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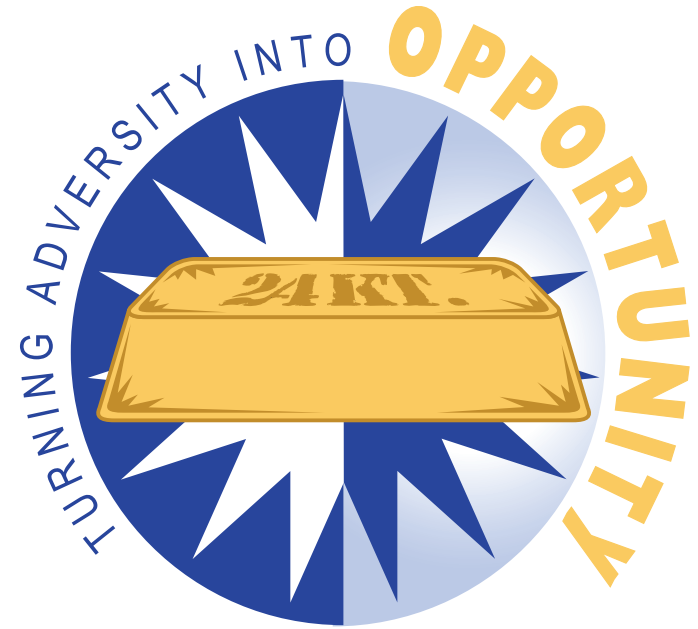
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Michigan Local Government
Management Association
Winter Institute

January 25-28, 2005

Amway Grand Plaza Hotel
Grand Rapids, Michigan

Dear Colleagues,

During the past eight months, I have been reminded again of the talent that we have in our Michigan manager's association. The 2005 Winter Institute committee has succeeded in developing a program that is both educational and motivating for managers serving at many levels of local government. This conference was put together to help us improve our communities, create positive working conditions for our organizations, and expand our personal abilities.

Our committee has worked to offer a program that will help managers stay current with changes in recent legislation, technical advances such as WiFi and Listserv use, sustainable design using green building techniques, and ideas that will help us all maintain a positive attitude as we find solutions to deal with our daily tasks. We have added a new wrinkle called "Quick Takes," in an effort to highlight some of our successes and put a spotlight on the people that put together the programs and projects that improve our communities.

As our budgets require a new sense of awareness on many levels, we all need to make sure that our professional development is not ignored and that the ideas that we take from this conference are consistently applied. We can't afford to miss the Winter conference where so much of our continuing professional development is expanded.

The committee and I look forward to seeing you all in attendance at the 2005 MLGMA Winter Institute.

Sincerely,

Dennis Bow, Committee Chair
City Manager, Flushing

Winter Institute Planning Committee

Randy Byrne, Grand Blanc
Ryan Cotton, Spring Lake
Brian Donovan, East Grand Rapids
Michael Herman, Albion
Jan Lazar, Highland Park
Pat McGinnis, Grand Haven
Dale Martin, Linden
Michael Mitchell, Jonesville
Keith Riesberg, Roosevelt Park
Greg Sundstrom, Grand Rapids
Frank Walsh, Saint Joseph
Paul Zelenak, Ortonville

Friday, January 28

8:00-8:45 am

Legislative Update Breakfast

Imperial Ballroom
CC 8 (Democratic Advocacy)

MML legislative staff will present an update on local government issues being addressed in Lansing and Washington, DC.

Moderator: Kathy Grinzinger, Assistant City Manager, Mount Pleasant

Speakers: Arnold Weinfeld, Director, State & Federal Affairs, MML;
Summer Minnick, Manager, Finance/Tax Policy, MML

9:00-10:00 am

ICMA-RC Update

Imperial Ballroom
CC 18 (Personal Development)

The ICMA-RC president and CEO will highlight the corporation's efforts to reach out to public service employees in new and innovative ways to help them with financial security in their retirement years.

Moderator: Tom Wiczorek, City Manager, Ionia
Speaker: Joan McCallen, President & CEO, ICMA-RC

10:15-11:45 am

ICMA Ethics—An Interactive Presentation

Imperial Ballroom
CC 17 (Integrity)

Equity, transparency, honesty and accountability are the standards for excellence in democratic local governance. Attendees will go through an interactive and engaging discussion on practical and timely ethics issues. You don't want to miss this one!

Moderator: Kurt Kimball, City Manager, Grand Rapids
Speaker: Beth Kellar, Deputy Director, ICMA

11:45 am

Adjournment

Noon-2:00 pm

MLGMA Board Meeting (Includes lunch)
Thornapple Room

Moderator: Jan Lazar, Deputy Emergency Financial Manager, Highland Park

Speaker: Anne Wagner, Executive Director, MERS

H. Roundtable of Internships and Student Opportunities

Emerald B Room

CC 18 (Continuous Learning and Improvement)

This session will explore, in detail, the relationship between the Michigan Local Government Management Association (MLGMA) and the state legislature. How do we impact legislative priorities in Lansing and what is our influence on the legislative process? This session has been developed to provide students with an understanding of the relationship between state and local government and how we work together to serve our communities and the state as a whole. This session will also review the structural relationship between state and local government as it relates to the Michigan Constitution and the powers granted to local government through the constitution and state statute.

Moderator: Michael Young, City Manager, Rockford

Speakers: Daniel P. Gilmartin, Deputy Director, MML; Summer Minnick, Manager, Finance/Tax Policy, MML

5:00-6:30 pm

Vendor Reception

Imperial Ballroom

Browse products and services of a variety of firms offering services to local government. Beverages, hors d'oeuvres and conversation will be plentiful.

7:00 pm

Dinner on your own or with a group

For newcomers and those of you who are alone, we have made reservations at an area restaurant for this evening. There will be a sign-up sheet at the registration desk. Please sign up no later than 2:00 pm. Take this opportunity to meet some new people!

7:00-9:00 pm

Basketball

Grand Rapids Community College Gerald R. Ford Center
In the south gym of the Ford Fieldhouse (there is no charge and a men's locker room is being offered).

Tuesday, January 25

1:00-9:00 pm

Registration

West Concourse

1:00-5:00 pm

ICMA Pre-Conference Workshop

Atrium Room

Stepping Up to the Plate Without Crossing the Line: A 21st Century Model of Democratic Leadership for Public Executives (Small Communities)

CC 14 (Advocacy and Interpersonal Communication)

CC 2 (Policy Facilitation) CC 8 (Democratic Advocacy and Citizen Participation)

During our first century as a nation, we relied upon elected citizens to govern. Our second century saw the rise of professional public managers. In order that they might survive their infancy and adolescence, we promoted the idea of neutral competency – the belief that public managers should leave the politics of policymaking to elected officials and concern themselves with the efficient execution of political decisions.

But the “city-manager plan” wasn’t created to get managers out of politics. It was created to make democracy work better. As Woodrow Wilson, a then-unknown Princeton University professor and future president of the United States wrote in 1888, “The principles upon which to base a science of administration for America must be principles which have democratic policy very much at heart.”

Today, we recognize the need for citizens and professionals to share power and responsibility for governing. In this workshop we will build a model of public leadership that public executives can use to strengthen democratic decision making by their governing boards and communities.

Moderator: Dennis Bow, City Manager, Flushing
Speaker: Phillip Boyle, President, Leading and Governing Associates; Adjunct Professor, School of Government, University of North Carolina at Chapel Hill

8:30 pm-Midnight Welcoming MLGMA Mixer
 Imperial Ballroom
Sponsored by Robert W. Baird & Co.
 Meet with friends, old and new, at the earlybird event. Our organization has been the beneficiary of financial and material support from the ICMA Fund for Professional Management over the years. As a way of expressing our appreciation, there will be a LIVE auction at the mixer to help raise money for the fund. Bring your cash or checks and get ready to bid on some pretty cool stuff.

Wednesday, January 26

7:30 am-4:00 pm Registration
 West Concourse

7:30 am-Noon & 1:00-3:30 pm Break Area Open
 Ruby Room
Sponsored by ICMA Retirement Corporation
 Morning coffee and afternoon soft drinks and snacks. A representative of ICMA-RC will be available to provide individualized computer benefit illustrations, information about current investment strategy, retirement programs and ICMA-RC's investment management programs.

9:00 am Welcoming and Opening Remarks
 Pantlind Ballroom
Presiding: Michael Herman, President, MLGMA; City Manager, Albion
Welcome: Honorable George Heartwell, Mayor, Grand Rapids

9:15-11:45 am Keynote General Session
 Pantlind Room
Effective Leadership Through Tough Times
CC 1 (Staff Effectiveness) CC 14 (Advocacy and Interpersonal Communication)
 You cannot physically or mentally motivate ANYONE!! As leaders, our responsibility is to create and maintain an environment which is motivational for those who *CHOOSE* to be motivated. Join us for a powerful session as Cherie Cross presents practical solutions for effective leadership through tough times.

session will identify early warning signs of problems that may interfere with the completion of a project, review strategies for successfully completing public projects faced with these challenges and will discuss the role of the bonding company when a contractor is unable or unwilling to complete a project.

Moderator: Spencer Nebel, City Manager, Sault Ste. Marie
Speakers: Jim Spurr, Esq., Miller Canfield Paddock & Stone, PLLC;
 Randy Scott, Wilcox Professional Services;
 Andy Granskog, US Department of Agriculture, Rural Development

F. Evolution of Local Governments and Emerging Issues Related to Intergovernmental Relationships

Emerald A Room
CC 4 (Citizen Service) CC 6 (Initiative, Risk Taking, Vision, Creativity, and Innovation)
 The changing economic environment in Michigan has placed additional stress on already strained finances of sub-state local governments. The session will examine the factors contributing to the need for increased consolidation and collaborative service arrangements for local governments in Michigan in order to maintain a high performing local government sector. Discussion will also focus on the evolution of local governments and what difference it has made in the current status of intergovernmental relationships and legislative changes needed in order to promote economic stability with local governments.

Moderator: Dale Martin, City Manager, Linden
Speaker: Dr. Lynn Harvey, Associate Director, MSU Extension

G. MERS

Cascade Room
CC 18 (Personal Development)

Topic 1: MERS "opt out" provision for City Managers (CEO Exclusion)

Since May 2005 city managers have been able to choose between the MERS' Defined Benefit or Defined Contribution plans.

Topic 2: MERS Health Care Programs

MERS, using its economies of scale, provides quality health care products at a reduced cost to its customers.

6 Seniors and Law Enforcement Together – submitted by Dennis Bow, City of Flushing

This program provides thousands of hours of volunteer help to the city, especially the Police Department, by providing traffic control, event preparation and assistance, and services to senior citizens and the district court. Engaging the energy of our seniors has not only helped reduce expenses in our general fund, but has also benefited our community through public communications and the pride that these volunteers have through their involvement.

Speaker: Jerry Hudson, Chair, S.A.L.T. Committee, Flushing

7 Energy Efficiency and Design – submitted by Patrick Palazzolo, Johnson Controls, Inc. – Controls Group

With the rising cost of energy, steps can be taken to reduce the overall cost of many of our infrastructure demands on electricity and fuels. This session will provide some solutions in dealing with municipal water metering, waste-water plant solutions, street lighting and traffic, security systems and building improvements.

Speaker: Panel of speakers from Johnson Controls, Inc.

3:45-5:00 pm

Concurrent Sessions

E. Relationships, Roles and Warning Signs on Public Construction Projects

Pearl Room

CC 3 (Functional and Operational Expertise and Planning)

CC 4 (Citizen Service)

Public infrastructure projects face many challenges especially in the atmosphere of fiercely competitive low bidding, increased public scrutiny of governmental projects, fewer financial resources at the local level, and increased use of arbitration and litigation to close out construction contracts. Furthermore, there are increasing reports of contractors not being able to complete projects that have been awarded to them by local units of government.

As a manager of a local unit of government, you are expected to be able to guide your organization through the many challenges relating to major public infrastructure projects in your community. This panel discussion will identify the relationship between local government, the consulting engineer, the contractor, funding agencies and bonding companies as it relates to construction contracts. This

Moderator: Michael Herman, President, MLGMA, City Manager, Albion

Speaker: Cherie Cross, President, Professional Training Dynamics, Inc.

Noon-1:30 pm

General Luncheon

Ambassador West Ballroom

Comments: Michael Herman, MLGMA President; City Manager, Albion; Tom Wiczorek, MLGMA President Elect; City Manager, Ionia

Tribute to George Goodman, MML Executive Director

Presentation of Awards

1:45-3:15 pm

Concurrent Sessions

A. Effective Communication Through Tough Times

Atrium Room

CC 1 (Staff Effectiveness) CC 14 (Advocacy and Interpersonal Communication)

People aren't difficult, they're just scared! Team conflict and negativity is a natural reaction to "change." In these stressful times, it is imperative that we as leaders are equipped with powerful communication skills. If you have ever had to deal with Grumps & Gripes; Know-it-alls; Tattletales; Power Plays and Manipulation, you don't want to miss this entertaining and real-life session.

Moderator: Dennis Bow, City Manager, Flushing

Speaker: Cherie Cross, President, Professional Training Dynamics, Inc.

B. Interest-Based Bargaining: Negotiating a New Relationship

Grand View Room

CC 2 (Mediation/Negotiation) CC 12 (HR Management)

Interest-based bargaining (IBB) is a more effective negotiation process which enables the parties to achieve better outcomes and improved working relationships. Research-based and highly practical, IBB provides a framework which aids in avoiding the traps of positional bargaining, in managing the inherent tensions between cooperation and competition, and in structuring the bargaining process to accommodate joint problem solving and fact finding. This workshop provides an overview of the interest-based bargaining process and the issues to be considered in deciding whether to use the IBB process.

Moderator: Greg Sundstrom, Assistant City Manager, Grand Rapids

Speaker: Hal Stack, Director of the Labor Studies Center at Wayne State University

C. The Economy, Taxes and Expenditures

Pearl Room

CC 10 (Budgeting) CC 11 (Financial Analysis)

This session will briefly discuss the economic situation in the state and important tax issues before the legislature and the budget.

Moderator: Keith Riesberg, City Manager, Roosevelt Park

Speaker: Doug Roberts, Director, Institute for Public Policy and Social Research, Michigan State University

3:30-5:00 pm

Concurrent Sessions

D. News from the Bargaining Table

Atrium Room

CC 2 (Mediation/Negotiation) CC 12 (HR Management)

This presentation will address current issues in play at the collective bargaining table, including amending city charters to provide for minimum staffing based on a ratio premised upon population, Act 312 submissible issues (and when they can be submitted), regionalization, neutrality agreements and goals which many negotiators should seek to achieve.

Moderator: Jan Lazar, Deputy Emergency Financial Manager, Highland Park

Speaker: John Entenman, Dykema Gossett, PLLC

E. Hot Zones, Cool Cities – WiFi and Local Governments

Grand View Room

CC 7 (Technological Literacy)

As more and more local governments explore wireless internet applications, they encounter more and more questions. What is the best business plan? What is the best technology? How can we be sure costs won't rise over time? This session will address these questions with best practices profiled and the process Grand Rapids is going through as a "test case."

Moderator: Greg Sundstrom, Assistant City Manager, Grand Rapids

Speaker: Dirk Koning, Executive Director, Community Media Center, Grand Rapids

Speaker: Brian Vilmont, PE, Fishbeck, Thompson, Carr & Huber, Inc.

2 Downtown Vision Plan – submitted by Patrick McGinnis, City of Grand Haven

Downtown Grand Haven, a "Blueprint" community in 2003, developed an economic analysis followed by a physical visioning process. This process produced a vision for the future of Downtown Grand Haven using private investments, a comprehensive TIF plan and CDBG funds.

Introduction: April McGrath, HR Director/Assistant to the City Manager, Grand Haven

Speaker: Erin Kilpatrick, City Planner, Grand Haven

3 Industrial Redevelopment – submitted by Scott Heubler, City of Whitehall

Whitehall is involved in the redevelopment of an old tannery on the shoreline. The city is using both a TIFA and a BRA, in addition to state loans and grants. The total public financing is roughly \$6 million with an anticipated tax generation of \$23 million over the next 15 years.

4 Non-Traditional Probation Program – submitted by Ken Krombeen, City of Grandville

Developing partnerships to deal with probation is a critical turning point in terms of public acceptance of probation as a viable tool for corrections. The courts, law enforcement and the community need to be working partners in providing successful outcomes through counseling, treatment, school, employment training and community service.

5 Capital Campaign for Fire Truck – submitted by Frank Walsh, City of St. Joseph

In January of 2003, the cities of Benton Harbor and St. Joseph began a capital campaign to purchase a 100-ft aerial platform fire truck capable of reaching the tallest building in the Twin Cities. The campaign committee consisted of St. Joseph City Manager Frank Walsh, St. Joseph Fire Chief Kevin Luhrs, Benton Harbor City Manager Pete Mitchell, Berrien County Sheriff L. Paul Bailey and Lakeland Hospital Vice President Leo Soorus. Within 60 days they raised over \$800,000 from the communities, and on June 23, 2003, took ownership of the new truck.

B. Building Green from a Municipal Perspective

Pearl Room

CC 6 (Initiative, Risk Taking, Vision, Creativity, and Innovation)

This presentation will provide an overview of the USGBC (United States Green Building Council) and its LEED (Leadership in Energy & Environmental Design) certification process for buildings. City of Grand Rapids representatives and FTC&H, project LEED Administrator, will discuss recently completed construction of the new Water & Environmental Services building, the state’s first municipal facility to obtain LEED certification. Learn about the challenges, rewards, costs and savings of sustainable design and LEED certification in today’s construction environment.

Moderator: Greg Sundstrom, Assistant City Manager, Grand Rapids

Speakers: Panel of consultants and the City of Grand Rapids

C. Retiree Health Savings Program

Heritage Hill Room

CC 12 (HR Management)

With the many challenges impacting health care related benefits after retirement, employers are searching for creative and innovative solutions. ICMA Retirement Corporation provides solutions for employers through the Retiree Health Savings Plan. Plan on attending and learn how this innovative program can help your organization.

Moderator: Michael Mitchell, Village Manager, Jonesville

Speakers: John McCann and Kevin Kilpatrick, ICMA-RC

D. “Quick Takes”

Grand View Room

CC 6 (Initiative, Risk Taking, Vision, Creativity, and Innovation)

The presentations will be about 15 minutes long and take place one right after the other.

Moderator: Dennis Bow, City Manager, Flushing

1 SWISS Project – submitted by Patrick McGinnis, City of Grand Haven

2 The Sewer, Water, Infrastructure, Streets and Sidewalks (SWISS) project is an analysis of all of Grand Haven’s infrastructure, with recommendations on what to fix, how to fix it and how to pay for it. It was well promoted, well received, and is now a part of Grand Haven’s Capital Improvement Program.

Introduction: April McGrath, HR Director/Assistant to the City Manager, Grand Haven

F. Interpreting GASB 34 (What “do” it mean?) and GASB 45 (Other Post Employment Benefits (OPEB) – The Ticking Time Bomb)

Emerald A Room

CC10 (Budgeting) CC 11 (Financial Analysis)

Understand your audited financial statements after the implementation of GASB 34, and the financial impact of recording the true costs of Other Post Employment Benefits (i.e. Health Care for Retirees).

Moderator: Paul Zelenak, Village Manager, Ortonville

Speaker: Bruce Berend and Joe Heffernan, Plante & Moran

5:00-6:30 pm

Risk Management Reception and seminar – by invitation only

“Risk Management is Good Management”

Cascade Room

CC 3 (Functional and Operational Expertise Planning)

Speaker: Gene King, Meadowbrook

7:00 pm

Evening Activities

Membership Services Dinner and Women in Government Dinner

Bistro Bella Vita

Past Presidents’ Dinner

The Chop House

Dinner on your own or with a group

For newcomers and those of you who are alone, we have made reservations at an area restaurant for Wednesday and Thursday nights. There will be a sign-up sheet at the registration desk. Please sign up no later than 2:00 pm each day. Take this opportunity to meet some new people!

Mark your calendar!

2005 Summer Workshop
July 27-29, Garland Resort, Lewiston

2006 Winter Institute
January 24-27, Radisson Plaza Hotel & Suites, Kalamazoo

Thursday, January 27

- 7:30 am-4:00 pm** **Registration**
West Concourse
- 8:00-9:00 am** **Concurrent Breakfast Sessions**
- Membership Services & County Officials**
Emerald Room
Host: Richard Watkins, Township Manager, Delta Township
- Small Communities and Village Managers**
Pearl Room
Host: Amy Planck, City Manager, Imlay City
- 7:30 am-Noon & 1:00-3:30 pm** **Break Area Open**
Ruby Room
Sponsored by ICMA Retirement Corporation
Morning coffee and afternoon soft drinks and snacks. A representative of ICMA-RC will be available to provide individualized computer benefit illustrations, information about current investment strategy, retirement programs and ICMA-RC's investment management programs.
- 9:15-10:30 am** **Presentation of LEED certification plaque to the City of Grand Rapids**
- General Session, Part A:**
Progress and Prospects: The Michigan Land Use Leadership Council Report One Year Later
Pantlind Ballroom
CC 3 (Functional and Operational Expertise and Planning); CC 2 (Policy Facilitation) CC 13 (Strategic Planning)
Moderator: Randy Byrne, City Manager, Grand Blanc
Speakers: Dan Kildee, Treasurer, Genesee County; William Rustem, Vice President, Public Sector Consultants
- 10:45 am-Noon** **General Session, Part B:**
Presentation by MEDC
Pantlind Ballroom
CC 3 (Functional and Operational Expertise and Planning) CC 2 (Policy Facilitation) CC 13 (Strategic Planning)
Business attraction and retention tools that can assist communities to improve their local economies will be described. Several case studies will show successful partnerships

formed by MEDC and cities to attract new business investment. Also, several case studies of downtown projects that utilize community partnerships and partnerships between state agencies – all to get the project done – will be presented.

Moderator: Ryan Cotton, Village Manager, Spring Lake
Speakers: Sandy Ring, Chief Operating Officer, MEDC; Jim Donaldson, Vice President, Business Development, MEDC; Bob Trezise, Managing Director, Community Assistance, MEDC

12:15-1:45 pm **General Luncheon and Annual Business Meeting**
Ambassador West Ball Room

Presentation of ICMA Distinguished Service Award to John H. Kiracofe, Retired Michigan City Manager
Presiding: Michael Herman, President, MLGMA; City Manager, Albion
Speaker: Bob O'Neil, President, ICMA

2:00-3:30 pm **Concurrent Sessions**

- A. MLGMA Listserv Etiquette**
Emerald Room A
CC 7 (Technological Literacy)
Our internet listserv is a service provided by the organization to promote quick and efficient communication among our membership. Discourse on the listserv in 2003 and 2004 suggests that there are misconceptions, misunderstandings and some differences of opinion as to its proper use. Join this discussion to review some recent discussion threads, learn some mechanical tips, and exchange ideas about how we can better use the tools at our disposal.
Moderator: Pat McGinnis, City Manager, Grand Haven
Speakers: Jack Duso, Assistant City Manager, Midland; MLGMA Listserv Administrator; Frank Walsh, City Manager, Saint Joseph; Tom Wiczorek, City Manager, Ionia; President-Elect, MLGMA 2005