



# The Value Added Manager

2008 Winter Institute



# ***The Value Added Manager***

## **Dear Managers:**

Each year I look forward to the Winter Institute as a time to reconnect with my fellow managers, to learn more about our profession and to surround myself with dedicated municipal experts looking to add value to the product they offer their communities. The outstanding programs are always worth my while. When I leave on Friday, I am a better manager than when I arrived on Tuesday.

I like to be challenged, inspired and educated. The 2008 Institute is designed to challenge, inspire and educate us. It is also designed to give us greater tools to add more value to our communities when we return home.

We begin on Tuesday by learning how to add concepts of lean thinking to our daily municipal efforts. We can squeeze more out of ourselves, our days and our organizations – ICMA will give us a pre-conference primer on lean thinking in municipal government. Relax with friends on Tuesday evening at our annual pre-conference mixer.

Suzanne Rudzinski, principal of Onemarket, a thoroughly modern development and investment company, brings her first career as a motivational corporate trainer to Mt. Pleasant for our opening keynote, Wednesday morning. She will wake us up and challenge our sensibilities.

On Thursday morning we will hear from Mark Clevey, Vice President for Entrepreneurship with the Small Business Association of Michigan about entrepreneurial gardening versus hunting and we will gain a valuable perspective to give our towns the edge they need to compete for tomorrow's investment.

Concurrent sessions offer insight into citizen surveys, urban deer management, alternative energy, our changing downtowns, hometown competitiveness, asset management, creating a sense of place, Michigan Liquor Control Commission and new offerings from ICMA.

On Friday morning we will wrap up by giving members information on three important topics for managers in early 2008: MLGMA Strategic Plan and Changes in 2008, Michigan Local Government Benchmarking Consortium, and the International Brownfield Conference.

Sincerely,

**Pat McGinnis**

City Manager, City of Grand Haven  
Winter Institute Chair

*Winter Institute Planning Committee*

**Pat McGinnis**, City of Grand Haven

**Ryan Cotton**, Village of Spring Lake

**Kathy Grinzinger**, City of Mt. Pleasant

**Richard Lewis**, City of Traverse City

**Jack Duso**, City of Midland

**Eric DeLong**, City of Grand Rapids

**Tom Tanghe**, City of Auburn Hills

**Frank Walsh**, City of St. Joseph

**Eric Zuzga**, Village of Quincy

## Tuesday, January 29

**1:00 - 8:00 pm**    *Registration* – Registration Desk

**1:00 - 5:00 pm**    *ICMA Pre-Conference Workshop*  
***Ojibway***

Lean Thinking and Government: An Oxymoron?

Improving the processes of office and service performance will be the key to increased competitiveness and rising living standards in the next decade. Many pioneers in a wide range of service industries have already begun this journey, learning from the progress made by leading manufactures in streamlining their factories and supply chains. The most successful approach to the industrialization of office and service processes in Lean Thinking, originally pioneered by Toyota. This Lean Service workshop brings together leading-edge examples of Lean Management in practice and offers a unique opportunity to begin the lean transformation of your organization.

Speaker: Craig Rapp, ICMA Member Solutions Manager, ICMA

Moderator: Pat McGinnis, City Manager, Grand Haven

CC5: Quality Assurance; CC6: Initiative, Risk Taking, Vision, Creativity and Innovation

**8:30 pm - Midnight**    *Kick off your Shoes Mixer*  
***Swan Creek***

**Sponsored by R.W. Baird**

Tired of talking about work? Personnel issues got you down? Make sure you make it to this year's Opening Night Reception, sponsored by R.W. Baird. Enjoy the company of your colleagues without talking about boring manager stuff! This is specifically intended to be a fun, non-stuffy event. So, come have some fun Tuesday night and, hopefully, make it to the Wednesday morning session!

## Wednesday, January 30

**7:30 am - 4:00 pm**    *Registration* – Registration Desk

**7:30 am - Noon;**

**1:00 – 3:30 pm**    *Break Area Open*

***Anishnabeg***

**Sponsored by ICMA-RC**

Morning coffee and afternoon soft drinks and snacks sponsored by ICMA Retirement Corporation. Representatives 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.

**8:00 am – 3:30 pm** *Cyber Center, provided by the Michigan Municipal League*

**Ojibway**

**9:00 am** *Welcoming and Opening Remarks*

**Black River**

**Presiding:** Richard Watkins, President, MLGMA, Township Manager, Delta Charter Township

**Welcome:** Mayor Jon Joslin, Mt. Pleasant

**9:15 - 11:45 am** *Leading through Change: the good, the bad and the ugly – a humorous understanding of human psychology*

**Black River**

This session will cover what to expect from people when they are confronted with change (new investment...to company closings), how to be positive and use input (even negative) to achieve a goal, what emotions people feel during change, how to apply these ideas to work, volunteerism and home life, and much more.

**Speaker:** Suzanne Rudnitzki, Founder, Onemarket

**Moderator:** Richard Watkins, President, MLGMA, Township Manager, Delta Charter Township

CC6: Initiative, Risk Taking, Vision, Creativity, and Innovation

**12:00 - 1:30 pm** *Awards Luncheon*

**Swan Creek**

Back by popular demand! Tim speaks Really Off the Record with an insider's look at the new year in Lansing.

**Speaker:** Tim Skubick, Senior Capitol Correspondent

**Moderator:** Scott Huebler, City Manager, Whitehall

CC 14: Advocacy and Interpersonal Communication; CC 16: Media relations

**1:45 - 3:15 pm** **Concurrent Sessions**

**A. Today's Investment Environment**

**Black River**

This presentation will offer a general review of the capital markets during 2007. Detailed segments on equities, fixed income, and commodities will be presented. Market trends, the economy, and topics special to 2007 will also be discussed.

**Speaker:** William Roland, Vice President, Investment Communications & Portfolio Services, ICMA-RC

**Moderator:** Steve Brock, City Manager, Farmington Hills

CC11: Financial Analysis

## ***B. Urban Deer Management***

### ***Three Fires***

Do you see an Urban Deer Management Plan in your future? This session will discuss the importance of a public process in the creation of a plan, review the basic elements of management options in Michigan, and provide insight on these adaptable animals.

***Speakers:*** Dr. Frank Fear, Senior Associate Dean, College of Agriculture & Natural Resources, Michigan State University

Dr. Shawn Riley, Assistant Professor, Department of Fisheries & Wildlife, Michigan State University

Jan Hartough, State Coordinator for Public Deliberation, Michigan State University Extension

Sarah Schaefer, Southwestern Management Unit Supervisor of the Wildlife Division, Michigan Department of Natural Resources

***Moderator:*** Lisa Sutterfield, Assistant City Manager, Grand Haven

## ***C. ICMA Consulting Services***

### ***Saginaw***

ICMA Consulting Services provides direct consulting support to local government organizations nationwide. The services offered include management services, public safety services and growth and development services. They help large and small jurisdictions by using a variety of problem solving techniques to help them tackle their most challenging issues. Each solution is led by some of the nation's most talented consultants in their focus areas and each solution is bound to the ICMA Code of Ethics.

***Speaker:*** Craig Rapp, ICMA Member Solutions Manager, ICMA

***Moderator:*** Frank Peterson, City Manager, Springfield

## **3:30 - 5:00 pm      Concurrent Sessions**

### ***A. Hometown Competitiveness***

#### ***Black River***

Branch County Area Chamber of Commerce President/COO Hillary Eley will provide a background on Hometown Competitiveness (HTC), the impact it has had on communities that have implemented it, and Branch County's experiences to date. After this session you will be primed and ready to head back to your community to implement your own HTC framework.

***Speaker:*** Hillary Eley, President, Branch County Area Chamber of Commerce

***Moderator:*** Eric Zuzga, Village Manager, Quincy

## ***B. The Ever-changing Face of Downtown***

### ***Three Fires***

How can communities stay ahead of massive retail marketplace changes, deal with the need to have people live downtown, cope with conflicting visions, create remarkable livability/walkability, find parking to meet needs, and increase tax base? AND do it all at once!!!!!!?? The Traverse City experience has been to try to keep all of those balloons in the air at the same time. Find out which ones hit the floor and popped and which ones are still up there, now flying on their own.

***Speaker:*** Bryan Crough, DDA Director, Traverse City

***Moderator:*** Richard Lewis, City Manager, Traverse City

CC3: Functional/Operational Expertise & Planning

## ***C. Local First***

### ***Saginaw***

Local First tells the latest and most powerful message yet about the value of citizens putting their local dollars back into the local economy. This grass roots groundswell is taking hold in over 52 communities across the nation; with 270 business members, the Grand Rapids effort is one of the strongest in the nation. Elissa Sangalli Hillary will give us the basics and explain how promoting Local First in your region is a politically popular and commercially intelligent strategy.

***Speaker:*** Elissa Sangalli Hillary, Executive Director, Local First

***Moderator:*** Haris Alibasic, Administrative Analyst II, Grand Rapids

CC8: Democratic Advocacy and Citizen Participation

**Evening Activities:**

**Past Presidents' Dinner  
Dinner on your own**

**Thursday, January 31**

***7:30 am - 4:00 pm***    ***Registration*** – Registration Desk

***7:30 am - Noon;***

***1:00 - 3:30 pm***    ***Break Area Open***

***Anishnabeg***

**Sponsored by ICMA-RC**

Morning coffee and afternoon soft drinks and snacks sponsored by ICMA Retirement Corporation. 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.

**8:00 am - 3:30 pm** *Cyber Center, provided by the Michigan  
Municipal League*

***Ojibway***

**9:15 am - 11:45 am**

***General Session: Creating Local  
Entrepreneurial Economies***

***Black River***

A leading advocate for creating an entrepreneurial Michigan will share the latest economic development scorecard data (fresh out in January '08) and will explain Michigan's position relative to the other 49 States. Mark Clevey, will measure Michigan's Entrepreneurial Dynamism and will then offer strategies for bringing the effort back home to our individual communities – "We can't count on State leadership, so our best shot is from the local level."

***Speaker:*** Mark Clevey, Executive Director, Small Business Foundation of Michigan and Vice President for Entrepreneurship, Small Business Association of Michigan.

***Moderator:*** Pat McGinnis, City Manager, Grand Haven  
CC3: Functional/Operational Expertise & Planning

**Noon - 1:30 pm**

***General Luncheon and Annual Business Meeting  
- Presentation of ICMA Distinguished Service Award***

***Swan Creek***

Where are they now and what do we do with them? An update will be given on recent reports and studies, including Land Use, Finance Reform and the Governors Task Force. Where are the reports now? What can you do to apply the findings and recommendations in your community? What are the obstacles that may be holding activity up?

***Speaker:*** Dan Gilmartin, Executive Director, Michigan Municipal League

***Presiding:*** Richard Watkins, President, MLGMA, Township Manager,  
Delta Charter Township

## 1:45 - 3:15 pm      Concurrent Sessions

### ***A. Alternative Energy: Dr. Mahawili & the Benefits of an Energy Audit Black River***

Why should my community care about energy policy and use? What is the State of Michigan and the United States energy policy? What are other municipalities doing? Dr. Mahawili's presentation is intended to be thought-provoking for those of us that take the nation's supply of energy for granted. Following Dr. Mahawili's conclusions, a hands-on energy specialist from Grand Valley Automation will demonstrate the benefits of an Energy Audit for your HVAC system. Dave Sousa will explain how HVAC systems are significant cost generators if not sized properly and modified for conservation. Discussion with the panelists will provide an opportunity to learn what is most useful about other communities' energy behavior. From LEED certification, to Hybrids, to Smart Growth, every local government activity impacts, and is impacted by, the bigger picture. Save funds and improve your community at the same time. It is easier than you think.

***Speakers:*** Dr. Imad Mahawili, Executive Director of Michigan Alternative and Renewable Energy Center  
Dave Sousa, Programmer, Grand Valley Automation, Inc.  
A Panel of Managers

***Moderator:*** Ryan Cotton, Village Manager, Spring Lake  
CC6: Initiative, Risk Taking, Vision, Creativity, Innovation

### ***B. Citizen Surveys: What is the Pulse of your Town? Three Fires***

Citizen Surveys are an important tool to gauge the pulse of your community. This session will focus on three communities who have conducted citizen surveys using a variety of research tools. The discussion will center around doing the survey in-house, through an outside consultant and the ICMA Citizen Survey.

***Speakers:*** Carrie Larks, Assistant to the City Administrator, Norton Shores

Frank Walsh, City Manager, St. Joseph  
Jerry Richards, Township Manager, Meridian Township

***Moderator:*** Erik Wilson, City Manager, Plainwell  
CC8: Democratic Advocacy and Citizen Participation

### ***C. Asset Management in Midland: You've Got to Know When to Hold Them, When to Fold Them Saginaw***

Over the past half century, America has spent trillions of dollars building some of the finest infrastructure the world has ever seen. This investment is one of the main reasons for the high quality of life

we enjoy, and oftentimes, take for granted. Many communities have infrastructure that is severely stressed from over-use, under-funding, and age. A rational approach to managing our infrastructure assets is needed. Asset management meets this need. The City of Midland is being pro-active by implementing an asset management study for its wastewater force mains and treatment plant. This session covers what they're doing and how you can apply it to your community.

**Speakers:** Jack Duso, Assistant City Manager, Midland  
Kevin Babinski, Superintendent, Midland Wastewater Treatment Plant  
Vic Cooperwasser, Senior Project Manager, Tetra Tech

**Moderator:** Jack Duso, Assistant City Manager, Midland  
CC3: Functional and Operational Expertise and Planning

3:30 - 5:00 pm

Concurrent Sessions

***A. Michigan Liquor Control Commission's Role at the Local Level  
Three Fires***

How can you build a working relationship with the Liquor Control Commission (LCC)? This session will cover ways you can, including what the LCC does, how they interact with local government, license transfers, and liquor licenses as a tool in economic development, the LCC's role in the efforts to curb underage drinking.

**Speaker:** Nida Samona, Chair, Michigan Liquor Control Commission

**Moderator:** Tom Tanghe, Assistant City Manager, Auburn Hills

***B. Investing in Your Downtown: Why It Matters and How to Get the  
Community Behind It***

***Black River***

Many community leaders are convinced of the benefits of a more vibrant downtown. But nothing beats the word "growth" when it comes to packing City Hall with concerned citizens. How can we stay in front of misinformation and fears about a changing downtown? In this session, urban planner Kirk Westphal recaps the latest rationale for downtown stimulation--ranging from environmental benefits to a shifting housing market--and shares techniques for proactively engaging the community using video and the internet.

**Speaker:** Kirk Westphal, Principal, Westphal Associates LLC

**Moderator:** Tori Kelly, City Manager, Standish

CC3: Functional and Operational Expertise and Planning

### ***C. Public Management Careers: Add Value to Your Communities and To Your Lives***

#### ***Saginaw***

Learn more about the early stages of a career in local government management from three different perspectives: a manager who supervises interns; a current intern; and someone who recently transitioned from assistant to the city manager to assistant city manager in a different community. After the presentations, students and managers will hold round table discussions to both better inform students of what local government management is like and to answer student questions.

***Speakers:*** Christine Burns, City Manager, Cedar Springs

Robert LaFave, Administrative Intern, Ottawa County (former MLGMA Fellow in Cedar Springs)

Joe Vander Meulen, Public Services Director, City of Buchanan

***Moderator:*** Al Vanderberg, County Administrator, Ottawa County

#### ***4:00 - 7:30 pm: Vendors' Reception***

##### ***Swan Creek***

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

## **Friday, February 1**

#### ***8:00 - 9:00 am Legislative Update Breakfast***

##### ***Black River***

Michigan Municipal League legislative staff will present an update on local government issues being addressed in Lansing and Washington, D.C.

***Speakers:*** David Worthams, Legislative Associate, State Affairs, Michigan Municipal League

Arnold Weinfeld, Director, Federal Affairs and Public Policy, Michigan Municipal League

***Moderator:*** Richard Watkins, President, MLGMA, Township Manager, Delta Charter Township

CC14: Advocacy & Interpersonal Communication

**9:15 - 10:45 am** *Three for the Road*

**Black River**

MLGMA Strategic Plan and Changes in 2008 - The MLGMA Strategic Planning Committee, formed by President Watkins, gave the organization chart a good review last year, and the Board approved sweeping changes to our organization. Hear the how and why from committee member and Ottawa County Administrator Al Vanderberg.

Michigan Local Government Benchmarking Consortium – Dr. Eric Scorsone from Michigan State University is working to organize a consortium of local government interests to bring about a meaningful benchmarking system for cities, villages, townships and counties in Michigan. The Consortium will be organized in 2008.

International Brownfield Conference - Doug Brown will address the importance of supporting, attending and paying close attention to this once in a lifetime event to be held in Detroit in 2008. Hear a bit more about the future of brownfields and the possibility for you to be a part of this Michigan first.

**Speakers:** Al Vanderberg, County Administrator, Ottawa County  
Nicole Brandshaw, Visiting Specialists, State and Local Government Program, Michigan State University Extension  
John Amrhein, State and Local Government Educator, State and Local Government Program, Michigan State University Extension  
Doug Brown, Director of Development, ASTI Environmental

**Moderator:** Marie McKenna, Assistant to the City Manager, East Lansing

**10:45 am** *Adjournment*

**11:00 am - 1:00 pm** *MLGMA Board Meeting (Includes lunch)*

Michigan Local Government  
Management Association  
Board of Directors 2008

Richard Watkins  
**President**

Edward Koryzno  
**President Elect**

Randall D.Byrne  
**Immediate Past President**

**Directors**

Dennis Bow  
Precia Garland  
Dale Kerbyson  
George Korthauer  
Dale Majerczyk  
Lynn Markland  
Pat McGinnis  
Jeff Mueller  
Amy Planck  
Steven Powers  
Barbara VanDuren

**Ex-Officio**

Craig Rapp  
Peter Herlofsky

**Secretary/Treasurer**  
Colleen T. Layton





gyugtyutgyug