MPA programs.
Regional meetings!
Must work with PA programs at key universities to provide paid internships while students are earning a MPA. The universities are graduating students who because of no experience can't get a job. They often get discouraged and never get into local government. These students often have no contact with municipal management after they graduate.
More grant opportunities for communities to have interns
It would be helpful to expand the internship program to allow more opportunities for participation. Also possibly more financial assistance for those smaller communities who may want to participate but don't have the financial means to do so.
It is interesting to me that I am getting more frequent contacts from high school students asking to meet/learn more/job shadow PRIOR to making their undergraduate school choices. Perhaps MME needs to reach below the MPA/undergrad programs to encourage involvement at an earlier age.

A relatively substantial event inviting young people to learn more about the profession, with a hook to get them there that would make attending attractive. Perhaps the location would be the hook.
Continue to encourage student membership. encourage MPA program directors to incorporate more practitioners in teaching. Academia is valuable, but those with front line experience are better suited to educate on the realities of the profession.
Set up a Mentor Program for existing municipal employees that have an interest in municipal mgmt. Meet 3-4 per year and have Managers give presentations on the path they took to become a manager or why they wanted to become a manager.
The organization and it's membership needs to be more engaging and just simply friendly.
Reach out to the major universities in Michigan to see where MME could approach students at a timely stage in their studies, to show them what our profession has to offer.
Outreach to children. They are our future leaders. More outreach to college students in general. Any college student might be interested in the profession regardless of the degree they are seeking.
Perhaps training for emerging leaders. We are beginning to get more non-traditional managers in the profession and I believe it is an opportunity for MME to provide training on ethics, budgeting, the profession itself and other operational issues.
more focus on townships - this is the biggest growth potential in our profession in Michigan
Reduce the appearance of self-promotion and infighting within the organization
We need to continue increased engagement with our higher education institutions and internship program(s).
Teach elected officials respect and value of the profession
Not sure.
Broader range of community engagement (K-12, Universities)
Salary! CM's are underpaid based on any basic occupational audit. Everything else is a waste of time. The branding initiative for example was pointless. Sure, it sounds pretty, but we are "city managers" by our Charters and still are.
Develop sessions to present to local middle schools and high schools

Building awareness of the profession...everyone knows who a firefighter and police officer is at a very early age.
I believe the relatively recent brand strategy was good, but based on what I can have observed there hasn't been a lot of deployment of the strategy post-brand completion.
Educate Elected officials of roles, responsibilities and appropriate methods of communication
I have only been on the job for a month, so I'm not sure yet.
brainstorm on what municipalities can offer as incentive to get into and stay in the field
Grace, understanding, education of the citizens in each community. More communication in all venues.
Offer more internship programs
Make partnerships that provide funding for more internships and/or fellowships.
Regular hot topic blog.
Revamping the NextGen committee to better engage directly with university programs and internships would be a good start. Having a full-time executive director who can coordinate with universities would be helpful as well.
A more concerted effort amongst the regions to identify ambassadors to colleges/universities while also creating a package for ambassadors to use.
A session in helping local managers create internships or relationships with local schools and colleges. I would participate but it has been on my to do list to set up and I have never had the time to develop the program in my city.
A number of years ago, the Board went through a branding. It was assigned to the Advocacy Committee to promote. It is unclear what has been done to follow through on this. Additionally, the NextGen Committee was created to help foster this kind of interest and set up the NextGen for success. Since many of the original founders and early participants stepped away from leadership on this committee, effectiveness seems to have decreased...
Joint conferences with other organizations.
We need to be in colleges more though it's a tough one to get done.
Interact with students in high school & college, educate them about local government & the profession

Reach out to MPA programs at colleges and universities on a regional basis to connect managers with students and professors. This should become a two-way street with buy-in from academia.
continue to communicate with the various MPA programs and offer free registrations to these students.
Have models available for student and/or student bodies to serve on city council as a non voting member but participant and give feedback
N/A
This survey is doing that!
Set up experiential or direct opportunities to learn about the profession and challenges we face for department head or lower level employees. Let them see and hear the type of issues we have to deal with, and the opportunities it gives us to influence our communities for the better.
Hire someone to manage internships and outreach.
Promote local government curriculum in middle and high schools.
Our resumes are boring and full of jargon but the battles we win for our communities can inspire and activate. I don't care that you've been a City Manager for 20 years, I care that you built up a failing fire department or negotiated public space into a development contract. These stories are what matter.
Social media that is constant, tied to the Universities at both the undergraduate and graduate levels.
Set up a student chapter
no opinion
MME should work to invite and include new members. Currently, it seems to be a bit "clique-ish" in that you either know about it and are involved or you have to figure it out on your own time. Seems like it suffers from an "in group-out group" dynamic.
Seek out individuals with non-traditional paths and help them convert those skills.
education and benefits of elected
The NextGen Dinner is sold out. I can't sign up to attend at the Winter Conference - very disappointing
Career day involvment at high school level.
more and more active engagement with graduate schools?

Continue with NexGen partnership because that's where the influx of interns/fellows can be cultivated. Increased presence in graduate and undergraduate programs. Encourage internships overall.
Advocate more to MML members/elected officials the importance of supporting their managers.   Educate more on the role of a council when it is a council manager form of government.
Direct outreach to MPA programs throughout the state to engage students in becoming members of MME and ICMA.
Balloon animals at conferences.

Question:

What efforts can MME make to increase and expand involvement of NextGen members?

Responses:

Training sessions put on by the NextGen group have been great however they seem to always be on Fridays and in Lansing. Changing up dates and times would help some members who can't make that static Friday time frame.   Regional NextGen groups and gatherings may help get stronger interest and involvement. As a younger "NextGen" manager, it would be helpful to have gatherings and events on a regional basis that is closer to home and not as intimidating or as intensive as a Lansing trip.
Make Nextgen valuable again. It seems as though the programming has gone down in the past few years and it is turned into strictly networking and drinks.
The way the membership is categorized is doesn't provide a welcoming inclusion of those interested in the CM profession; however, who do not currently work in the CM office.
Offer online materials, making it easier to participate if they have time constraints.
A dedicated mentoring system that pairs outgoing experienced managers with new or less experienced managers. Additionally, I think integrating them more into MME leadership and make advancement within the org. one of their strategies to help groom the next slate of leaders. Most especially with baby boomers nearing the end of their careers. Let's work to "download" this knowledge and share it before it's lost.
Work with Michigan MPA programs and invite students to partner up (brownbag mentor

program).
Same as above
Establish area sessions quarterly or monthly where assistants can get together and discuss hot topics in their communities and how such are being addressed.
Involve MPA programs at colleges and universities.
I believe that MME already does a great job with NextGen.
Existing efforts are good. Not sure of additional things needed.
More outreach. I believe I am considered NextGen and have never been contacted by that committee.
I think the "label" of NextGen is losing its relevance. Many managers who have been managers for 10+ years still consider themselves NextGen when they are really approaching mid-career manager status. The next generation of managers are the managers newer to the profession and they may be individuals who have decided to make a career change and are now managers. A number of them don't seem to fit the criteria or age group of what most would consider the NextGen group to be.
increase interaction with MPA programs
Make sure good programming is being offered to both new members (recent grads) and transitional managers from (other industries).
Dominated by young males
Don't know.
Broader range of community engagement (K-12, Universities)
Maintain some level of recruitment at high school and college level. Again, spinning wheels on all other.
I believe NextGen members do a good job of getting involvement
It would be beneficial if each regional group designated a couple of individuals to reach out to the communities within their region to invite, carpool, coordinate etc.
I have only been on the job for a month, so I'm not sure yet.
continue to reach out to colleges
Actually meet! Provide training. Recruit and involve new members.
Implement successful best practices working in other parts of the country.
Actually invite them to participate. The committee looks to be mostly mid-career and experienced members at this point. It worked much better when the NextGen members were the ones driving the programs. Maybe add the MME fellows to the committee as part of the

fellowship?
Intentionally creating stronger linkages with more experienced members of MME through mentoring and similar initiatives
Better leadership within the NextGen group. Consistency and quality are key to events. I am still 31 yet have never been reached out to by NextGen.
Educate current City Managers on NextGen and the employees they should be reaching out to join and encouraging attendance
Work needs to be done to bolster the committee back to the prominence it saw in its early days. As one of the founders, it has been sad to see such an investment falter...
The ICMA has a program known as Welcome Ambassadors. I think a better effort should be made to connect new members and younger professionals with more senior members.
Get into colleges.
Need more entry level management jobs (very few analyst & assistant to positions, hard to get a job & stay in Michigan)
No opinion.
Consider a further reduced cost option. More actively push for greater internship options.
More regional meetings
As above.
Establish a better framework to connect new and seasoned members at conferences.
Links to college PA programs.
Apparently hold events that serve lots of alcohol????
Expand mentorship opportunities to hook newer staff up with experienced leadership.
Continue contact w/ PA schools in the state
no opinion
Is there a mentoring program of experienced City Managers available to City Managers with less than 5 years of experience.
Same as above plus apprentice programs.
Offer a get to know a city manager program for new people in profession. like have an annual meet a manager for lunch program. Such interactions can develop into mentorships/ contacts/ future jobs even.
See above

Somehow find a way to bridge the two generations. Sometimes it feels like a use v. them mentality. I think it may stem from nextgen members no longer have and or start in government in an assistant / assistant to positions within government because they no longer last. They are starting out as a manager in a small community.
Kick out the old people who still think they are NextGen.

Question:

What can MME do better?

Responses:

engage members with additional one day training, increase survey usage for member input (this survey and question is a great example), and have more organization correspondence. I do miss the old newsletter and would enjoy it in a digital format.
Do more to promote ourselves by allowing managers to be the main presenters at our conferences. I want to hear more from managers and less from paid speakers.
Listen to its membership - appoint board members that have served on committees and who have put in the work to make the organization great.
Regular Professional Development Opportunities
Increase promotional work which encourages students to consider jobs in the public sector. High school counselors would be a good group to target.
Increase any kind of communication that lets the public know exactly what the roles of local government are. We need logical people to run for office w/ the understanding that local gov't is VITAL to our everyday life.
Also have social networking opportunities that aren't just at conferences. Maybe go to a Tigers, Wings, Pistons, Whitecaps, or other game as a group.
Communicate via regional issues! Issues vary by region, thus a more regional approach!
Cutting the conferences back to two days leaving Friday open for golf, etc. for those who have time and want to participate.
Select better accommodations for the winter conference.
Wondering if we can do more outreach to local Councils/Commissions to promote the Council-Manager form, highlight benefits their community enjoys from being professionally managed, and support the local CM in front of his employers.
Education of current issues affecting communities
Impress upon ICMA that the rate structure for membership is very unrealistic. It has long been my opinion that I get far more value from my MME membership than ICMA. And the rates for MME are far more economical.
more opportunities for Professional Development around the state.

The organization and membership, in my situation, should have been more helpful and supportive. My situation was very unusual and extremely stressful and very serious. Yet not one border city manager reached out to ask if I needed help: There are 4 border city managers. One border strong mayor reached out. On border township supervisor did not reach out. One City Manager 80 miles away did connect with me. We have an economic development relationship.
More efficient communication. I understand and appreciate when I see communication from the MME president, but I rarely see anything from the committees (unless in the newsletter). Perhaps more outreach to members to review the newsletter would be nice. Newsletters do not appear to have a formal schedule.
Communicate. Sometimes it seems only certain people know about what is being discussed at the Board level.
I believe that in order to stay relevant MME needs to offer at least a couple of one-day sessions. That could be done regionally or state wide. We need to continue to provide continuing education and networking opportunities to our members. members
advocacy
We have a great association. Just keep on raising the bar and not settling or being stagnant.
0ne day seminars.
Clearer communication & transparency about the Board's work. Stronger advocacy & representation by the Board to ICMA, as a state affiliate.
Offer online training programs or webinars that wouldn't require additional time out of the office.
Diversify its membership
Be honest with itself and current impact of existing practices.
It is hard to run a successful organization with only volunteers. I am not sure we can be the best we can be without a dedicated staff person(s) (in addition to our MML compliment).
West side managers and southeast managers seem to have a good regional group --- feels as if other regional groups are not as strong. Maybe find ways to help out other regional groups be more effective
Provide annual update of all members contact #'s, email, etc...
I have only been on the job for a month, so I'm not sure yet.
insulate us from ICMA - many members have no interest or desire to be members of that along with MME
Maybe the MME needs a social contract on how members should interact and debate issues
Doing a great job.

Electronic communication has been very good. The website is useful. Communication outreach is generally good but could be enhanced with more regular member spotlights and highlighting community achievements.

Member engagement needs to be ongoing and not just include the usual suspects. We do a crappy job of welcoming new members and reaching out to engage them in committees and events.
We need a better way of building out committee membership as well. It seems to vary widely from year to year at times and people who have been active and engaged on a committee get removed by an incoming president for no real reason. The chairs should have a huge say on who serves and in what capacity, and the Board's role should be to help recruit and ensure that diversity is reflected on our committees and the Board.
The finance/support relationship with MML should remain in place, but I do think a full-time executive director position should be explored seriously as it would allow for someone to be fully dedicated to reaching out to new members, ongoing member engagement, professional development, making connections with universities/students, developing sponsorship relationships and partnerships, and generally strengthening the organization.

Set our own standard for excellence when it comes to work performance, ethics, communications.

network with members through social media. I am encouraged by the social media activities and network from ELGL While I do not want to copy what they are doing there are some lessons to be learned from how they connect the interested people in the field.

MME needs better leadership. It is time to pull up our big kid pants. As skepticism grows with ICMA, we need to do more as a state to support our profession. It is time the organization looks to having its own director and revise its agreement with MML for support staff.

Further, engagement of those who have been disenfranchised by some of the actions and inaction of the board and non-board members needs to be addressed. We have unique members who have their unique way of communicating. However, that does not mean that there is not some value/merit in what they are saying.

The board needs to be more transparent. While this survey is good, there is clearly a top-down tone to the organization and I have personally seen managers who disagree with board action have their role on committees reduced because of it.

Share more information with its members. I've been a member for several years and have been on a committee during my entire career. I have no idea of the organization's structure, budget, or typical processes. The organization needs more organization. Board members should be selected based on abilities and dedication to the organization, not geographic location and personal relationships. By selecting those most dedicated, we will have more involved members providing structure and predictable process to the organization. We need to break away from the MML. The relationship has served us very well in the past and I think very highly of the MML. However, the MML has undergone many changes in a short period of time and I feel that the natural focus for the MML to work on their own issues puts our issues further down in priority. Other than Mayors and Attorneys, no other professional development organization relies on the League as we do. Our Board needs to take a more proactive approach toward our relationship with other organizations. Many members have expressed issues with State organizations and the ICMA. No action was taken by the board to show solidarity among our members. Issues with the listserv remain unaddressed; issues that could have easily been remedied. I'm talking about unchecked access to the listserv. The fact that our Board had no idea which MML employees had and continue to have access to the listserv is poor performance on their part. We could be a much stronger organization with more dedicated leadership. Instead we have an organization led by Board members chosen by personal preference and location. While that's very nice to do it has not put us in the best position.

Develop a process for mentoring of new managers.

Providing training options for smaller communities that lack the financial resources to fund professional training, visioning, priority setting, etc.

Interfacing with members on a regular basis

As above

The organization has always seemed a little fly by the seat of our pants...which I understand because we all have jobs and no time. Would love to see us hire a director and small support staff to own it. I would happily pay higher dues to see our organization grow and not be viewed as this "other thing the MML does".

Advocate the expansion of deputy executive positions in municipalities to build a path of succession in the field.

Does a fine job

Keep up the quality programs at the conferences.

I'm happy with MME as it exists currently. It's important that the membership cost stays low, so that younger managers/assistants can join, so we also need to keep that point in perspective. MME could always do more, but that typically comes at a cost.

Be more forward, welcoming, and inviting to both new members or existing members that have moved to a different region. This does not seem to currently exist.

Have a women in management group and activities at conferences that are inclusive or different for them. Having social activities based upon primarily male lead athletic events, sends a clear message to the women in this field. You are on your own at these conferences. Match mentors in the field.
MME should foster Retired City Managers to create "City Manager In A Box" for Cities that are going through Administrative Transitions - they keep the place running on an interim basis and help hire the next City Manager.
I'm pleased.
Work together to advocate issues in Lansing better in conjunction with MML.
I think you are on the right track. When there is a conflict over the listserve or the 'drama of the week,' MME does not take sides and mediates when necessary. As far as utility of my MME membership, I value it higher than that of MML because it is a true group of my peers. MML naturally has elected officials involved. In that respect I can be much more candid at MME functions.
Bridge the divide. There seems to be unintended silos based on age in the group.
Relationship with ICMA seems to be strained or has diminished. With ICMA having a Regional Director there should be more interaction with ICMA.
Have smaller surveys.

APPENDIX III - Survey/Focus Group SWOT Comparative Analysis

MME Survey & Focus Group SWOT Comparative Analysis
Draft Key Strategic Issues
4-20-20

The following is a expanded summary of the presentation slides presented to the MME Strategic Planning Committee including:

1) The comparative analysis of the survey and Focus Group results, and
2) A draft set of Key Strategic Issues based on that analysis

In general, we find that the results from the two methods of soliciting member opinion are pretty consistent with each other. This increases our confidence that the key strategic issues derived from this analysis accurately reflect the priorities of the MME membership. The following highlights some notable points which provide further understanding of issues of most importance to MME members

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METHODOLOGY

- **COMPARATIVE ANALYSIS**
  - < 45 vs. > 45
  - FEMALE vs. MALE
  - REGION 1 vs. OTHER REGIONS
- **LOOKED AT BOTH CLOSED AND OPEN RESPONSES**

Our analysis of the survey results is presented in two parts. We divided the survey answers into groupings similar to the focus groups. First, we pulled all of the responses received from members 45 and under and compared that with the responses received from members over the age of 45. We pulled all the responses received from women and compared that with the responses received from men. And responses from Region 1 (the U.P. and the northern portion of the lower peninsula) and compared that with the responses from all the other regions.

Secondly, we compared the survey results in each of these groupings against the results of the focus groups. Focus group results have been organized by SWOT--strengths, weaknesses, opportunities, and threats with issues that were repeatedly mentioned given more prominence.

In all comparisons we looked at both the close-answered survey questions and the relevant open-answered (comments) survey responses.

The following six slides show highlights from the comparison of the survey results.

UNDER 45

- 76% 5 YEARS & UNDER IN POSITION
- 33% 10 YEARS OR MORE MEMBER of MME
- PROGRAMS "VERY GOOD"
- INTERNSHIPS/INCREASE IN RURAL PROGRAMMING
- NEWSLETTER NOT AS USEFUL AS FOR > 45
- LISTSERV NOT SOCIAL MEDIA/ NO CHANGES TO ACCESS
- VERY INTERESTED IN JOINING A COMMITTEE

As might be expected in a field with significant risk of turnover, a large proportion (76%) of these respondents had been in their position for less than five years. Somewhat conversely, a third have been MME members for 10 years or longer and most belong to ICMA.   The value of MME Programs was highlighted by these respondents. They would like to see **greater attention being paid to creating internships** and think that slightly **more attention should be paid to the programs in rural areas.** The **listserv was seen as the best way to communicate and preferred over the newsletter.** They would not recommend changes in access to the listserv. Many expressed an interest in **getting more involved by volunteering on a committee.**

OVER 45

- OVERWHELMINGLY WHITE/MALE
- 2 TO 5 YEARS 34% & 11 TO 20 YEARS 31%
- PROF. DEVELOPMENT/PROGRAMS "VERY GOOD"
- VENDOR SESSION COULD BE BETTER
- INTERESTED IN ONE-DAY SEMINARS
- NEWSLETTER

Survey results of this group indicate this group is overwhelmingly white and male. A third have been in their positions between 11 to 20 years, but nearly as many (31%) have been in their current positions two to five years. Nearly 80% are members of ICMA. This group is very happy with the programs MME offers but did say that the **vendor sessions could be better and that they would be interested in one-day seminars**. The newsletter is their preferred method of communication.

FEMALE

- GENERALLY NOT THAT DISSIMILAR
- MENTORING DESIRED
- PROGRAMMING/EVENTS FOR WOMEN DESIRED
- RURAL PROGRAMMING DESIRED

Generally, respondents in this group did not vary from the general answers. Notable differences include a **strong desire for mentoring and for programming/events designed specifically for women.** Interestingly, this group also indicated a desire for greater programming aimed at the rural portions of the state.

MALE

- LOTS OF INTEREST IN RECRUITING
- MENTORING
- LISTSERV

What stood out in this subset of responses was the major focus on **recruiting new people to the field**. Akin to that was a desire for MME to **create a formal mentoring program**. The listserv was generally seen as the most useful communication tool by nearly all members of the organization, there were a number of suggested tweaks mentioned to improve it including **utilizing a moderator and the creation of a document archive.**

REGION 1

- 33% FEMALE
- INTERESTED IN ONE-DAY SEMINARS
- SOME DESIRE FOR MORE RURAL PROGRAMMING
- LISTSERV MOST USEFUL
- NEWSLETTER/LISTSERV BEST WAYS TO COMMUNICATE

Responses from Region 1, comprising the Upper Peninsula and the northern third of the Lower Peninsula, had a higher percentage of female respondents than might be expected for this part of the state. The expressed preference for **more rural programming and the interest in one-day seminars** are likely the result of the travel distance issues. The listserv was seen as the most useful communication tool but the newsletter was also seen as a good communication tool by this group.

OTHER REGIONS

- OLDER AND MORE MALE THAN UP NORTH
- LESS TIME IN CURRENT POSITION
- NEWSLETTER AND LISTSERV VERY USEFUL

A higher proportion of the respondents in the lower part of the state were male and older than the managers in Region 1. Responses from this group skewed towards less time in the current position as compared to Region 1. This group valued the newsletter and the listserve as being equally useful.

DATA CONCLUSIONS

- NO MAJOR DIFFERENCES BETWEEN SURVEY AND SWOT
- FEW OUTLIER POSITIONS IN SUBGROUPS
  - PIPELINE (ALL)
  - PUBLIC RELATIONS (ALL)
  - LISTSERV/NEWSLETTER IMPORTANT; SOCIAL MEDIA NOT (ALL)
  - MORE MENTORING (<45, W&M)
  - SOME DESIRE FOR MORE RURAL PROGRAMMING (1, W)

Overall, the survey and focus group SWOT results were generally similar with few outlier positions in the subgroups identified in the survey crosstab analysis or the focus groups. Nearly all groups were concerned about the **pipeline of new people into the profession** as well as the **reputation of the profession** in the eyes of both potential entrants and the general public. The listserve was mentioned frequently both for its value and to express concerns about tone. The newsletter also ranked highly as a communication vehicle and social media tools did not. The **desire for mentoring was emphasized** in both the members under 45 and the members identifying as female and/or minority. Finally, there was also some desire for increased emphasis on programs aimed at rural issues from Region 1 members and/or members identifying as female.

Focus Groups SWOT Results--Weaknesses and Threats

MME SWOT

WEAKNESSES

Cliques/Internal Conflict & Stress (11)
Tradition excludes new ways of doing (7)
Lack of staff /Executive Director (6)
Lack of diversity inc. young professionals (6)
Lack of mentoring program for women (4)
Need to keep separate from MML/politics (5)
Lack of promotion of association (4)
Some regional groups are weak (3)
Lack of opportunities for advancement (3)
Travel distance/regions huge (3)
Lack of leadership engagement w/ members (3)
Next Gen membership criteria needs rebooting (2)
Poor affiliate member engagement (2)
Lack of regional and hands-on trainings (2)
Membership levels/categories not serving all job types (2)
Discourse/decorum/lack of rules on Listserv (2)
Aging membership (2)
Not welcoming to new members / No orientation (2)
Regional challenges and disparities (2)

THREATS

Profession seen as negative/not understood (9)
Trust (8)
Local gov. financing/revenue structure (7)
Lack of qualified/experienced managers (6)
Public distrust of government (6)
Hostile political environment/polarization (6)
Mass retirements (6)
Uncomfortable w/ Change (4)
Aging membership (3)
Alignment / Unresponsiveness of ICMA locally (3)
Decline in interest in profession (3)
Nom. process needs greater transparency (3)
Relationship with MML (3)
Balance experience with new blood for nominations (2)
Regional group not functional and/or not welcoming (2)
Outspoken personalities / Internal conflicts (2)
Mission drift & outside influence (2)
State of Michigan anti-home rule (2)
"Dumpster fire" communities (2)
Membership cliques and unwelcoming atmosphere (2)
Reduced interest and understanding of local government (2)
Small pool of quality elected officials (EOA can help) (3)
Economic climate and worry about recession (2)
Manager and volunteer burnout (2)

CURRENT   FUTURE

A visual comparison of the survey and the SWOT results also shows the degree of overlap between the two. **Most of the major Weaknesses and Threats raised in the focus groups were also found in the survey results and are shown above in blue.**

Focus Groups SWOT Results--Strengths and Opportunities

A similar degree of overlap is found in Strengths and Opportunities. Networking, while not explicitly mentioned in the survey results, is very close to the combined Strengths areas expressed such as *Good people, Opportunities for involvement/interaction*, and *Professional Development*. *Staffing* was not explicitly explored in the survey so it would not be possible to find overlap on that issue between the survey and the focus groups.

Summary

Overall, the survey and SWOT results generally align. Some of the major themes identified by the survey and SWOT are the need for focused effort on the recruitment pipeline into the profession and the need for a better public relations effort about the profession. The listserv and the newsletter are strengths of the internal communication effort and increased social media is not desired. Mentoring is particularly a need mentioned by the younger and women/minority members. To a lesser extent, an increase in rural programming is also needed.

The high degree of alignment between the results of the survey and the results of the focus groups should provide a high level of confidence that the issues raised in those exercises are the issues the MME membership is interested in seeing addressed by the strategic plan.

APPENDIX IV - Regional Group Meetings Summary

MME Strategic Plan Member Engagement
Summary of Regional Feedback Meetings
September, 2020

Regional Zoom Responses by Region Grid
Total Number of Attendees: 40

MME Regional Zoom 1 - U.P. and Northern Michigan
9 Participants

Key Takeaways:
- The listserv is strong enough of an issue to warrant a Task Force or committee to oversee development toward some community standards
- Some members felt NextGen should remain true to its origins of supporting early or mid-career execs, while others suggest providing opportunities for more cross generational involvement to encourage mentoring.

Comments in general:

Overall, members here would be in support of some type of standards (i.e. Pop up alert that you have to click on an agree " Remember that what you state here is FOIAble', etc.)

"Older' members feeling snubbed from NextGen committee.Suggest cross generational people advise the NextGen committee. Feel most of the longer term members enjoy being mentors and inclusive.

LIke the idea of creating a mechanism for providing feedback on MML legislation is important, regardless of the position, however MML has the history and knowledge and is respected by legislators.

Members that have been involved for decades have a greater sense of trust and respect for MML vs new members and there's a different level of trust.

The issue of integeneration and intermanagement relations needs to be addressed.
There are different expectations and confidence in one another that shows on the listserv.

I don't understand where the MML legislative issue is coming from. I'm on the Board.

There are ample mechanisms and a good deal of communication. Does not think that PR campaign around legislative or policy initiatives overall but more community specific.

PR campaign should be focused more on getting people into the pipeline vs. advocating for the city management profession which is already here.

MME Regional Zoom 3 - Central/East
7 Participants

<u>Key Takeaways:</u>
- The listserve is strong enough of an issue to warrant a Task Force or committee to oversee development toward some community standards
- Consolidate Key Strategic Issues 4 & 5 with emphasis on <u>recruitment and promotion of the profession overall</u>

<u>Comments in general</u>

Agrees with some community standards though thinks monitoring will be difficult.

Listserv use has decreased over time. Seems more relevant to smaller communities where they don't have support.

Unclear on what is meant by "new connections initiative' under KSG 2

Look at Best Practices and successes from other regional groups - agree that focus on more regional structure, trainings and programs (vs. workshops).

Does not think MME should be involved advocacy at policy level (with MML)

Focus on positive aspects serving local governments vs. undertaking education and promotion of broad government issues.

MME Regional Zoom 2 - Central/West
6 Participants

<u>Key Takeaways:</u>

- A more clearly defined and robust regional structure is the best way to be relevant and responsive to the specific, local needs of managers

- Empower regional groups as a platform for better communication and problem solving
- Members clearly see a need and value for internal stakeholder campaign; focusing efforts from the 'inside out', opinions are split on value of external PR campaign perhaps focusing more on a way to attract to the profession vs. tooting horn of MME as an entity, echoing the responses also heard in Region 1.

<u>Comments in general</u>

Would like to see NextGen focus more on mentorship.

Emphasize the importance of why it's important to be engaged because it's not top of mind for most managers.

West MI regional group working well.

Videos and MME list of interim managers helpful on website.
Once retired, access to listserv is cut off. Reviewing standards might include allowing some access for those that desire to help grow and contribute (i.e professors for recruitment, etc.) on a case by case basis.

Reinvent listserv in better format like Reddit.

Use regional group as platform for more candid conversations and problem solving that is region specific

Establish process for onboarding for "Administrative Project Manager' (ie. Interns) that can be shared with universities that is more appealing and representative of the experience (ie. grant writing, research, etc.)

Doesn't believe MME should get in the business of policy work. MML is respected and no need to duplicate efforts.

Doesn't see value in PR campaign for the public. Better off advocating internally.

MME Regional Zoom 5 - Southeast
10 Participants

Key Takeaways:

- Position NextGen as more intergenerational vs. 'aging out' with mentoring remaining a core function.
- Overwhelming support for KSG's to be driven at a regional level, providing the tools are there to support
- Consolidate Key Strategic Issues 4 & 5 with emphasis on promoting and celebrating public service

Comments in general

Nomination standards need to be better defined (merit-based vs. filling demographic gaps, etc.) Listserv is concerning when members use it inappropriately (like Muskego). Should be some community standards.

Original intent of NextGen committee has changed - need to focus more on mentorship and intergenerational approach

Can we work with MME to benchmark what other States are doing around staffing?

Next Gen 'crusade' is ongoing, but important not to lose sight of 'senior' members defined by tenure not necessarily not age. Engage 'senior' members as Regional Ambassadors to the committee.

Create a Regional "Playbook" for information sharing at a hyper-local level

Better engage members that have ties to universities to provide content for regional info sessions/ panels /workshops.

Sees value in staff at a regional level (ie. Regional Coordinator)

Important to determine how measuring success of any PR campaign efforts.

The idea of promoting or celebrating public service as it relates to internal PR campaign (ELGL)

Not sure MME advocating for policy is where they need to be - CM's as peacemakers not politicians.

**MME Regional Zoom 4 -
10 Participants**

Key Takeaways:

- Strong support for community standards for listserv
- Strong interest for redefining the structure of Regional groups and developing tools to support them

Comments in general

All supportive of community standards for listserv

Feels MML provides adequate level of support. There is apathy and ambivalence of members.

Regional Roundtables could be way to engage more

Guidelines needed for how to structure regional groups
Supports enhanced staff

Management shortage perpetuates the need so strengthen ties to universities, especially for smaller communities

Encouraging more involvement in committees with MML

Would not like to see MME deferring to MML on all policy issues - MMM that is organizing around policy, tax and other issues. https://michiganmunicipalmanagers.com/

APPENDIX V - Committee Chair Interview Feedback Memo

MEMORANDUM

To: MME Strategic Planning Committee
From: Heather Carmona and Alan Levy, The Nonprofit Spot
Re: **Committee Chair Feedback on Committee Responsibilities as outlined in the Draft Strategic Plan**
Date: December 7, 2020

Background

At the MME Board meeting on **November 19**, the draft strategic plan was presented by the Strategic Planning Committee and the consultants from the Nonprofit Spot. While generally well received by the Board, there were concerns raised that changes to Committee responsibilities had not been sufficiently vetted with committee chairs.

At the Board's behest, President John Shay and Strategic Planning Committee members Rebecca Fleury and Christian Wuerth, along with the Nonprofit Spot consultants Heather Carmona and Alan Levy met via Zoom with committee chairs on **December 2**. Committee chairs Justin Breyer, Mark Rambo, Adam Smith, Julius Suchy, and Alan Vanderberg were in attendance.

Summary of Committee Chair Observations and Concerns on the Mission, Committee Responsibilities, and Task Force Responsibilities

A number of committee chairs remarked that they liked the general direction of the plan and were appreciative of the amount of work and thought that had been put into the effort. Additionally, they were appreciative of the opportunity to be consulted. The following is a summary of their concerns:

MISSION REVISION

Issue
Mission revisions--while good that it identified three components there were some improvement that could be made.

Point of Discussion
One Board member and a committee chair provided feedback--one suggesting it was too long and jargony and provided two alternatives for discussion and another suggesting at the committee chair meeting that the ethics wording should be modeled after ICMA's wording given MME's role.

Recommendation

A balance needs to be struck between moving forward and wordsmithing as mission statement revisions are a part of the strategic planning process that can often pull a process down a rabbit hole. Our recommendation is that the Strategic Planning Committee review the alternatives provided and make a final recommendation to be discussed and voted on by the Board.[1]

PROFESSIONAL DEVELOPMENT COMMITTEE

Issue

The PDC is already stretched beyond its volunteer capacity.

Point of Discussion

Three items, One-day Trainings, Distance Learning, and Publications, are suggested additions to this committee's responsibilities. The PDC chair expressed concern that the two conferences already exceeds the committee's volunteer capacity.

Recommendation

Staff support from MML for the conferences has decreased over the past few years and this has greatly increased the workload on volunteers. Addressing this issue should be the primary concern of the Staffing Support Opportunities Task Force and the draft plan should be revised to explicitly state this.

The new responsibilities should remain with the committee with the understanding that they can be implemented over time. They are, in part, opportunities to decrease the dependence on (and workload associated with) the two conferences while delivering professional development in ways that might accommodate members' needs better.

PERSONAL SUCCESS COMMITTEE

Issue

Rename "Personal Success" committee to "Member Success"

Point of Discussion

While committee chairs generally liked the idea of a separate committee tasked with these one-on-one training issues, they weren't enamored with the committee title as it

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[1] "To ensure that the suggestions are not lost here is a summary of the recommendations: MME exists to foster members' professional development, support their personal success, and promote the municipal executive profession in Michigan. MME members are committed to serving communities with management excellence, continuous improvement, and the highest ethics." (James)

Do we foster professional development or do we provide professional development? Do we support personal success or do we support personal and professional growth? (Mark)

seemed too focused on the personal and not enough on the professional. "Member success" garnered some support as a better naming alternative.

Recommendation
Suggest that the committee name be changed to "Member Success Committee". Also suggest the Mission Statement be revised to be aligned with this wording change.

NEXTGEN COMMITTEE

Issue
Mentoring might be better housed in the NextGen Committee (where it is currently) than moved to Personal Success as suggested in the strategic plan.

Point of Discussion
Since mentoring is primarily aimed at early career professionals and involves both professional and personal development it would be better housed for it to remain in the NextGen Committee. However, since mentoring can continue beyond an initial position and into mid-career and is a one-on-one service it is similar to the other responsibilities of the Personal (Member) Success Committee.

An additional complication is that the development of mentorships may happen best where they have the best opportunity to be fostered which is in regional group settings so the interaction between regional groups and either of these two committees is a factor. There was also discussion of splitting the mentorship activity between the two committees.

Recommendation
Mentoring should remain with NextGen Committee as the mentorships occurring into mid-career likely will not need any committee involvement and the primary focus should be on supporting entry and early-career members. This also makes sense from an operational standpoint--the Personal Success Committee has enough to do just to start up. Also, since the role of Regional Groups in fostering mentoring is likely to be very significant, we suggest that the review of continued housing of Mentorship responsibilities be a part of the charge of the Regional Groups Task Force.

Issue
Add 'Fellowships" to Internships under NextGen committee responsibilities on Committee Services by Career Stage Mission

Point of Discussion
Fellowships is a separate program from scholarships and large enough to be explicitly called out in the tables and committee responsibilities.

Recommendation
The draft strategic plan should be revised to explicitly name Fellowships.

Issue
NextGen name might connote age rather than career stage so the name should be changed.

Point of Discussion
After some discussion of the history of the NextGen name there was a suggestion that perhaps "Early Career" would more accurately define the responsibilities and focus of the committee.

Recommendation
Suggest that the Board ask the Strategic Planning Committee to review the alternatives provided and vote on a final recommendation to be discussed and voted on by the Board.

ADVOCACY COMMITTEE

Issue
Social media shouldn't be a responsibility of the Advocacy Committee.

Point of Discussion
It is unclear whether this issue was sufficiently explored in depth or whether the real concern was regarding what the role of the Advocacy Committee should be. If the Advocacy Committee remains focused on promoting the profession and the MME then social media is a good fit. If responsibilities were to shift to a more active role in legislative issues then social media as a vehicle for promotion may be better suited somewhere else in the organization.

Recommendation
The Strategic Planning Committee has looked at the advocacy issue several times during the strategic planning process and has come to consensus that Advocacy should be primarily concerned with promoting the profession and the MME. With that being said, it should ensure that the interests of the profession are protected by actively working to populate relevant committees of its partners. Additionally, the Advocacy Committee should develop tools, research, and publications that can be accessed by individuals and groups who are engaged in a local fight. No change to the document is recommended.

EXPERIENCE COMMITTEE

Issue
"History" should be in green as a new responsibility.

Point of Discussion

A history of the organization is being written but it is not currently a responsibility of the Experience Committee. The Experience Committee was seen as a good place for it to reside.

Recommendation

The draft strategic plan should be revised to reflect history as a new responsibility of the Experience Committee.

REGIONAL GROUPS TASK FORCE

Issue

The decision on which committee to house mentoring may be impacted by those committees' relationships with regional groups since regional groups could be playing a significant role in the development of mentoring relationships.

Point of Discussion

Since the role of regional groups in mentoring could be significant it would be a small addition to the Regional Groups Task Force charge to look at the best place for mentoring to be housed.

Recommendation

Since the task force will already be looking at the role of regional groups, the task force should also review and recommend to the board any changes in the responsibilities of <u>all</u> of the committees that will be interacting on a continuing basis with the regional groups.

STAFFING SUPPORT OPPORTUNITIES TASK FORCE

Issue

The Staffing Support Task Force may want to phase its work to address immediate areas of concern such as the workload of the PDC.

Point of Discussion

As summarized above the PDC's workload is particularly onerous for a volunteer committee. There may be other committees in a similar position.

Recommendation

The Staffing Support Opportunities should phase its work to make recommendations on some short-term solutions while it pursues a more long-term analysis and set of recommendations.

Suggested Next Steps

While there was some interest in further opportunities for feedback, the Board should work to balance the need to move forward with the desire for additional inclusion and the potential for improvement to the strategic plan by:

1. Making decisions on the recommendations outlined above;
2. Moving forward with adoption of the draft strategic plan;
3. Instituting a process or policy to make it a living document capable of revision by:
   a. Attending to the additional recommendations to come from the Strategic Planning Committee on issues outlined above that remain unresolved;
   b. Putting into place sessions at one or more upcoming conferences to review and update the strategic plan.

A second concern expressed was on implementation and not having the strategic plan sit on the shelf. The Board could also identify a schedule for Committee Chair reports at the Board level to evaluate progress being made on the implementation of the strategic plan. Additionally, the Board could designate a member of the board to manage the implementation.

APPENDIX VI - *Strategic Plan Update Memo, May 2020*

What We Heard

A fundamental goal of the MME Board's Strategic Planning Committee is to ensure that a new strategic plan is based on the concerns and ideas of the membership. We directed our consultant, The Nonprofit Spot, to survey the membership and conduct focus groups at the 2020 Winter Institute. They've completed those tasks and have presented the results to us and we want to update the membership on what we heard.

The Process

An extensive survey was conducted in early January with 123 members responding representing a 35% response rate. A less than 25% response rate is typical so the consultants were pleased with the high rate of response. Individual results have been aggregated and the comments anonymized to protect the confidentiality of the responses. The survey results can be found at **here.**

Four focus groups were conducted at the 2020 Winter Institute. Members could sign up for a session focused on 1) women and minorities 2) members aged 45 and under, 3) members from the Upper Peninsula and Northern Lower Michigan or 4) just members in general. The groups averaged about 10 persons per group.

Focus Group responses were classified using a SWOT (Strength, Weaknesses, Opportunities, and Threats) analysis. Focus Group results were compared to the overall survey results and also to the subgroups of the survey which mirrored each of the focus groups. An overview of the focus group results can be found at **www.mme.org.**

Key Strategic Issues

Generally, the results of the survey and of the focus groups were consistent with each other. Several key themes emerged with particular issues which could be improved but with an overall tone that MME is generally working well. The following are the key strategic issues the membership would like to see addressed in a strategic plan:

- MME should implement some needed improvements while remaining cognizant that the organization is generally doing what its membership wants it to do.

- MME should be a force to improve the political & governmental climate that city managers work in.

- MME should address a number of small but persistent issues which are the source of some organization conflict while those issues are still small.

- Newer members, and particularly women and minority members, would benefit from mentoring programs and other programs and actions that would make them feel more welcome in the organization.

- The pipeline for people to enter into the profession has deteriorated and needs to be improved.

- The reputation of the profession continues to suffer and efforts should be made to improve it.

- Some processes of the organization, in particular the nominations process, seem opaque and it would be good if there were greater transparency in how these processes are conducted.

- The Listserv is a valuable resource but some improvements should be made in how it is used.

- While current programming is well served by the current level of staff and volunteer capacity, desired improvements would likely require greater staff capacity.

- The relationships with partners such as MML and ICMA are positive, but roles and responsibilities should be reviewed to allow for better or different partnership opportunities.

- The sheer distance between parts of the state creates time and participation constraints and MME should work to find ways to address those constraints in the delivery of programs and services.

Let us know what you think!

We want to ensure these issues represent the needs of MME membership. Please share any additional feedback with us via **this form** by noon on **Friday, May 22!**

APPENDIX VII - Strategic Plan Update Memo, October 2020

Since May, we've advanced the following efforts towards completion of our new Strategic Plan. In summary, we've worked with our consultant, The Nonprofit Spot, to:

- Address the Key Strategic Issues into a set of [Key Strategic Goals](#) and develop objectives and tactics to support those goals;
- Present the [Key Strategic Goals and Objectives](#) during the Virtual Summer Workshop to more than 35 attendees;
- Conduct a series of video conference calls with close to 40 members representing MME regions across Michigan to get further feedback on the Draft Strategic Plan;
- Begin to address implementation by reviewing the current committee roles and proposing a number of changes in their responsibilities;
- Conduct an additional series of video conference calls with committee chairs and other stakeholders to further refine committee roles and the draft strategic plan.

Upon incorporation of all feedback, the Strategic Planning Committee will review the strategic plan and final timeline with the goal of presenting it to the Board in November for adoption.

Key Strategic Goals

To address the 12 [Key Strategic Issues](#) our consultants consolidated the responses into five goals:

- **Increase Transparency**
  Greater understanding of how MME conducts its work was a consistent theme in the focus groups. Objectives include publicizing the nomination process more fully, working to improve the Listserve commenting environment, and improving information flow across a variety of mechanisms.

- **Improve Sense of Community**
  Equally important was the call to improve the sense of community in a variety of contexts including the Listserve, working to improve the onboarding and welcoming aspects of the organization, and increasing the opportunities for connections to be made between members.

- **Increase Organizational Capacity through Greater Regionalization and Paid Support**
  Specifically, a subset of members called for increased staff support but there were generally concerns about the capacity of volunteers to take on all that undertakes currently as well as an increased workload. Strengthening the capacity of regional groups is also seen as a way to improve effectiveness and increase impact.

- **Conduct Core Stakeholder PR Campaign**
  The pipeline for new entrants into the profession was greatly seen as a weakness with many calls for increasing the ties to universities and enhancing the pipeline from department heads or others already in the working world.

- **Conduct Outreach/PR Campaign**
  The reputation of the profession, its desirability as a career and how it is perceived by elected officials and the general public is also of concern to association members. Working intentionally to develop the tools to allow the story to be told is the focus of the objectives for this goal.

Virtual Summer Workshop

The Nonprofit Spot presented the Key Strategic Goals and their objectives were reviewed. Feedback on the goals and objectives was generally positive.   Questions and discussion centered around the efficacy of a statewide PR campaign, the difficulties and/or cost of any sort of monitoring of the listserve, and the existence of some materials that would be part of any campaign, *as well as what, if any, partnerships MME should create around MMM's activities in the future.* Out of this discussion, the consultants and the Strategic Planning Committee decided it would be valuable to dive deeper into the issues raised during the discussion by conducting a series of additional conference calls with regional representatives.

Feedback from Regional Meetings

Five meetings were held during the second week of September. President John Shay reached out to members across the state. The regional conference calls allowed for a more in-depth discussion of the Key Strategic Goals and Objectives as well as diving deeper on the question of what role regional organizations should play in the future. A number of good ideas came from these meetings and are being incorporated into the strategic plan. A summary of feedback is available here.

Mission & Committee Roles

As the consultants started to look at how objectives could be implemented, it was noted there is overlap among committee work as well as some objectives in the draft strategic plan that didn't fit neatly into the work of any existing committee. This led to questions on whether the Mission adequately expressed the desires of the membership for the organization. The consultants developed a set of

recommendations both for committees and the mission that would tie both better to the direction the membership has indicated it would like the organization to move.

Feedback on Committee Roles

After an initial discussion regarding Mission and Committees with members of the Strategic Planning Committee, the consultants decided to dive deeper through a series of interviews with committee chairs and other implementation stakeholders. These conversations began and are continuing into mid October. Existing projects, future plans, and future needs are being discussed and will be incorporated into the Strategic Plan.

Next Steps

- Through October, the Nonprofit Spot continues to incorporate the feedback from the Virtual Summer Workshop, the Regional Meetings, and the meetings with Committee Chairs and other stakeholders into the final draft of the strategic plan.

- Presentation of a revised final draft of the strategic plan will be presented to the Strategic Planning Committee the week of Nov. 9.

- Presentation of Strategic Plan to the Board for adoption is slated for Nov. 19.

- MME 'Call for 2021 Committee' participation slated for mid December

- Completion of Final Report is slated for December 11.

- Presentation of the Strategic Plan is planned at the Virtual 2021 Winter Institute.