



**Michigan
Municipal
Executives**

Winter Institute

January 31-February 3, 2017
Radisson Plaza Hotel, Kalamazoo

Back to Foundations: People and Place

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WELCOME LETTER

January, 2017

Friends and Colleagues:

Welcome to the 2017 Winter Institute! I trust you will find Kalamazoo to be warm and friendly. Our vibrant downtown area is filled with unique restaurants, boutique retail stores, coffee shops, pubs, microbreweries, and art galleries. The Kalamazoo Public Library, the Kalamazoo Valley Museum, and the Kalamazoo Institute of Arts are within easy walking distance of the downtown district.

This year's theme, entitled "Back to Foundations: People and Places," captures the importance that talent and placemaking plays in building strong communities. Institute sessions will provide opportunities to learn from other communities and subject matter experts, as well as include topics for smaller communities and newer municipal executives.

The City of Kalamazoo is honored to host MME members. Enjoy the many opportunities you will have over the next few days to network with colleagues and grow in the profession.

Kindly,
Jim Ritsema
City Manager, Kalamazoo
Host Community

BOARD OF DIRECTORS

2016-2017

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MME WINTER INSTITUTE

Tuesday, January 31

Noon–6:00 pm **Registration Open**

Location: Lower Level Concourse

2:00–4:00 pm **Pre-Conference Workshop**

Balance Sheets for Municipal Executives

Location: Glens 1

Presenters will discuss the municipal balance sheet, for both full accrual and modified accrual funds, for both the fund level and government-wide statements. Participating executives will learn how to review the balance sheets; what key accounts, ratios, and relationships to focus on; and what pitfalls to avoid.

Speakers: Brian Camiller, Plante Moran
Laura Knapp, Plante Moran

Cost: \$20 (Pre-registration requested)

CC3: Functional and Operational Expertise and Planning
CC10 Budgeting
CC11 Financial Analysis

6:00–8:00 pm **Welcome Reception**

Location: Prairies 4-5

Sponsored by R.W. Baird & Co

Wednesday, February 1

8:00 am–

5:00 pm

Registration Open

Location: Lower Level Concourse

8:00 am

Continental Breakfast

Location: Arcadia Ballroom

Co-Sponsored by Bendzinski & Company and Dickinson Wright

8:00–8:30 am **Meet & Greet for First-Time Attendees & Students**

Location: Prairies 4-5

Welcome to MME's 2017 Winter Conference. Get a jump start on networking by joining MME Board Members and members of the NextGen and Professional Development Committees for coffee. Plenty of friendly faces will be on hand to help you make the most of your Institute experience & your MME membership.

SCHEDULE

8:00 am–
5:00 pm

Executive Coaching

Location: Fields and Oaks

CC1: Staff Effectiveness

CC18: Personal Development

8:30–8:45 am

Welcoming & Opening Comments

Location: Arcadia Ballroom

Speakers: Dale Kerbyson, City Manager, Lapeer, President, MME
Jim Ritsema, City Manager, Kalamazoo
Bobby J. Hopewell, Mayor, Kalamazoo
Marc Ott, Executive Director, ICMA
Keith Van Beek, Deputy County Administrator, Ottawa County,
President-Elect, MME

8:45–9:15 am

MME Branding Update

Location: Arcadia Ballroom

Unveiling of the 2016 rebranding initiative undertaken by our Association. We are rebranding in an effort to improve the image of our Association and build a level of recognition and respect for the municipal management field. Additionally, we will see our new brand (panels) images and recruiting video as developed by Phire with help from the Association and the Michigan Municipal League.

Speakers: Dale Kerbyson, City Manager, Lapeer, President MME
Keith Van Beek, Deputy County Administrator, Ottawa County,
President-Elect, MME

9:15–10:15 am

Keynote Address – Strong Towns Curbside Chat

Location: Arcadia Ballroom

Why are our communities so short of resources despite decades of robust growth? Why do we struggle at the local level just to maintain our basic infrastructure? What do we do now that the economy has changed so dramatically? The answers lie in the way we have developed the financial productivity of our places. This stunning presentation is a game-changer for communities looking to grow more resilient and obtain true prosperity during changing times.

Moderator: Jim Ritsema, City Manager, Kalamazoo

Speaker: Charles Marohn
Founder & President, Strong Towns

CC1: Staff Effectiveness

CC2: Policy Facilitation

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

MME WINTER INSTITUTE

10:15–10:30 am Break

10:30–11:45 am Concurrent Sessions

Neighborhoods First

Location: Glens 1

Risky, low returning projects too often become expensive boondoggles that haunt a community for decades. Public officials everywhere are desperately seeking an alternative. This talk will cover the “Neighborhoods First” approach to show how a community can grow stronger by making small, incremental investments over time.

Moderator: Christian Wuerth, Village Manager, Milford

Speaker: Charles Marohn, Founder & President, Strong Towns

CC2: Policy Facilitation

CC5: Performance Measurement/Management and Quality Assurance

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

Managing Your Assets – Methods for Making Your Roads Last Longer

Location: Glens 2

Roads are expensive. Understanding how pavements age and what maintenance treatments are available can maximize the investments that municipalities make in their transportation network. This presentation will provide attendees with the background knowledge they need to make informed decisions on maintaining their road networks.

Moderator: Dale Kerbyson, City Manager, Lapeer, President, MME

Speaker: Timothy Colling, Director, Center for Technology & Training, Michigan Tech University

CC2: Policy Facilitation

CC3: Functional and Operational Expertise and Planning

SCHEDULE

Big Visioning on a Small Budget

Location: Glens 3

Municipal executives are often too busy to lead local visioning activities. But prioritizing development of a collaborative, unified vision will make the manager's job easier long-term. This session will use the City of Vassar's recent process as a case study for why visioning is important and how to implement on a small budget.

Moderator: Jessica Reed, Management Assistant, Brighton

Speakers: Brian Chapman, City Manager, Vassar
Sarah Craft, Program Associate, Detroit Regional Chamber

CC1: Staff Effectiveness

CC2: Policy Facilitation

CC13: Strategic Planning

Capital Improvement Planning - What, Why, & How

Location: Stone Theatre

Do you know what the Michigan Planning Enabling Act says about Capital Improvement Planning (CIP)? It is a manager's responsibility to understand and elevate the critical role CIPs play in long- and short- term municipal solvency. The CIP is an underutilized and vitally important budget and implementation tool. Learn from start to finish everything you need to know to prepare and adopt a CIP, including who should be involved in the CIP process; the accounting and budgetary requirements of a CIP; how to tie the program into your infrastructure; and how to handle controversial topics.

Moderator: April Lynch, City Manager, Ferndale

Speakers: Jill Bahm, Principal Planner, Giffels Webster
Mike Kozak, Partner, Giffels Webster

CC3: Functional and Operational Expertise and Planning

CC8: Democratic Advocacy and Citizen Participation

CC13: Strategic Planning

MME WINTER INSTITUTE

Noon-1:30 pm **Lunch**

Location: Arcadia Ballroom
Sponsored by Umbaugh

Noon-1:30 pm **General Session: A Sea Change for State Place-Based Strategies: MEDC's Community Development Platform**

Hear how the Michigan Economic Development Corporation is shifting focus to a community-led development process and how funding priorities will shift as of October 1, 2017.

Moderator: John Faul, Deputy County Administrator, Kalamazoo County

Speaker: Katharine Czarnecki, MEDC

CC2: Policy Facilitation

CC3: Functional and Operational Expertise and Planning

CC13: Strategic Planning

1:30-1:45 pm **Break**

1:45-2:45 pm **General Session: Community Engagement for Better Planning**

Location: Arcadia Ballroom

A master plan serves as the city's official guide for growth, development, land use, and design; and, as such, is one of the most important policy and budgeting tools a city has. The success of a master plan is reliant upon the amount and quality of community engagement and input received throughout the process. Hear from two communities working on their master plan update—Kalamazoo and Battle Creek—as to how they encouraged and solicited input from the beginning of the process, throughout, and following adoption, to help ensure the plan and ongoing implementation meets community expectations.

Moderator: Rebecca Fleury, City Manager, Battle Creek

Speakers: Rebekah Kik, City Planner, Kalamazoo
Christine Zuzga, Planning Manager, Battle Creek

CC3: Functional and Operational Expertise and Planning

CC8: Democratic Advocacy and Citizen Participation

CC13: Strategic Planning

SCHEDULE

2:45–3:00 pm Break

Sponsored by Giffels Webster

3:00–4:15 pm Concurrent Sessions

Building Strong Towns

Location: Glens 1

An interactive follow-up and Q&A session to further discuss the Strong Town concepts, including America's Suburban Experiment; the Growth Ponzi Scheme; the illusion of wealth; mechanisms of growth; and, incremental and traditional development models.

Moderator: Amanda Opalewski, Management Services Specialist, Sterling Heights

Speaker: Charles Marohn, Founder & President, Strong Towns

CC2: Policy Facilitation

CC5: Performance Measurement/Management and Quality Assurance

CC11: Financial Analysis

Human Centered Design for Cities

Location: Glens 2

Human-centered design is a creative approach to problem solving that any individual or organization can employ to achieve extraordinary results. It's a process that starts with cultivating a deep sense of empathy for the people you're designing for- in this case, residents- and ends with new solutions that are tailor-made to suit their needs. The session will be an interactive workshop in human-centered design (HCD) and its use in municipal settings.

Moderator: Nathan Henne, City Manager, Springfield

Speaker: Razi Jafri, Design Professional

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

CC8: Democratic Advocacy and Citizen Participation

CC9: Diversity

MME WINTER INSTITUTE

3:00–4:15 pm **Student Session**

Location: Glens 3

This session will be tailored to current students looking to enter the profession upon graduation. Managers will share with participants tools they utilize in their position to assist them in completing projects and to help solve crises.

Moderator: Aaron Desentz, City Manager, Leslie

Speakers: Christine Burns, Village Manager, Spring Lake
Mike Burns, City Manager, Lowell
Nate Geinzer, City Manager, Brighton
Dan Swallow, City Manager, Tecumseh

Get Ready for Redevelopment Ready: Make the RRC Program Work for Your Community

Location: Stone Theatre

Join us for this interactive session to find out how local government leaders can get involved in the Redevelopment Ready Communities (RRC) program and make the most of it. Please bring any specific questions that you may have.

Moderator: Bob Bruner, CEO, Michigan Municipal Services Authority

Speakers: Luke Forrest, Director, Civic Innovations,
Michigan Municipal League
Michelle Parkkonen, MEDC

CC2: Policy Facilitation

CC3: Functional and Operational Expertise and Planning

CC5: Performance Measurement/Management and Quality Assurance

5:30–7:00 pm **Past President's Dinner – Invitation Only**

Location: Webster's Prime
Radisson Plaza Hotel second floor

6:00 pm **NextGen Dinner**

Location: Kalamazoo Beer Exchange
Advance Registration required. Limited seating.
Sponsored by RW Baird & Co

Thursday, February 2

8:00 am–

5:00 pm

Registration Open

Location: Lower Level Concourse

8:00 am

Continental Breakfast

Location: Arcadia Ballroom
Sponsored by Cornerstone Municipal Advisory Group

SCHEDULE

8:00 am–
5:00 pm

Executive Coaching

Location: Fields and Oaks

CC1: Staff Effectiveness

CC18: Personal Development

8:30 am–
9:00 am

ICMA Updates

Location: Arcadia Ballroom

Speakers: Daryl Delabbio, Administrator, Kent County; ICMA Midwest Regional Vice President
Victor Cardenas, Assistant City Manager, Novi; 2017 ICMA Conference Planning Committee

9:00–10:15 am

General Session: The War for Talent

Location: Arcadia Ballroom

How your community can fight and win the war for talent.

Moderator: Pat McGow, Principal, Miller Canfield

Speaker: Ron Kitchens, CEO Southwest Michigan First

CC1: Staff Effectiveness

CC2: Policy Facilitation

CC8: Democratic Advocacy and Citizen Participation

10:15–10:30 am **Break**

10:30–11:45 am **Concurrent Sessions**

Diversity and Inclusion Training - A Tool for Reducing Implicit Biases

Location: Glens 1

We live in an egalitarian society that creates spaces of advantage and disadvantage based on social constructs such as race, gender, and sexual orientation. The dissonance between ideal culture (what people say they do) and real culture (actual behavior) sustain these differences. We must unlearn what we have learned about each other to proactively create change.

Moderator: April Lynch, City Manager, Ferndale

Speakers: Alfredo Hernandez, Program Director, LEDA
Al Vanderberg, County Administrator, Ottawa County

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

CC8: Democratic Advocacy and Citizen Participation

CC9: Diversity

MME WINTER INSTITUTE

10:30–11:45 am Hands-On HR

Location: Glens 2

Human Resources in smaller government throughout Michigan is vital to attract and retain talented employees. It falls to municipal executives to function as a complete department. Learn what to do and not to do from someone who has worked the front line of HR.

Moderator: Aaron Desentz, City Manager, Leslie

Speaker: Brent Chartier, MSA

CC3: Functional and Operational Expertise and Planning

CC9: Diversity

CC12: Human Resources Management

Intelligent Operations & Organizational Culture

Location: Glens 3

To achieve greater operational efficiency, consistency, and accountability, communities spend over \$1M every year to implement technology solutions through individual business, control and automation, and modeling software platforms. The reality is these platforms often fail to deliver their full potential because they lack systematic planning, integration, and the necessary cultural evolution to leverage them. This can be solved through a properly developed and planned integrated business, control and automation, modeling, analytics, and organizational innovation approach.

The presentation will introduce the Intelligent Operations concept to help communities solve these issues. It will also identify organizational initiatives to train and empower staff to leverage these solutions to drive consistent, efficient, and accountable operations.

Moderator: Nathan Henne, City Manager, Springfield

Speakers: Terry Biederman, P.E., Principal, Johnson & Anderson, Inc.

Andrew Murray, GIS Specialist, Johnson and Anderson, Inc.

CC3: Functional and Operational Expertise and Planning

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

CC7: Technological Literacy

SCHEDULE

Creative Municipal Finance Solutions

Location: Stone Theatre

In a financial environment that is tenuous at best, communities are forced to be creative in balancing budgets and providing services for their residents. Join us in examining the creative solutions identified by some of your peers.

Moderator: Samantha Harkins, Vice President, Government Relations, Munetrix

Speakers: Bob Kittle, President, Munetrix & City Council Member, Auburn Hills

Jim Ritsema, City Manager, Kalamazoo

Tom Tanghe, City Manager, Auburn Hills

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

CC10: Budgeting

CC11: Financial Analysis

Noon-1:15 pm Lunch & General Session: Ethics Panel Discussion

Sponsored by American Fidelity

Location: Arcadia Ballroom

An ethical organization culture helps to provide a solid foundation for the people and places that make our communities great. This panel discussion will include a focus on promoting ethical organization cultures, practical advice, and a discussion on the dynamics that help to sustain productive work relationships.

Moderator: Oliver Turner, MME Ethics Committee Chair, City Manager, Sault Ste. Marie

Speakers: Maurice Evans, Senior Advisor, ICMA

Dr. Stephen Kleinschmit, Assistant Professor, Western Michigan University

Crystal Morgan, Attorney, Bloom Sluggett Morgan

CC5: Performance Measurement/Management and Quality Assurance

CC12: Human Resources Management

CC17: Integrity

1:15-1:30 pm Break

MME WINTER INSTITUTE

1:30–2:45 pm **General Session: Building Public Trust with Police in Your Community**

Location: Arcadia Ballroom

This session will focus on building public trust between police and the communities they serve within the structure of the Washington State Criminal Justice Training Commission police and corrections academies and leadership training. Hear from the presenter on transforming from a warrior to guardian approach with an emphasis on understanding perception and bias, de-escalation in crisis situations, justice based policing, holistic approaches to officer health and safety, and partnerships with community.

Moderator: Samantha Harkins, Vice President, Government Relations, Munetrix

Speaker: Rex Caldwell, Operations Divisions Manager, Washington State Criminal Justice Training Commission

CC3: Functional and Operational Expertise and Planning

CC5: Performance Measurement/Management and Quality Assurance

CC16: Media Relations

2:45–3:00 pm **Break**

Sponsored by GovHR USA

3:00–4:15 pm **Concurrent Sessions**

Building Public Trust with Police

Location: Glens 1

As a follow up to the general session on building public trust with police, come engage in conversation with the police chiefs from Battle Creek and Kalamazoo, and learn what these communities are doing to build and keep the public trust.

Moderator: Rebecca Fleury, City Manager, Battle Creek

Speakers: Jim Blocker, Police Chief, Battle Creek
Jeff Hadley, Public Safety Director, Kalamazoo

CC3: Functional and Operational Expertise and Planning

CC5: Performance Measurement/Management and Quality Assurance

CC16: Media Relations

SCHEDULE

Hire Hard, Manage Easy - How to Recruit and Retain Top Talent

Location: Glens 2

Attracting and retaining talented and dedicated employees is key to the success of any municipal organization. Recruiters are often brought in after the municipality has been unsuccessful in their recruitment effort. This session will identify key factors in a successful recruitment plan as well as discuss why talented employees leave their organizations.

Moderator: Amanda Opalewski, Risk Management Coordinator, Sterling Heights

Speaker: Heidi Voorhees, President and Co-Owner, GovHR USA

CC5: Performance Measurement/Management and Quality Assurance

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

CC12: Human Resource Management

Designer-Led Design/Build-No Finger Pointing During Construction

Location: Glens 3

Community officials constantly face challenges to get the most value out of the limited resources allotted with tax revenues, utility rates, and grant funding. Over the last several years, the market effects on your projects have created a “crap shoot” bidding environment that your design engineers can’t control. We’ve all had unwelcome surprises on bid day. The designer-led, design/build process minimizes those surprises and gives you a fighting chance to deliver the best value, on-budget.

Moderator: Bob Bruner, CEO, Michigan Municipal Services Authority

Speakers: Aaron Catlin, Construction Group Manager, Fleis & VandenBrink
Rich Grant, Water Resources Specialist, Fleis & VandenBrink

CC1: Staff Effectiveness

CC3: Functional and Operational Expertise and Planning

CC5: Performance Measurement/Management and Quality Assurance

MME WINTER INSTITUTE

**3:00–4:15 pm Foundations For Tax Planning of Retirement Assets:
Are Your Employees Heading in the Right Direction?**

Location: Stone Theatre

Taxes are likely to be a significant expense for employees in retirement. We'll review different strategies and pitfalls for retirement accounts that you should know about to help you better manage your tax bill. Discussion about the Michigan environment for retiree taxes will be addressed, along with the impact of a new Presidential administration.

Moderator: Jessica Reed, Management Assistant,
Brighton

Speaker: Nancy Lange, CPA & CFP, ICMA-RC

CC11: Financial Analysis

CC12: Human Resource Management

CC13: Strategic Planning

5:00–6:30 pm Vendor Reception

Location: Kalamazoo Room

7:30–11:00 pm Managers Activity

Location: Old Dog Tavern, 402 E. Michigan Ave.
Sponsored by RW Baird & Co

Friday, February 3

8:30–9:45 am Breakfast

Sponsored by ICMA-RC
Location: Glens 1-3

MME Annual Meeting

Facilitator: Dale Kerbyson, City Manager, Lapeer,
President, MME

9:45–10:30 am Legislative Update

Location: Glens 1-3

In a twist to our normal legislative update, representatives from our state association legislative teams will roundtable to discuss items of shared interest, and debate those other areas where differences may exist.

SCHEDULE

Moderator: Keith Van Beek, Deputy County Administrator; President-Elect MME

Speakers: Judy Allen, Director, Legislative Affairs, Michigan Townships Association
Deena Bosworth, Director of Governmental Affairs, Michigan Association of Counties
Chris Hackbarth, Director, State Affairs & Federal Affairs, Michigan Municipal League

CC8: Democratic Advocacy and Citizen Participation
CC14: Advocacy and Interpersonal Communication
CC16: Media Relations

**10:30–11:30 am Closing General Session:
Imagine Kalamazoo 2025 and the Kalamazoo
Foundation for Excellence**

Location: Glens 1-3

Kalamazoo has had a rich tradition of philanthropy. The Kalamazoo Promise has made college education free to graduates of Kalamazoo Public Schools for over ten years. Learn how the recently announced Kalamazoo Foundation for Excellence builds off this promise and in concert with the community visioning process, Imagine Kalamazoo 2025, provides a unique funding opportunity for the city.

Speakers: Jim Ritsema, City Manager, Kalamazoo
Laura Lam, Community Planning & Development Director, Kalamazoo

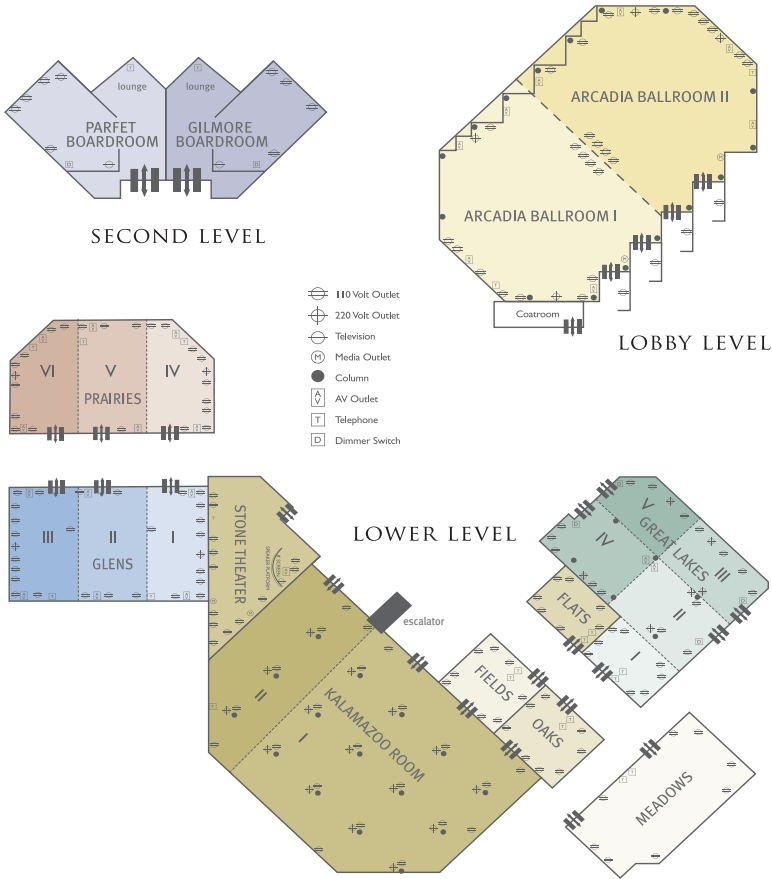
CC2: Policy Facilitation
CC6: Initiative, Risk Taking, Vision, Creativity and Innovation
CC8: Democratic Advocacy and Citizen Participation

**11:30 am–
1:00 pm MME Board of Directors Meeting**

Location: The Fields

HOTEL MAP

Radisson Plaza Hotel, Kalamazoo



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INSTITUTE AT A GLANCE

Tuesday, January 31

Noon–6:00 pm	Registration Open	Lower Level Concourse
2:00–4:00 pm	Pre-Conference Workshop	Glens 1
6:00–8:00 pm	Welcome Reception	Prairies 4-5

Wednesday, February 1

8:00 am–5:00 pm	Registration Open	Lower Level Concourse
8:00 am	Continental Breakfast	Arcadia Ballroom
8:00–8:30 am	Meet & Greet for First-Time Attendees & Students	Prairies 4-5
8:00 am–5:00 pm	Executive Coaching	Fields & Oaks
8:30–8:45 am	Welcoming & Opening Comments	Arcadia Ballroom
8:45–9:15 am	MME Branding Update	Arcadia Ballroom
9:15–10:15 am	Keynote Address	Arcadia Ballroom
10:30–11:45 am	<i>Concurrent Sessions</i>	
	Neighborhoods First	Glens 1
	Managing Your Assets	Glens 2
	Big Visioning on a Small Budget	Glens 3
	Capital Improvement Planning	Stone Theatre
Noon–1:30 pm	Lunch	Arcadia Ballroom
1:45–2:45 pm	General Session Community Engagement for Better Planning	Arcadia Ballroom
3:00–4:15 pm	<i>Concurrent Sessions</i>	
	Building Strong Towns	Glens 1
	Human Centered Design for Cities	Glens 2
	Student Session	Glens 3
	Get Ready for Redevelopment Ready: Make the RRC Program Work for Your Community	Stone Theatre
5:30–7:00 pm	Past President's Dinner Invitation Only	Webster's Prime
6:00 pm	NextGen Dinner	Kalamazoo Beer Exchange

AGENDA

Thursday, February 2

8:00 am–5:00 pm	Registration Open	Lower Level Concourse
8:00 am–5:00 pm	Executive Coaching	Fields and Oaks
9:00–10:15 am	General Session The War for Talent	Arcadia Ballroom
10:30–11:45 am	<i>Concurrent Sessions</i>	
	Diversity and Inclusion Training	Glens 1
	Hands-On HR	Glens 2
	Intelligent Operations & Organizational Culture	Glens 3
	Creative Municipal Finance Solutions	Stone Theatre
Noon–1:15 pm	Lunch & General Session Ethics Panel Discussion	Arcadia Ballroom
1:30–2:45 pm	General Session Building Public Trust with Police in Your Community	Arcadia Ballroom
3:00–4:15 pm	<i>Concurrent Sessions</i>	
	Building Public Trust with Police	Glens 1
	Hire Hard, Manage Easy – How to Recruit and Retain Top Talent	Glens 2
	Designer-Led Design/Build	Glens 3
	Foundations For Tax Planning of Retirement Assets:	Stone Theatre
5:00–6:30 pm	Vendor Reception	Kalamazoo Room
7:30–11:00 pm	Managers Activity	Old Dog Tavern, 402 E. Michigan Ave.

Friday, February 3

8:30–9:45 am	Breakfast & MME Annual Meeting	Glens 1-3
9:45–10:30 am	Legislative Update	Glens 1-3
10:30–11:30 am	Closing General Session	Glens 1-3
11:30 am–1:00 pm	MME Board of Directors Meeting	The Fields

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