

MUNICIPAL MANAGEMENT

Public Administration 965

University of Wisconsin-Milwaukee

Spring 2020

Wednesdays 6:30 p.m. – 9:10 p.m.

Room: Bolton Hall B60

Office Hours: By Appointment

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Cell: 262.210.9995 (Please do not use after 10 p.m.)

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.

COURSE REQUIREMENTS

% of Final Grade

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

A. Regular Attendance/Class Participation

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 be prepared to discuss and raise questions regarding the assigned readings. Students are encouraged to

read daily newspapers, news feeds, professional journals and periodicals to obtain additional information on issues to be discussed.

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

Two to four short-topic papers will be assigned. 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 a Village Manager. 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 officer. (The City of Milwaukee and the Milwaukee County Board may not be used for this assignment).

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 elected officials and Manager, i.e. citizens, other staff and consultants.

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

You will be required to write a 5 – 10-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 sources?
- c. How did the budget utilize performance budgeting?
- d. Did the design of the budget help you better understand its content, context and relevance to the policy issues addressed?

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, 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 class of the semester. Please talk to me if you need assistance in selecting 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.

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

Class	Topic	Next Week's Assignments
Class 1 January 22	Introduction <ul style="list-style-type: none"> • Review of Class Objectives • Assignments and Expectations • Discussion: Municipal Management – Compare and Contrast Forms of Government • Explanation of 1st Assignment 	<u>Assignments:</u> <u>Short Paper</u> – Compare and Contrast 2 Cities. One from the eastern U.S./Midwest and one from the Western U.S.
Class 2 January 29	Role of Local Government Manager <ul style="list-style-type: none"> • Lecture Discussion of Assigned Readings 	<u>Assignments:</u> Distributed Readings Please select your Course Project Topic by Class 4
Class 3 February 5	Leadership in local government <ul style="list-style-type: none"> • Guest Speaker: Leadership, City Administrator and Mayor • Lecture and Discussion on assigned readings • Case study in Small Groups as assigned 	<u>Assignments:</u> Distributed Readings

<p>Class 4 February 12</p>	<p>Budgeting and Finance</p> <ul style="list-style-type: none"> • Components of Municipal Financing and budgeting • Begin Group budgeting assignment • Lecture and Discussion on assigned readings • Case study in Small Groups as assigned 	<p><u>Assignments:</u></p> <ul style="list-style-type: none"> • Distributed Readings • Review budgets from Waukesha, Village of Bayside and Sheboygan (online)
<p>Class 5 & 6 February 19 & 26</p>	<p>Budgeting and Finance</p> <ul style="list-style-type: none"> • Group Presentations on Budgets • Possible Guest Speaker • Lecture and Discussion on Financial planning and trends 	<p><u>Assignments:</u></p> <ul style="list-style-type: none"> • Distributed Readings • Short Paper #1 Due Class 7
<p>Class 7 March 4</p>	<p>Personnel/Labor Relations/Leadership</p> <ul style="list-style-type: none"> • Lecture and discussion, trends in labor management relations/organizational management trends • Leadership in Municipal Government 	<p><u>Assignments:</u></p> <ul style="list-style-type: none"> • Distributed Readings
<p>Class 8 March 11</p>	<p>Municipal Services Overview</p> <ul style="list-style-type: none"> • Discussion/Lecture of Public Works and Parks 	<p><u>Assignments:</u></p> <ul style="list-style-type: none"> • Distributed Case Studies on Municipal Partnerships
<p>Class 9 March 25</p>	<p>Municipal Services Continued</p> <ul style="list-style-type: none"> • Guest Speaker – Police of Fire Chief • Police and Fire Services <p>Outside Class Projects Student Reports</p>	<p><u>Assignments:</u></p> <ul style="list-style-type: none"> • Distributed Readings <p>Short Paper #2 Due Class 11</p>

<p>Class 10 April 1</p>	<p>Economic Development</p> <ul style="list-style-type: none"> • Guest Speaker on Economic Development • Fundamentals of Community and Economic Development 	<p><u>Assignments:</u></p> <ul style="list-style-type: none"> • Distributed Readings
<p>Class 11 & 12 April 8 & 15</p>	<p>Decision Tools, best practices, performance measurement</p> <ul style="list-style-type: none"> • Lecture/Discussion: Innovation in Municipal Management • Video: Good to Great • Possible Guest Speaker 	<p><u>Assignments:</u></p> <ul style="list-style-type: none"> • Distributed Readings
<p>Class 13 April 22</p>	<p>Decision tools, best practices, performance measurement cont'd</p> <ul style="list-style-type: none"> • Lecture/Discussion: Innovation in Municipal Management <p>Communication and Ethics</p>	<p><u>Assignments:</u></p> <ul style="list-style-type: none"> • Distributed Readings • ICMA Code of Ethics/related class study <p>Course Project Due Class 15</p>
<p>Class 14 & 15 April 29 & May 6</p> <p>Final Exam Due May 13</p>	<p>Wrap Up and Class Presentations</p>	<p><u>Assignments:</u></p> <p>Final Exam Distributed Due May 13 via email</p>