

# Welcome!



**MARQUETTE**  
2014 CONVENTION



# Council/Manager Relationships

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October 17, 2014

Better Communities....

Better Michigan!



# Today's Resource Persons

- Nathan Triplett, mayor, East Lansing
- Myron Frasier, councilmember, Southfield
- Steve Baker, councilmember, Berkley
- Kathie Grinzinger, former city manager, Mount Pleasant, now League lead executive recruiter

# City or HRV Charter; GLV Act

The *Charter* is the key governing document for a local unit of Government...the local “constitution”



# Charter – “Forms”

## Charter of home rule city

- written by charter commissioners and voted on by the electorate of the city

## Charter of home rule village

- written by charter commissioners and voted on by electorate of village

## “Charter” of general law village and townships

- written by state legislature as a state statute, i.e. General Law Village Act; General Law or Charter Township Acts

# Municipal Governing Structures

- Council/manager
  - 82 villages (of 256) and 192 cities (of 277) use the council-manager form;
  - policy and legislative role is for the council; council hires the manager to be the administrative head of the city.
- Strong mayor-council
  - Mayor is directly elected; full time and salaried; appoints top administrators (hire and fire); may have veto power over council actions.
- GLV president-council or “weak” mayor-council
  - President/Mayor is a member of the council, chairs meetings; chief policy and ceremonial official; chief administrative official

# Roles and Responsibilities



At times it's not easy being a municipal official.... councilmember or manager.





# City or Village Council

- Acts as a body
- Legislates through ordinances (force of law) and resolutions
- Elected officials may not exceed the scope of authority as a legislative body, as provided in the charter and state statutes
- The GLV president is a voting member, without veto power; presides at council meetings; if no manager, is CEO with administrative duties, such as appointment, with consent of council; prepares budget

# City or Village Council

- Be well informed, including re the Charter
- Know the duties – and limitations – of your office
- Respect the relationship with employees
- Be familiar with plans and budgets
- Be up to date on state/federal legislation
- Talk with people – *including* those who have different points of view

# City or Village Manager

- Appointed by and responsible to the council
- Functions in charter + possible contract in cities/HRVs and by GLV ordinance + possible contract in GLVs
- Responsible for implementing policy to achieve council goals and reporting status
- Generally responsible for day-to-day operations

# The Council-Manager Form

- The council-manager form... was born in the early 20th century in response to corruption and patronage that plagued many cities.
- [It] was designed to "professionalize" local government and resembles the structure of a corporation or a non-profit.
- In a city, for instance, the city council acts much like a board of directors: similar to how a board would hire an experienced CEO to run a private sector organization, the council hires a professionally-trained manager to run the day-to-day operations of the city. (The position of mayor can be compared to the chair of the board.)
- The council, which includes the mayor, oversees the actions of the professional manager and ensures that policies are implemented to the community's satisfaction. The council may decide to replace the manager at any time with a majority vote.

(Source: MLGMA website)

# Attributes

It's a system of local government that **combines** the **strong political leadership** of elected officials (the governing body)

with the **strong managerial experience** of an **appointed ...manager.**

(Source: MLGMA web site)

# Attributes

## ➤ It's Adaptable

Not all council-manager governments are structured the same way....

For example, some communities have councils that are elected at large while other councils are elected by district or by a combination of an at-large and by-district structure. In some local governments, the mayor or chairperson is elected at large by the voters; others are elected by their colleagues on the governing body.

(Source: MLGMA web site)

# Attributes

## ➤ Merit-Based Decision Making (as opposed to...)

Under council-manager government, **qualifications and performance** – and not skillful navigation of the political election process – are the criteria the elected body uses to select a professional manager. The **professional manager**, in turn, **uses his or her education, experience, and training** to select department heads and other key managers to oversee the efficient delivery of services. In this way, council-manager government maintains critical checks and balances to ensure accountability at city hall.

(Source: adapted from MLGMA web site)



# Attributes

## ➤ Ethical Conduct

Managers who are members of the International City/County Management Association (ICMA) agree to abide by a **strict Code of Ethics**. The code specifies 12 ethical principles of personal and professional conduct, including **dedication to the cause of good government**.

Members believe in the effectiveness of representative democracy and the value of government services provided equitably to residents within a community. They are also committed to standards of honesty and integrity more vigorous than those required by the law.

(Source: MLGMA website)



# Roles

## ➤ The Council

- The council is the legislative body; its members are the community's decision makers. Power is centralized in the elected council, which approves the budget and determines the tax rate, for example.
- The council also focuses on the community's goals, major projects, and such long-term considerations as community growth, land use development, capital improvement plans, capital financing, and strategic planning. The council hires a professional manager to carry out the administrative responsibilities and supervises the manager's performance.

(Source: MLGMA website)

# Roles

## ➤ The Mayor

- Mayors in council-manager communities are **key political leaders and policy developers**. Their **duties**, responsibilities, and authorities **depend on the ... charter**.
- In council-manager communities, typically the mayor or chairperson presides at council meetings, serves as a spokesperson for the community, facilitates communication and understanding between elected and appointed officials, assists the council in setting goals and advocating policy decisions, and serves as a promoter and defender of the community. In addition, the mayor or chairperson serves as a key representative in intergovernmental relations. The mayor or chairperson, with the council, and manager constitute a policy-development and management team.

(Source: MLGMA web site)

# Roles

## ➤ The Manager

- The manager is hired to serve the council and the community and to bring to the local government the benefits of training and experience in administering local government projects and programs on behalf of the governing body.
- The manager prepares a budget for the council's consideration; recruits, hires, and supervises the government's staff; serves as the council's chief adviser; and carries out the council's policies. Council members and citizens count on the manager to provide complete and objective information, pros and cons of alternatives, and long term consequences. The manager makes policy recommendations to the council, but the council may or may not adopt them and may modify the recommendations. The manager is bound by whatever action the council [takes].

(Source: MLGMA web site)

# Roles

## ➤ Typical duties of the manager:

- \* Work with elected official as they develop polices. The manager may discuss problems and recommendations, propose new plans, or discuss issues that affect the community and its residents.
- \* Ensure that laws and polices approved by elected officials are equitably enforced throughout the city.
- \* Seek feed back from residents and members of the business community to address and solve problems.
- \* Prepare the annual budget, submit it to elected officials for approval, and implement it once approved.
- \* Supervise department heads, administrative personnel, other employees, and top appointees.
- \* Recruit, hire and supervise the workforce of the governmental body.

(Source: MLGMA web site)

# Roles

## ➤ Typical duties of the manager, continued:

- \* Solicit bids from contractors and select or recommend the appropriate individual(s) or organization(s) to perform the work.
- \* Investigate citizen complaints and problems within the administrative organization and recommend changes to elected officials.
- \* Manage the day-to-day operations of the city, town, or county, which may include public works, public safety, planning and economic development, parks and recreation, libraries, youth services, recycling and utilities.
- \* Apply for and administer federal, state, and private foundation grant funding.
- \* Facilitate the flow and understanding of ideas and information between and among elected officials, employees and citizens.

Source: MLGMA web site)

# One size need not fit all

## Manager-council form – how is it defined

- Cities and HRVs, by charter; and optional contract
- In GLVs, since 1974, by adopting an ordinance; and optional contract
- The scope of duties of the manager can be fine-tuned to the particular community

# “Helping” You Govern!





# Resources

➤ Michigan Local Government Management Association  
<http://www.mlgma.org/index.html>

➤ International City/County Management Association  
777 North Capitol Street NE, Suite 500  
Washington, DC 20002-4201; 800-745-8780/202-962-3680 ;  
<http://icma.org/en/icma/home>

➤ Michigan Municipal League  
<http://www.mml.org/resources/publications/ebooks/glv.htm>  
<http://www.mml.org/pdf/hmo/book.pdf>  
<http://www.mml.org/pdf/glv/glv.pdf>



# Better Communities. Better Michigan.

We're here to help!

[www.mml.org](http://www.mml.org)

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