



Transition Guidebook

This guide is meant to serve as a resource for those Minnesota managers/administrators and assistants (MCMA members) who are in transition. One must be a member in good standing of the MCMA to receive the benefits of this program. Members in good standing of the International City/County Management Association (ICMA) may receive the benefits of the ICMA program(s) that are referenced within this document.

The Guide is organized into the following sections:

1. Immediate Steps.
2. Exit Strategies
3. Transition Mind Sets and Personal Issues
4. Getting Back in the Game: The Miller Rules
5. ICMA & MCMA Benefits for Managers in Transition
6. Job Search Guidance

Keep in Mind:

- Keep in mind: your MCMA & ICMA memberships follow you! They do not stay with your municipality or county.
- Remember, finding yourself in transition happens to the best. It is a difficult period for you and your family.
- Grant yourself the time and grace necessary to make the right decisions as you move forward to your next opportunity.
- Your fellow managers and administrators are a solid source of support, friendship and ideas. Use them. We're here for each other.

1. Immediate Steps

WHAT THE MANAGER/ADMINISTRATOR SHOULD DO WHEN ASKED TO RESIGN:

1. Do not volunteer your resignation until you have worked out a satisfactory written separation/severance agreement approved by the council (see the model separation agreement in this manual);
2. Councils/boards usually want the manager to resign quietly (to avoid public controversy);
3. Managers/administrators at first often feel that they should accede to the resignation request but upon reflection decide that they should not resign unless they can do so "on terms that they can live with;"
4. Councils/boards usually are willing to provide severance benefits (dollars, time, and employee fringes) if the manager/administrator will voluntarily submit his/her resignation

(with those benefits usually larger than those provided for in the manager's employment agreement);

5. Managers/administrators should **strongly** consider hiring an attorney versed in employment law to negotiate a written separation agreement detailing the terms of separation. This is recommended so as to avoid any misunderstandings and to do a better job than the manager can do by himself/herself.

IMMEDIATE STEPS CHECKLIST

- Call MCMA Secretariat (In 2010 it is Kevin Frazell at 651/281-1215 or e-mail at kfrazell@inc.org) to notify him/her of your change in status. Give your updated home address, phone number, and e-mail so you can continue to receive correspondence.
- If a member, call ICMA Member Services at (202) 962-3680 or e-mail them at membership@icma.org to notify them of your change in status. ICMA can provide information about positions available throughout the country. You can also seek advice from their Members In Transition staff. ICMA information is also available at their website at www.icma.org.
- Call the MCMA MIT Coordinator and the Range Rider(s) immediately for general support and severance information. During 2010, they are:

Bill Bassett
Range Rider and LMC Ambassador
507/382-3963
Email: wbassett@hickorytech.net

Dan Donahue
MIT Coordinator
763/291-7701
Email: dandonahue1@gmail.com

This information listed above is always subject to change, Any name changes or number changes, and other pertinent information is always available on the MCMA web site at www.mncma.org.

- Check the status of your health insurance coverage and apply for COBRA benefits if necessary.
- Contact one of the attorneys on the legal services list if you have questions about the severance portion of your contract.
- Apply for unemployment insurance by contacting your local state employment office. Rules vary from time to time. The state can interpret current rules for you.
- Call neighboring managers/administrators.
- Contact any member of the MCMA Board of Directors or any MCMA member with whom you are acquainted for general support and information.
- Look for interim jobs in communities that have special projects or local colleges.

- Network with regional commissions and public, non-profit and university entities and private sector consulting firms to identify temporary assignments for managers in transition (MIT's).
- Update your resume and interviewing skills.
- Consider counseling for yourself and your family.
- Check the MCMA newsletter, MCMA and LMC websites, ICMA newsletter, ICMA website (www.icma.org), Member Benefits section and Members in Transition section, ASPA newsletter, college placement office, outplacement firms, and executive search firms for possible employment.
- Check into the variety of reading material available regarding life changes and transforming disappointment. For more information visit your local library, bookstore or www.powells.com.

2. EXIT STRATEGY

It is important for the manager/administrator to have an exit strategy. The goal is to help control how one leaves the job. This strategy includes legal assistance and the need for a severance or separation agreement.

Legal Assistance

The MCMA Secretariat has a list of attorneys having specialized knowledge in the field of municipal government and labor relations in the State of Minnesota. These attorneys who can advise or represent managers and administrators in negotiations with city councils or county boards or in helping enforce termination agreements. Many attorneys with this specialized knowledge often represent cities and are reluctant to take cases in opposition to cities. However, the attorneys on this list have the specialized experience and are interested in taking such cases. Additionally, they have agreed to negotiate a modest fee, to be paid by the manager in transition, or no charge for the first consultation of one to two hours if you have paid the yearly fee to MCMA.

Severance Agreement Checklist

The following section was taken from the California City Management Foundation publication "Resource Guide for City Managers in Transition." The provision below may or may not be included in the sample agreement posted in the ICMA or MCMA web sites. We suggest you may want to consider them however when discussing this matter with your attorney.

These comments were offered by city managers based on their experiences in the separation process. Several managers noted that it is best for all severance provisions to be provided in advance in the employment agreement. However, since it is usually not possible to consider during negotiations everything that could be of concern later, the following suggestions may assist managers/administrators going through a separation process. Speaking with other managers who have gone through a similar experience and reviewing other separation agreements may also be helpful avenues during the process.

- Hire an attorney (**repeat-hire an attorney!!**) who is familiar with public sector chief executives and consult with him/her before making any formal or informal agreements

with the city council. Don't try to work out an agreement by yourself, even if you think you can represent your own interest. You may regret it later.

- Stipulate in the separation agreement who can speak to the press and what they will say. Add accountability into the separation agreement (for example, if the manager violates the "speak no evil about the council" provision, severance provisions would cease; if the council violates it, severance would double), (see Press Release Section)
- Get a letter of reference signed at the time the separation agreement is executed.
- Stipulate that the city manager's personnel file is sealed, and only he or she can authorize its release.
- Obtain continued medical benefits for a period of time after separation.
- Secure payment of all sick leave, administrative leave and vacation leave.
- Weigh the advantages/disadvantages of a payoff of contract terms vs. staying on the payroll.
- Vest in deferred compensation accounts for the entire year.
- If the council expects to receive advice or assistance from the city manager after the separation, make sure the length of the commitment and the compensation are clear.
- Negotiate for the use of city automobile, office space, clerical assistance and office equipment for a specified period of time.
- Obtain outplacement services paid by the city.
- Download your internet bookmarks; print out or copy your electronic address books; get a fax machine and business cards; decide which work-related periodicals you want to personally subscribe to; maintain contact with your area managers group and other professional associations.
- Write out a list of the organization's accomplishments during your tenure as city manager for future reference as you begin your job search.

Message from ICMA

Going into "transition" is a very difficult situation that all too many members face at some point in their local government careers. Any job change is difficult, but when it's forced on someone for reasons that often have nothing to do with their job performance, it can be traumatic. We want to be sure you are aware of the resources ICMA makes available to members who are between jobs.

If you are in transition:

First of all, keep ICMA current on your postal and e-mail addresses so membership materials reach you promptly. Remember that your membership belongs to you, not to your employer. If your membership dues come up for renewal while you're in transition, just note that on the invoice, return it to our attention, and ICMA will extend your membership automatically for six months. If you are still between jobs after six months, we will again extend your membership at no charge. ICMA recognizes how important it is that you continue to receive the *ICMA Newsletter* with its job ads, as well as *PM* magazine and access to the password-protected sections of *icma.org*. You are still very much a part of the ICMA network.

Second, to assist you in your job search, we urge you to receive your *ICMA Newsletter* by e-mail. It arrives the Thursday prior to the publication date. In addition, [take a look at the](#)

[online JobCenter at jobs.icma.org](http://jobs.icma.org). It offers ICMA members a database of current job openings in the local government management profession, an online resume service, as well as online ICMA publications, such as the *Job Hunting Handbook for Local Government Officials* and the *First Time Administrator's Handbook*.

Third, Take advantage of the Range Rider Program. It was established in 1974 to make the counsel, experience, and support of respected, retired managers available to their colleagues in the profession. Range Riders have "been there" and experienced many of the same problems, frustrations, and conflicts that you have. All discussions are on a confidential, no-fee basis. The Range Riders have offered to volunteer their time to counsel, brainstorm, and, most of all, listen. ICMA and the state associations in over 20 states share their travel, phone, and postage expenses.

Fourth, ICMA provides complimentary registration for the annual conference to members between jobs and their partners. Instructions for "in transition" members are included on the registration form.

Fifth, see the [transition/job loss section of the ICMA e-library](#) for members-only access to several downloadable resources that may be of assistance to you, including tips on how to make the most of your membership while in transition, a listing of Career Resources, and several job loss articles from *PM* magazine. This section also includes two new valuable resources: a brochure from ICMA-RC that provides guidance on maintaining your financial well-being during the transition period and a document written by Range Riders that provides tip to MITs on how to handle the interview process.

Finally, remember that you are not alone. Keep in touch with friends, involve your family in your struggles, and stay active. You have much to contribute, and you will find a rewarding, new opportunity. Be sure to contact Member Services anytime you feel the need for personal support or counsel at 202/962-3680 or membership@icma.org.

Not all members of MCMA are members of ICMA. Any member of MCMA who find himself or herself in a possible MIT situation is urged to contact the MIT Coordinator, the Range Rider, or the MCMA Secretariate. These persons can access the gated MIT section of the ICMA website. They can point and advise you on possible resources and courses of action.

3. Transition Mind Set and Personal Issues

Entering the state of Transition for a manager is a mixed bag of emotions. It can be one of the most stressful times of your life. For some it is a shock. Some find it absurd and unfair. For others it's a relief, the pain is finally over. In reality it is all of these things and more. Being in transition is something we don't all go through but it can happen to anyone regardless of skill or tenure.

The loss of a job includes not only a financial decline but also a blow to one's ego. The manager faces losses of self-esteem, daily routine, purposeful activity, predictability and sense of security

as well as income. Losing your job through a forced resignation or being fired can be very traumatic. It takes an emotional toll on you and your family much like the grieving process when a loved one dies. There is a finality to it that takes some time to get over. The process takes time and no two individuals respond in the same way or timeline.

Thinking through the loss of your job requires coping skills and recognition of a new beginning. Getting there is the goal but with high emotions it can be difficult to bring an objective view to the forefront. Understanding the stages to coping with the loss may be helpful in moving towards a new beginning.

Shock/Denial

Regardless of your situation or effort prior to the finality of being in transition there is a shock involved with the immediate response to a change. This shock is sometime followed with “I can’t believe this happened” or “I don’t think they understand what this means” or other such thoughts. The shock response is also one of what happens now and what am I going to do.

Anger and Frustration

Anger is derived from feelings of helplessness or that we have been wronged. There is resentment that this has happened and it is so unfair. We have no power to change it and as such we resort to anger as a coping mechanism. Anger can take the course of guilt, or anger at oneself. It can also become destructive if not kept in check.

Anger is natural and a part of the process of loss. When anger is acknowledged, honored and accepted for what it is, it can be dismissed so that we can move on. Letting go of bitterness and anger is essential for resolving any personal crisis

Introspection

Almost immediately you think about the issues or instances that lead to the change that is upon you. You bargain with yourself about how if this or that would have happened differently you wouldn’t be in this situation. You imagine how you could be still doing your job if a person or situation changed. You dwell on the negatives with no real way to change the results.

Part of introspection is the understanding that the issues you have had are the result of changing values. A council’s values may no longer align with yours and it becomes healthier for the manager to not to continue to work for them. An enlightened council may believe they know better only to find some solutions don’t work. Being removed from the situation in hindsight maybe a blessing.

This is perhaps one of the most difficult stages to get through. At times you think you have resolved these issues only to have them creep back into your thoughts. Care must be taken to avoid guilt or intense feelings of remorse. Thinking about these areas dredges up ill feelings and is really non productive. You can’t change the past, you can only learn from it. You only have control of you in the present. The sooner you recognize these thoughts make you feel bad and work towards the present the sooner this stage can be overcome.

Depression

Not all will deal with this but many will have moments of depression. Feelings of loneliness, isolation, and self pity are common. Symptoms of depression include lack of energy or

concentration, appetite disturbances or excessive sleeping. If these continue over a period of time some professional help maybe warranted. Some people need to go through a period of this to move to a new beginning. Keeping in contact with one's peers and keeping engaged is helpful. Staying busy with fulfilling activities is also important. Depression is temporary if you get busy and take control of your future.

Acceptance

Allow time to get to this point and thoroughly experience your thoughts and feelings to yourself. Acknowledge both positive and negative feelings. Find a place to accept the situation and move on. The process of transition is one of self discovery, reengaging with your family, and time to pursue activities that weren't a priority when working. The situation provides an opportunity for growth. Moving towards a new beginning can and will occur when you allow yourself to move on.

Pitfalls:

- Don't avoid or minimize how you feel. Accept your emotions and address them.
- Don't over indulge in drugs or alcohol to self medicate.
- Don't isolate yourself.

Things that can help:

- Keep a journal or write down how you feel.
- Involve your family in the situation including your children.
- Get together with peers or others in the same situation to talk to concerning your situation.
- Take advantage of employee assistance resources through your health plan or former employer.
- Rebuild your self esteem by listing your skills and positive attributes. Seek out people who know what you are capable of and get feedback. Find a part time job or volunteer to build your confidence. Think about other rewarding aspects of life which are truly of value
- List the problems that went away with the job loss.
- Remember that this situation isn't about you, it's about them.
- Realize that the negative that was handed to you has benefits in that you now have a stressful situation behind you. The situation has created a break from the work routine and allowed you to grow personally and pursue other interests. Enjoy the time off while you have it.
- Recognize that everyone who is successful has setbacks and failures.
- Use this time of Transition to take care of yourself and explore ewhere you truly want to spend your time in the future.
- Your next job will be better than the one you left.

Finances

When a manager is involuntarily terminated from employment the aspect of personal finances becomes one of great concern not only for the manager but also for the family. Serious consideration needs to be made to make adjustments as soon as possible, regardless of a severance package.

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It has been suggested that a 3 to 6 month living expense should be a minimum set-a-side for covering living expenses in the event of a job loss. Accomplishing this ahead of time will give you and your family added security but the majority haven't committed resources for this purpose. In the alternate a strategy needs to be implemented that deals with the present situation.

Developing a financial plan and budget needs to be accomplished as soon as possible. This plan should deal with the time during severance as well as post severance. Severance payments can take on different forms such as a lump sum payment or ongoing salary for a period of time. With ongoing salary payments, look towards accumulating cash as well as dealing with your creditors.

First steps include reducing expenses that may not be entirely necessary. Look for any economies that can be gained through changes in services or vendors. Think about *wants* versus *needs* and develop a new mindset. Consider the fact that a change in location may require a move and additional possessions become not only an unnecessary expense but added items to move. Your priorities are to deal with the mortgage, utilities, food and health insurance (likely post severance benefits).

Do preserve cash but also look towards the reduction of debt accumulated in higher interest credit cards or loans. Weigh the benefits or detriments of minimum payments versus elimination of debt vehicles. Consider these within your financial plan(s) as they may be difficult to address post severance.

If your plan shows there will be problems do what you can to address them with timely notification to your creditor. Work towards a solution that you can live with and maintain your credit rating.

Your financial plan needs to consider all areas of assistance that can be brought to the table. Do an inventory of what assets you have that can be brought into a solution even if these include "fall back scenarios". Understand the process and expected resources that can be received through unemployment assistance. Severance payments do not automatically preclude you from unemployment benefits. Thoroughly understand how each of your retirement approaches work. A deferred compensation program has different rules than an IRA.

When a lump sum is given for severance the same principles apply but managing the cash flow during the time of transition is a concern. Investment of these funds in some form is advised. Some portion could be used to payoff debt if you determine that to be your best option. The financial plan should address your needs and matching investments with liquidity should be your goal.

The bottom line is knowing where you're going to be financially at a certain point in time prior to getting there. Having resources during a severance period allows for adjustments to be made to minimize the downside during the time of transition and understand what your financial realities are.

ICMA has a publication entitled *Maintaining your Economic Wellness* which is helpful towards establishing a financial plan. This publication is sent out with the transition packet from ICMA.

4. *Getting back in the Game: "The Miller Rules"*

The "Miller Rules for Survival" were written by Mike Miller. He is a long time ICMA member, manager, and occasional manager in transition. Miller provides realistic advice on how to handle the transition period. Brad Townsend, an Illinois CMA/ICMA member, and Steve Berley, a ICMA Range Rider, contributed additional advice. They are also former managers in transition.

1. Expect an extended period of "in transition" time and hope for the best. Time moves slowly for active people faced with inactivity. Councils normally require three to nine months for the city manager selection process. Transitional periods of from nine months to two years are not uncommon. Generally speaking, the larger the target organizations, the longer it takes.
2. If you do not already have one, buy a computer and get an email address. The computer can produce professional appearing resumes which can be adjusted to differing conditions. The computer should also be equipped with a fax, Internet service, and a CD burner. This will help in the search for a job and in staying in touch with friends and peers.
3. Send out lots of resumes. The more resumes, the more interviews. The more interviews, the more chances of being offered a job. You do not have to accept or be serious about a position in order to apply for it. You can always turn down an undesirable job if offered (or you may find a jewel by chance).
4. Accept interviews when offered (see #3). Your interviewing skills will improve with practice.
5. Do not feel guilty about being fired or "resigning." Losing a job in our profession is like a divorce. It can happen to anyone. If it does, deal with it and go forward. City managers are trained to accept responsibility for entire organizations. As a consequence, when in transition we tend to blame ourselves (consciously or unconsciously) for our plight. In such cases, acceptance of responsibility (guilt) serves only to cause depression and hinder the job seeking process. Maintain a positive attitude. Remember that you have value as a professional manager/administrator. Take it one day at a time, and as Churchill said, "NEVER, NEVER, NEVER, NEVER, NEVER, NEVER give up!"
6. Avoid over-explaining your departure from your former position in your resume and in interviews (see #5). When asked, simplify your response to such causes as "politics" or "incompatibility with the council" while remaining truthful. You should also develop an answer to the following question: "Why might you be interested in a job that pays less than your former job?" Your answer should relate to the quality of the opportunity being presented, how it fits where you are at in your career, and how your skills are a unique match.
7. Immediately have printed good quality business cards utilizing a title such as "Public Management Consultant." The cards serve two purposes. You will be surprised how many times you will be asked "what do you do?" The cards serve to provide an alternative to "I am an unemployed city manager" or "I was a city manager." Offering your services as a consultant will also provide a filler for your resume (councils do notice gaps) as well as relief from boredom. Be willing to reach out through direct contacts and email to offer your services. Taking on short-term consulting assignments can generate income and help keep your skills sharp too.

8. Recognize that spouses and significant partners feel real anger at those who put you in transition and uncertainty about the future. They need and deserve your understanding and support. The same holds true for children and other family members.
9. Remember that it is ICMA's policy to waive dues payments for members in six-month increments, for up to three years, for all members in transition. If you are a member, contact the ICMA. You are also eligible for free registration to the ICMA annual conference. It is also MCMA's policy to waive dues payments and conference registration fees for members in transition.
10. Apply for unemployment insurance benefits. You have paid into this program for years and are entitled to the payments when you are fired or forced to resign.
11. Develop or maintain active participation in ICMA or MCMA committees. This will help you stay in the loop with colleagues and make sure they do not forget you.
12. Never despair. The time away from intense daily work can be a refreshing and spiritual experience. Try to have fun: read, go out, play golf, play tennis, jog....keep your spirits up! Do something enjoyable that you would not have time to do while fully employed.
13. While away from your professional work routine, get up at your normal time. Each day reserve time to make telephone calls, send out letters and resumes for job openings and research city openings. Prepare a job list to do at home (i.e. paint the bedroom, fix the kitchen sink, etc.) and prepare a list for what you will do during the day.
14. NETWORK, NETWORK, NETWORK! And, learn and use the new technologies that will assist you in the networking process.

5. ICMA & MCMA SERVICES

ICMA Services. Remember, ICMA membership belongs to the individual, not the local government. Staff at ICMA changes from time to time; therefore, the following number is the general number for Member Services: 202-962-3680. E-mail: membership@icma.org. ICMA provides the following:

1. Your membership dues may be waived for up to three years (in six month increments) while you are in transition and actively seeking local government employment.
2. You will continue to receive the "ICMA Newsletter" and "Public Management" (PM) magazine.
3. You will retain all membership privileges of your current membership category.
4. You will receive complimentary registration to the next annual conference. Special instructions are on the conference registration form.
5. You have access to personal support from the ICMA leadership, senior management staff, range riders and members to deal with issues of severance, relocation and job hunting. ICMA Member Services can direct you to the right place depending on your question.
6. You will receive a copy of "Notes from Beachcombers" and the January 1992 issue of "PM" magazine dealing with being in transition.
7. At your request, you can be listed, in the "ICMA Newsletter" as being in transition to let your colleagues know where you are and to receive support from them.

MCMA Services. MCMA membership stays with the individual, not with the employing agency. MCMA offers the following services for Managers in Transition:

1. Contact the MCMA Secretariat and/or the MCMA MIT Coordinator.

2. Your membership dues will be waived while you are in transition and actively seeking local government employment.
3. You will continue to receive the MCMA Newsletters and mailings.
4. You will retain all membership privileges of your current membership category.
5. You may receive complimentary registration to the winter and summer conferences. Special instructions are on the conference registration form. Lodging expenses are not covered; however, employed members are encouraged to invite managers in transition to share a room to help defer expenses.
6. You are encouraged to maintain contact with the Range Riders and the MIT Coordinator.
7. At your request, you can be listed, in the "MCMA Newsletter" as being in transition to let your colleagues know where you are and to receive support from your colleagues. Contact the MC MCMA Secretariat.

6. Job Search Guidance

Municipal Search Firms

There are professional organizations dedicated to the placement of executives in the private and public sector. There is a fee that may or may not be paid by a prospective employer. Look in the yellow pages under "executive search consultants" for a list of firms in your area. Also check the classified section of the ICMA's Public Management magazine for firms that specialize in public sector searches.

The following list of firms are examples of those who have assisted Minnesota managers with executive recruiting. It is far from complete and is not meant to endorse any one firm. As the list of firms is ever evolving, consult the PM Magazine or ICMA for additional information. The list is not inclusive:

The PAR Group

100 North Waukegan Road, #211

LakeBluff, IL 60044.1694

Direct 847-256-7299

847-234-0005

847-234-8309 (fax)

Website: www.pargroupltd.com

Brimeyer Group, Inc.

Fifty South Ninth Avenue, Suite 101

Hopkins, MN 55343

Phone: 952-945-0246

Fax: 952-945-0102

E-mail: BrimGroup@aol.com

Website: www.brimgroup.com

Springstead

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380 Jackson St.
St. Paul, MN 55101
Website: www.springsted.com

Slavin Management Consultants
3040 Holcomb Bridge Road, Suite B1
Norcross, GA 30071-1357
Phone: 770-449-4656
Fax: 770-416-0848
E-mail: rsalavin101@aol.com

Public Administration Associates, LLC
P. O. Box 282
Oshkosh, WI 54903
Phone: 920-235-0279
Website: www.public-administration.com

The Mercer Group
5579 B Chamblee Dunwoody, Suite 511
Atlanta, GA 30338
Phone: 770-551-0403
Fax: 770-399-9749
Website: www.mercergroupinc.com

Waters-Oldani Executive Recruitment
10900 NE 4th Street, Suite 2030
Bellevue, Washington 98004
Phone: 425-451-3938
Toll Free: 800-899-1669
Fax: 425-453-6786
Website: www.watersconsulting.com/contact.asp

ICMA and MCMA Resources:

- ICMA JobCenter. Online job listings are available in the ICMA JobCenter at <http://ijobs.icma.org>. The ICMA JobCenter offers a database of current job openings for local government professionals. Positions listed are with local governments, related local government and nonprofit organizations, and universities. The JobCenter also offers an online resume service and job agents for ICMA Members. Log in on the right side of the page to take advantage of these services.

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- ICMA Newsletter. The ICMA Newsletter is published every two weeks, and is posted at www.icma.org by the Thursday prior to the publication date. The ICMA newsletter has job openings posted in it.
- ICMA Job Opportunities Bulletin. The Job Opportunities Bulletin (J.O.B.) is published every two weeks, on alternating weeks from the ICMA Newsletter. J.O.B. is posted at www.icma.org by the Thursday prior to the publication date.
- Both the ICMA and MCMA websites have articles that might be of interest to the MIT that were assembled articles from PM Magazine concerning job loss that provides perspectives from managers and others who have dealt with Transition. This is included in the transition packet sent out by ICMA (if you are a member) when notifying them of your transition status.
- A new service of ICMA is the monthly MIT Conference call. This is organized by the ICMA for MIT's. The call usually includes a topical discussion presented by the moderator and time for questions and comments by the participants.

For work done in 2008 and 2009 on this update, MCMA would like to thank the following:

Manager in Transition Ad Hoc Committee Members including Bill Bassett, ICMA and MCMA Range Rider; Kevin Frazell, MCMA Secretariat and LMC Member Services Director

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- Dawn Peters, Executive Director of the Illinois City/County Management Association for allowing the MCMA to "borrow" and adopt as much material as needed.
-