



COUNCIL / MANAGER RELATIONSHIPS

— Mackinac Island, September 12 2024 —



INTRODUCTION

The council-manager form is the most popular structure of government in the United States among municipalities with populations of 2,500 or more.

MAYOR

Public face of the community. Presides at meetings, facilitates communication among elected officials and assists the governing body in setting priorities and advocating policy decisions. Often is the primary regular contact for the manager to discuss pending issues and policy development.

COUNCIL

Governing body – sets policy, approves the budget and passes laws. Focus on big picture goals and is the final authority on issues of importance. This body hires a professional manager based on education, experience and skill set, not political allegiance.

MANAGER

At-will employee who serves at the pleasure of the City Council; can be terminated for no cause at any time consistent with local laws and employment agreements. Prepares budget, recruits and retains professional staff, offers advice and carries out policies decided by Council.

Introducing

Sarah Moyer-Cale,
City Manager
Hastings



COUNT THE SEATS...



DOES ONE CITIZEN MAKE AN ISSUE
AN **IMPORTANT MATTER** FOR
PUBLIC DISCUSSION?

DO TEN CITIZENS SET A **PRIORITY**
FOR THE ORGANIZATION?

DO FIFTY CITIZENS REPRESENT A
MANDATE? _____

Generalizations

Active in community life – schools, workplace, faith community, service clubs, veterans groups, sports leagues

Serves as a volunteer on local government boards – Planning Commission, Parks Board, DDA

Takes out papers, asks friends and neighbors sign petitions, and puts their name on the ballot to run for local office

Sacrifices time with family, work, business and other personal endeavors to serve their community

Risks being a target of scorn, sometimes losing good friends or business due to positions taken to improve the community

Volunteer

Chooses to pursue a career in public service as a generalist. Achieves formal education and training/experience in local government management

Sharpens skill set as a communicator, leader, manager, facilitator and collaborator

Active in professional life – MME, ICMA, continuing education, regional economic development or human services groups

Networks with government, business, education, health care, non-profit and other leaders to build trust and support for respective, and usually complementary, missions

Risks being arbitrarily invited to leave a job and a community – at will

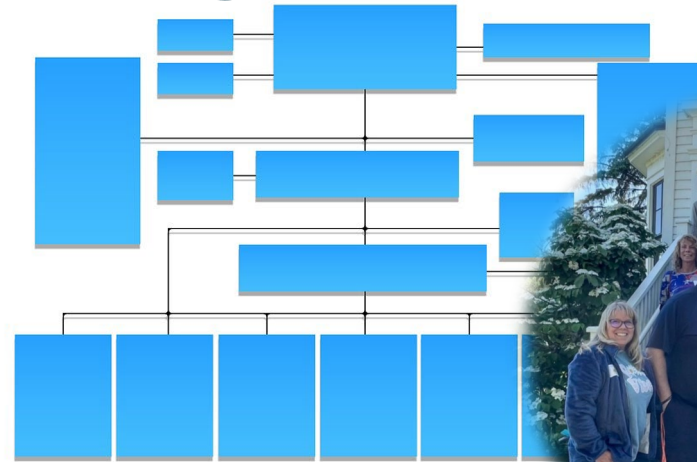
Paid

One shared quality:

“dedicated to the attainment, through government, of a high level of living for every citizen”



Organization



Introducing

Mayor Bob Slattery
MML, Michigan
Infrastructure
Council



Your Team!





**Teamwork
is essential!**

TEAMWORK

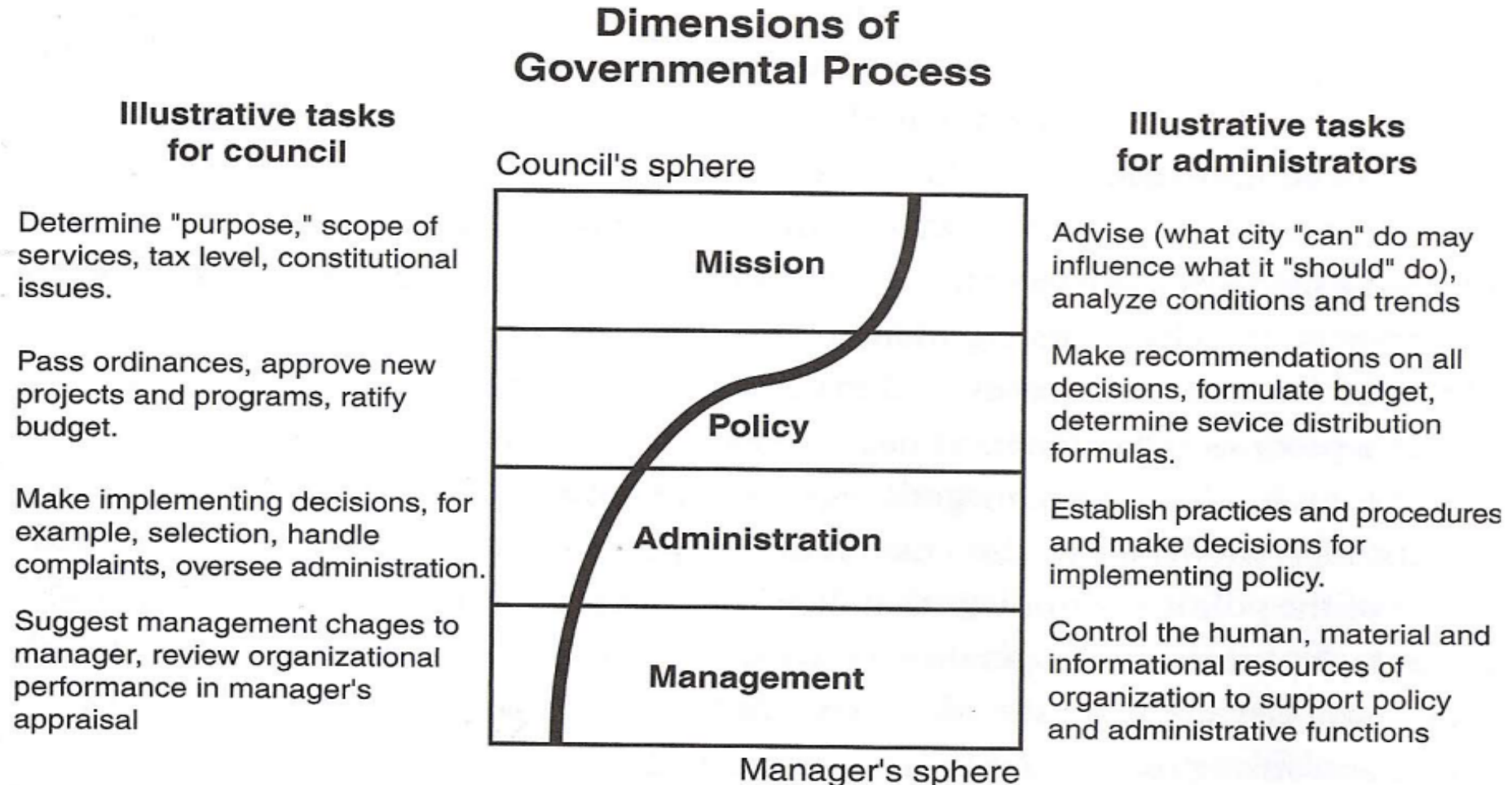
- Mayor and council and staff are a team
- Group decision-making skills vital
 - Listen to all viewpoints
 - Consider all sides of issues
 - Develop consensus

Introducing

Juan Ganum
City Manager
Bridgeman

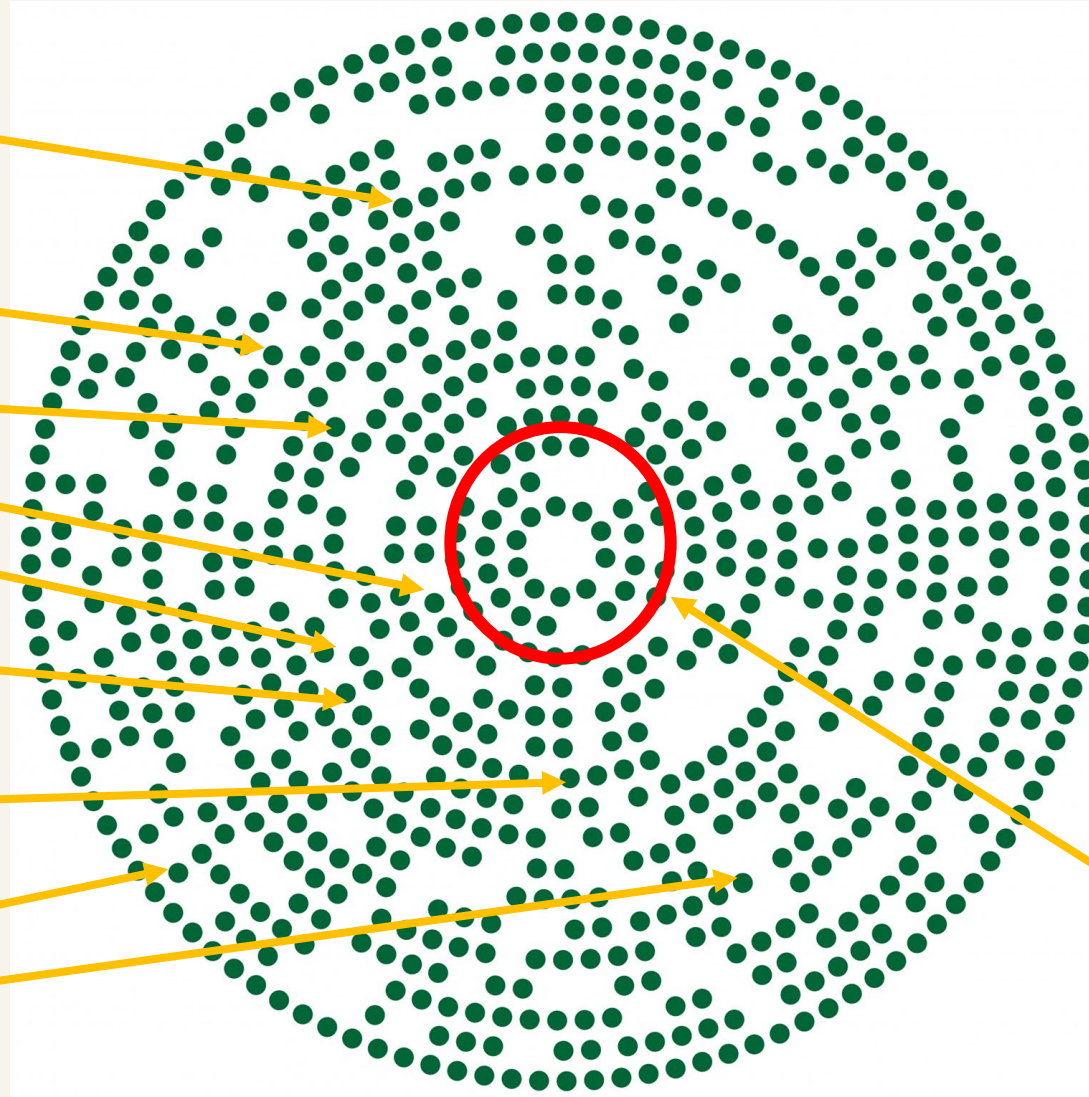


Figure 1-6 Mission-Management Separation with Shared Responsibility for Policy and the Administration



DECISIONS

- Hydrant painting schedule
- Job opening publication
- Hours of operation
- Website design
- Use of force policy
- Adopt a family at holidays
- Bid out risk and property insurance
- PFAS federal litigation
- Elder care availability



Values or Policy Goals

- Public safety
- Diversity & equity lens
- Excellent customer service
- Effective community relations
- Risk control
- Community health
- Fiscal responsibility
- Decisions that require Council action or exceed a specific dollar value

PROFESSIONAL ORGANIZATIONS

MICHIGAN ASSOCIATION OF MAYORS

AMERICAN WATER WORKS ASSOCIATION

MICHIGAN ASSOCIATION OF MUNICIPAL CLERKS

MICHIGAN ASSOCIATION OF COUNTIES

MICHIGAN ASSOCIATION OF CHIEFS OF POLICE

MICHIGAN TOWNSHIP ASSOCIATION

MICHIGAN ASSOCIATION OF FIRE CHIEFS

TRANSPORTATION ASSET MANAGEMENT COUNCIL

MICHIGAN MUNICIPAL LEAGUE

INTERNATIONAL CITY/COUNTY MANAGERS ASSOCIATION

MICHIGAN ASSOCIATION OF PLANNERS

NATIONAL LEAGUE OF CITIES

MICHIGAN GOVERNMENT FINANCE OFFICERS ASSOCIATION

MICHIGAN MUNICIPAL EXECUTIVES

AMERICAN PUBLIC WORKS ASSOCIATION MICHIGAN CHAPTER

MICHIGAN PUBLIC EMPLOYER LABOR RELATIONS ASSOCIATION

MICHIGAN MUNICIPAL TREASURERS ASSOCIATION

MICHIGAN PARKS AND RECREATION ASSOCIATION

MICHIGAN ASSOCIATION OF MUNICIPAL ATTORNEYS

Many more, and this list does not include organized labor.



Michigan Municipal Executives

Strengthening the Quality of Local Government through Professional Management.

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A State Affiliate of ICMA

Municipal Classified Ads



ICMA

Leaders at the Core of Better Communities

Michigan Municipal Executives create places people want to live by leading a team of professionals who are committed to improving our everyday lives.



Michigan is home to...

83 Counties
1240 Townships
533 Cities/Villages

The Council-Manager form of government is the fastest growing; used by more cities, villages, townships, and counties than any other form.



More than **73%** of communities across America with populations of 2,500 or more have positions for professional managers.

Get to know

MME



*Get involved
at MME.org*

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- Mentoring & Coaching
- MME Fellowship Program
- Municipal Exec. Profiles
- MME President Update
- Upcoming Events
- MME Newsletter
- Community Profiles
- NextGen Events
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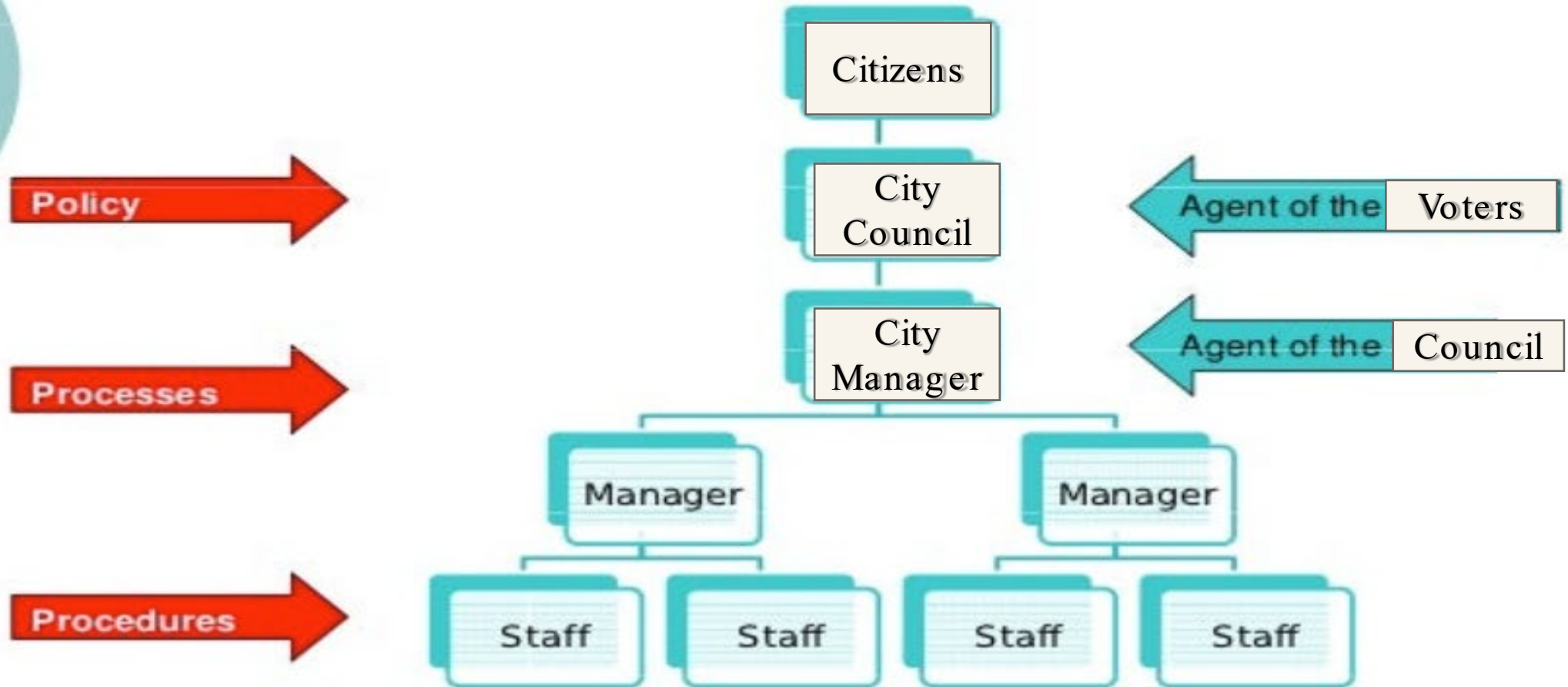
membership@mme.org

Introducing

Mayor Shie la
Tomkowiak,
Grosse Pointe



Structure: Governing Board



EVALUATION

Consultant? Either professional firm or local volunteer

Intent of performance evaluations is to improve productivity

Instrument

No surprises – regular communication

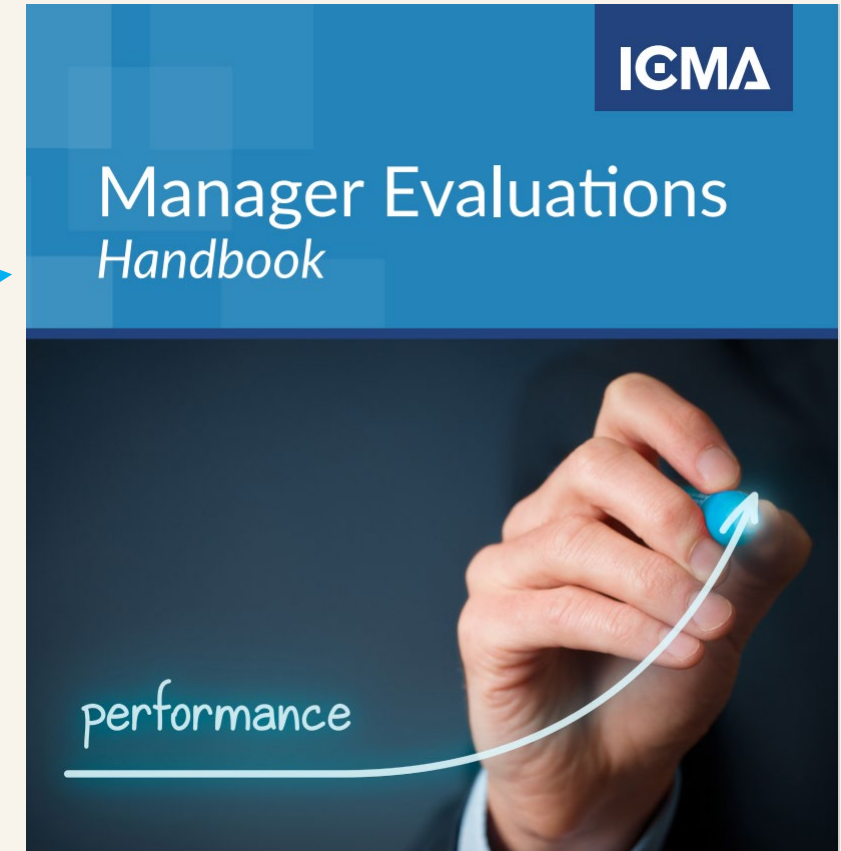
Enhance communication and build trust

Clearly identified expectations

Demonstrate organizational accountability

Council participation

Should not be an annual airing of grievances





Mayor and City Council set the direction and hire qualified leadership to manager day to day operations.

Qualified, professional manager executes the policy direction of City Council and serve at their will.

Through consensus building , thoughtful communication and clear understanding and adherence to roles and boundaries...

...relationships and communities flourish.

SUMMARY



THANK YOU

PAT MCGINNIS

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