

MUNICIPAL MANAGEMENT

Public Administration 965
University of Wisconsin-Milwaukee
Spring 2018
Wednesdays 6:30 p.m. to 9:10 p.m.
Room: Kenwood Interdisciplinary
Research Office 1130
Office Hours: By Appointment

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PURPOSE OF COURSE

The purpose of this course is to provide students, especially those pursuing a career in municipal government, an overview of issues and trends faced by local government managers. This will be accomplished by:

1. Providing a historical perspective of the evolution of municipal government and governance so that we may understand the current state of the profession in terms of municipal politics, board affairs, administrative relations, personnel administration, and management techniques used by the professional manager.
2. Providing in-depth insight into the current issues, challenges, demands of the political environment, and methods/practices required of municipal managers to successfully manage the day to day operations of a municipal entity.

REQUIRED TEXT

- Managing Urban America; David Morgan; 8th edition
- The Adapted City; Fredrickson, Johnson and Wood

COURSE REQUIREMENTS

% of Final Grade

A. Regular Attendance/Class Participation	20%
B. Short-Topic Papers/Case Studies(2)	15%
C. Outside Class Assignment	15%
D. Budget Project	5%
E. Course Project	25%
F. Final Exam	20%

A. Regular Attendance/Class participation (20% of final grade)

Expectations are that you are in attendance for and participate in every class. That means you will be required to read the assignments each week and prepared to discuss and raise questions regarding the assigned readings. Students are encouraged to read daily newspapers, professional journals and periodicals to obtain additional information on issues to be discussed.

B. Short-Topic Papers/Case studies (15% of final grade)

Two or three short-topic papers will be assigned—2 to 4 pages in length (double-spaced). These papers will be on a topic related to text book readings or current events. A list of topics will be provided, or you may request a subject that is not on the list. A case study for your analysis may also be substituted.

C. Outside Class Assignment 15% of final grade)

For this assignment, you will be required to attend three (3) of the following:

(1) Town Board, Village Board, County Board and/or City Council meeting.

The Town Board meeting shall be a Town without an Administrator, The Village Board meeting shall be a place where there is Village Manager, and the City Council shall be a community of at least 20,000 in population. For the City Council/County Board option, please note the form of government and who acts as the community's chief executive.

During your observations; compare and contrast the three meetings you attended:

1. The discussion held on the agenda
2. The role of the:
 - a. Town Chairperson
 - b. Village Manager
 - c. Mayor/City Administrator or other Chief Executive
3. The behavior/discussion of the elected officials
4. The participation of the other people in attendance, other than the elected officials and Manager, i.e., citizens, other staff and consultant.

Interview two of the following: the Village Manager, City Administrator, Mayor, Alderperson, Town Chairperson, County Board Supervisor if possible for their insight on the process/activities/decisions.

You will be required to write a 4 - 7 page paper analyzing your observations, interview and class readings. At a minimum your paper must discuss the following issues:

1. Compare and contrast how the different entities worked together.
2. The actions/discussions/decisions of the elected body.
3. The role of the Town Chairperson, Manager/Administrator and Mayor played in the process.
4. Overall evaluation of the process, players, issues and outcomes and recommendations under each governmental unit.

This paper is due by the 10th class of the semester. You must provide proof that you were in attendance. **Typographical and grammatical errors will have a negative impact on your overall grade**, so proof read, spell check and review your papers before submitting them.

D. Budget group project (5% of final grade) – In-Class Assignment

In groups of three to four, evaluate the financial health of a community via audit reports, budgets, and long range financial plans. Class time will be allocated for the project. The group must do a presentation, answering the following questions:

- a. What are the key trends in the financial health of the municipality?
 - Strengths
 - Weaknesses
 - Risks
 - Opportunities
- b. What recommendations do you foresee raising revenues via non-tax revenues?
- c. How did the budget utilize performance budgeting?

E. Course Project (25% of final grade)

The Course Project involves research of a local government issue, the completion of a 15-20 page paper documenting your research and analysis and an oral presentation of your project on a date to be assigned later in the course.

You may choose the topic as long as it deals with an important local government issue, and preferably vetted by me. You will be required to do a literature search, objectively present the substance of the issue, identify the players, interview relevant actors, identify the importance of the issue, examine the role of the Manager/Administrator with the issue, determine the most advantageous position for the municipality and present your findings. Topics must be submitted by the 4th of the semester. I would be glad to help you select a topic.

F. Final Exam (20% of final grade)

The Final Exam will be an essay style take home exam related to text book, lectures and discussions. The test will be distributed the second to last class and will be due the last night of class.

ACADEMIC HONESTY

Students are expected to conduct themselves responsibly and honestly. Specifically, handing in another student's work and plagiarism is prohibited. The first offense may result in a zero for that particular assignment or case. The second offense may result in an F for the course.

PLEASE NOTE: Some parts of the syllabus may change as the semester unfolds. Students will be notified of all changes ahead of time.

COURSE OUTLINE AND READING ASSIGNMENTS

Class	Topic	Next Week's Assignments
Class 1 Jan. 24	Introduction <ul style="list-style-type: none"> • Review of Class Objectives • Assignments and Expectations • Discussion: What is Municipal Management? • Explanation of first assignment 	Reading assignments for Class 2 <ol style="list-style-type: none"> 1. Chapters 1-3: The Adapted City 2. Chapter 1-2: Managing Urban America 3. Short Paper - Compare and Contrast 2 Cities. One from eastern/Midwest U.S. and one from Western U.S.
Class 2 Jan. 31	Historical/legal foundations/role of local government manager <ul style="list-style-type: none"> • Lecture/discussion on assigned readings • Case study as assigned 	Reading assignments for Class 3: <ol style="list-style-type: none"> 1. Chapters 4-6: The Adapted City 2. Chapter 3: Managing Urban America <p>Please select your Course Project Topic by Class 4.</p>
Class 3 Feb 7	Leadership in local government <ul style="list-style-type: none"> • Guest Speaker: Leadership, City Administrator and the Mayor • Lecture and discussion on readings • Case study in small groups as assigned 	Reading assignments for Class 4: <ol style="list-style-type: none"> 1. Chapters 7-10: The Adapted City 2. Chapter 10: Managing Urban America
Class 4 Feb 14	Budgeting and Finance <ul style="list-style-type: none"> • Lecture and discussion: components of municipal financing and budgeting basics • Case study: begin group budget assignment 	Reading assignments for Class 5: <ol style="list-style-type: none"> 1. Review budgets from Waukesha, Village of Bayside, Sheboygan(on line)

Class	Topic	Next Week's Assignments
<p>Class 5 &6 Feb 21 and 28</p>	<p>Budgeting and Finance, continued:</p> <ul style="list-style-type: none"> • Group presentations on budgets • Guest speaker on Audits • Lecture and discussion on financial planning and trends • Guest speaker financing municipal project, trends and issues 	<p><i>Reading assignments for Class 6 and 7:</i></p> <ol style="list-style-type: none"> 1. Chapter 8-9: Managing Urban America 2. Cases Studies as assigned <p><i>Short Paper #1 Due Class 7</i></p>
<p>Class 7 March 7</p>	<p>Personnel and Labor Relations</p> <ul style="list-style-type: none"> • Lecture and discussion: trends in labor management relations/organizational management trends • Case study: • Labor relations guest speaker or Class 8 	<p><i>Reading Assignments for Class 8:</i></p> <ol style="list-style-type: none"> 1. Chapter 6-7: Managing Urban America. 2. Articles regarding Wisconsin Act 10
<p>Class 8 March 14</p>	<p>Municipal services overview; public works and parks</p> <ul style="list-style-type: none"> • Finalize personnel/Human resources section • Lecture and discussion: Urban delivery systems. 	<p><i>Reading Assignments for Class 9:</i></p> <ol style="list-style-type: none"> 1. Case Studies: North Shore Fire Consolidation/Analysis of North Shore Joint Police Services (to be distributed) 2. Pewaukee contract with Sheriff Department 3. NS Dispatch 4. North Shore Health Department <p><i>Outside Class Project Due Class 9</i></p>

Class	Topic	Next Week's Assignments
<p>Class 9 March 28</p>	<p>Municipal services, continued...</p> <p><i>Guest Speaker—Police or Fire Chief; trends in police and fire services. Alternative Delivery Systems</i></p> <p>Outside Class Projects student reports</p> <p>Protective Services</p> <ul style="list-style-type: none"> • Police and Police Services • Lecture and discussion • Case studies: 	<p>Reading Assignments for Class 10:</p> <ol style="list-style-type: none"> 1. Chapter 5 : Managing Urban America 2. Case Study, to be determined <p>Short Paper #2 Due Class 11</p>
<p>Class 10 April 4</p>	<p><i>Guest Speaker—Leadership in Economic Development</i></p> <p>Planning and Community Development</p> <ul style="list-style-type: none"> • Lecture and Discussion: Fundamentals of Economic Development 	<p>Reading Assignments for Class 11/:</p> <ol style="list-style-type: none"> 1. Chapters 4 & 7& 11: Managing Urban America
<p>Class 11 & 12 April 11 and 18</p>	<p>Decision tools, best practices, performance measurement</p> <ul style="list-style-type: none"> • Finalize Planning and Development • Lecture and discussion: general overview on innovations in municipal management • Video: Good to Great • Case studies: TBD <p>Trends in local government: Guest speaker; trends in Local Government</p>	<p>Reading Assignments for Class 13 TBD</p>

Class	Topic	Next Week's Assignments
<p>Class 13 April 25</p>	<p>Decision tools, best practices, performance measurement continued</p> <ul style="list-style-type: none"> • Lecture and discussion • Case studies: Performance measurement/lean process review <p>Communications/Ethics</p> <ul style="list-style-type: none"> • Lecture and discussion • Case studies: Ethics/Community Communication Plan • The Village Attorney/Legal Issues 	<p>Reading Assignments for Class 14:</p> <ol style="list-style-type: none"> 1. ICMA Code of Ethics/related class study 2. Customer Service 3. Communications <p>Course Project Due Class 15</p>
<p>Class 14 May 2 & 9</p> <p>Final exam due May 16</p>	<p>Wrap up and class presentations</p>	<p>Hand out final exam; due May 16 via E-MAIL:</p> <p><u>lahnerk@uwm.edu</u></p>