



Board of Directors Meeting
January 5, 2018
12:00-1:00 PM Eastern Time
11:00 AM-12:00 PM Central Time
10:00-11:00 AM Mountain Time
9:00-10:00 AM Pacific Time

Advancing Excellence and Inclusiveness in Local Government

Call-in Number:
1-866-210-1669
Guest Code: 5150240

Agenda

LGHN Board of Directors

Veronica Briseño
President

Rolando Fernandez
President-Elect

Magda Gonzalez
*Immediate
Past President*

Raymond Gonzales
*Vice President
for Membership*

Maria Hurtado
*Vice President
for Programs*

At Large Directors

Carlos Baia
ICMA Board Liaison

Tommy Gonzalez

Bob Harrison

Ramiro Inguanzo

Claudia Lujan

Daro Mott

Samantha Tavares

Patricia E. Martel
*Past ICMA
Board Member*

David Mora
ICMA Staff Liaison

Rod Alcázar
ICMA-RC Liaison

A. Call to Order/Roll Call/Welcome

B. ACTION: Consent Agenda – Receive and Approve

1. Minutes for Board Meeting of December 1, 2017*
2. Board Meeting Attendance Report for 2017/18*
3. Year-End Financial Report through December 31, 2017 will be provided at the February board meeting

C. ACTION/UPDATE: 2018 Biannual Conference

1. Planning Update
2. Budget and Sponsor Packet
3. Call for Speakers

D. Website Tracking*

E. Committee Reports/Updates

1. Executive Committee
2. Communications
3. Membership
4. Programs
5. Nominations
6. University Partnerships
 - a) ACTION: Funding for Practitioner White Paper*
7. Fund Development
8. Awards
 - a) Civic Engagement Award
 - b) Emerging Leaders Award
 - c) Joel D. Valdez Legacy Award

F. Future Board Meeting Agenda Items

1. Protocols for Use of LGHN Logo (February)
2. Bylaws Update (February)
3. Website Tracking (Quarterly)
4. Fundraising Status

G. Adjournment & Future Meeting Dates

1. Friday/Saturday, March 2-3, 2018 – LGHN Board Retreat, Miami/Dade County, FL
2. Friday, April 6, 2018 – LGHN Board Meeting
3. April 18-22, 2018 – NFBPA Forum, Cleveland, OH
4. Friday, Saturday May 4-5, 2018 – El Paso Regional Seminar
5. Friday, May 18, 2018 – LGHN Annual Meeting (Webinar)
6. Friday, June 1, 2018 – LGHN Board Meeting

*Supporting documents provided in board packet

7. Friday, July 6, 2018 – LGHN Board Meeting
8. Friday, August 3, 2018 – LGHN Board Meeting
9. Friday, September 7, 2018 – LGHN Board Meeting
10. September 23-26, 2018 – ICMA Conference, Baltimore, MD
11. October 25-27, 2018 – LGHN Biannual Conference, Phoenix, AZ



**Board of Directors Meeting
December 1, 2017**

MINUTES

Advancing Hispanic leadership in local government

Board Members Present

Veronica Briseño, President
Rolando Fernandez, President-Elect
Raymond Gonzales, Vice President for Membership
Magda Gonzalez, Immediate Past President
Carlos Baia, At Large Director
Bob Harrison, At Large Director
Claudia Lujan, At Large Director
Daro Mott, At Large Director
Samantha Tavares
Patricia E. Martel, Past ICMA Board Member

Board Members Absent

Maria Hurtado, Vice President for Programs
Tommy Gonzalez, At Large Director
Ramiro Inguanzo, At Large Director

Others Present

Karen Davis, Executive Director
David Mora, ICMA Staff Liaison

A. Call to Order/Roll Call/Welcome

Roll call was conducted and ten voting members were present, a quorum was established.

B. ACTION: Consent Agenda – Receive and Approve

1. Minutes for Board Meeting of November 3, 2017
2. Board Meeting Attendance Report for 2016/17
3. Financial Report through November 29, 2017

Carlos Baia moved approval of the consent agenda; Samantha Tavares seconded the motion; the motion was approved unanimously.

C. ACTION: 2018 LGHN Budget

Karen Davis presented the proposed budget for 2018. Bob Harrison reported that he had a meeting with Seiman's and they are interested in a partnership with LGHN. Pat Martel concurred they would be a good strategic partner. Rolando Fernandez moved approval of the budget; Bob Harrison seconded the motion; the motion was approved unanimously.

D. Set Date for 2018 Annual Meeting

The board set Friday, May 18, 2018 for the LGHN Annual Meeting. The meeting will be held at 9:00 Pacific, 10:00 Mountain, 11:00 Central and 12:00 Eastern time zones. The board meeting of May 4, 2018 will be canceled due to conflicts with the ICMA West Coast Regional Meeting and the LGHN regional seminar in El Paso, TX.

E. Review 2017 Annual Report

Karen Davis prepared a draft annual report of 2017 activities. The board reviewed and approved the report. The report will be provided to ICMA for distribution to new members and posted on the LGHN website.

F. Committee Reports/Updates

Claudia Lujan presented an overview of the Civic Engagement Award requesting suggestions/ideas to promote and grow the pool of applicants for the award. Some suggestions were to push to the broader membership, direct outreach from board members, place an ad in the ICMA PM Magazine and in the ICMA newsletter. She also recommended redesign of the brochure to mirror the look of the new LGHN website.

G. Future Board Meeting Agenda Items

- 2018 Biannual Conference Budget
- Protocols for Use of LGHN Logo
- Bylaws Update
- Website Tracking – quarterly
- Fundraising Status

H. Other

Veronica Briseño and Rolando Fernandez updated the board on the City Manager search in Austin. LGHN received an email from Terrell Blodgett about the lack of diversity in the final group of candidates and suggested that LGHN should consider how to address the situation. Questions were raised about the City's outreach process and whether to request information on what the outreach process was. Daro Mott suggested that LGHN have a regular dialogue with search firms about the need for diversity. Magda Gonzalez agreed with the idea and suggested that we proactively reach out to Councils when we know that searches are in progress. Claudia Lujan stated that the board should look at a long-term strategy to take a more assertive approach. Dave Mora noted that this issue is important, but LGHN should be mindful that it is necessary to follow up with other organizations and not address Austin in isolation. Carlos Baia also noted that we should avoid conflict with Councilmembers. Ray Gonzales stated that in this situation it is important to protect Veronica and Rolando, and we should be more proactive going forward. LGHN does not have all the facts about the outreach and the vetting process. Pat Martel concurred that there is not way to separate the Austin staff concerns from this process. It is difficult to gain inroads through LGHN, NFBPA and other organizations give the councils are the hiring authority. LGHN has to be thoughtful about our role in the future, perhaps in conjunction with NFBPA, and be proactive vs. reactive. Rolando Fernandez recommended that LGHN not respond to the Austin situation via formal communication, but create a committee to work with recruiters across the country, and to create a curriculum/agenda with NFBPA, I-NAPA and others and bring recommendations back to the board for consideration. The board concurred with this recommendation.

2017-2018 IHN Board of Directors Board Meeting Attendance

Name	Jan 2017	Feb 2017*	Mar 2017	April 2017	May 2017	June 2017	Annual Mtg. 2017	July 2017	Aug 2017	Sept 2017	Oct 2017	Nov 2017	Dec 2017
Veronica Briseño	Absent	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present
Magda Gonzalez	Present	Present	Absent	Present	Present	Present	Absent	Present	Absent	Absent	Present	Present	Present
Maria Hurtado	Absent	Present	Present	Present	Present	Present	Absent	Present	Present	Present	Absent	Present	Absent
Rolando Fernandez	Present	Present	Present	Absent	Present	Present	Present	Present	Present	Present	Present	Present	Present
Raymond Gonzales	Absent	Present	Present	Present	Present	Absent	Present	Absent	Absent	Present	Absent	Absent	Present
Carlos Baia	Present	Present	Absent	Absent	Present	Present	Present	Present	Present	Present	Present	Present	Present
Tommy Gonzalez	Present	Absent	Absent	Present	Absent	Absent	Present	Present	Present	Absent	Absent	Absent	Absent
Bob Harrison							Present	Absent	Present	Absent	Present	Present	Present
Ramiro Inguanzo	Absent	Absent	Present	Absent	Present	Absent	Absent	Present	Present	Present	Absent	Absent	Absent
Claudia Lujan	Present	Present	Present	Present	Present	Present	Present	Present	Absent	Present	Present	Absent	Present
Pat Martel	Present	Absent	Absent	Present	Absent	Absent	Absent	Present	Absent	Absent	Present	Absent	Present
Daro Mott	Absent	Absent	Absent	Present	Present	Present	Present	Present	Absent	Present	Present	Present	Present
Samantha Tavares							Present	Present	Present	Present	Present	Present	Present

Name	Jan 2018	Feb 2018	Mar 2018	April 2018	Annual Mtg. May 2018	June 2018	July 2018	Aug 2018	Sept 2018	Oct 2018	Nov 2018	Dec 2018
Veronica Briseño												
Magda Gonzalez												
Maria Hurtado												
Rolando Fernandez												
Raymond Gonzales												
Carlos Baia												
Tommy Gonzalez												
Bob Harrison												
Ramiro Inguanzo												
Claudia Lujan												
Pat Martel												
Daro Mott												
Samantha Tavares												

Note: Excused v. unexcused absences are not differentiated on the chart.

2018 LGHN Conference Draft Schedule
(Tentative)

Wednesday, Oct. 24

4:30 – 6:00 pm	Host Committee Meeting	Sheraton bar area
6:00 pm	Informal Meet and Greet	Sheraton bar area

Thursday, Oct. 25

7:00 am – 1:00 pm	Golf Tournament	
8:00 am – 12:00 pm	Morning Conference Tour	
12:00 pm – 5:00 pm	Registration	
1:00 pm – 3:00 pm	Afternoon Conference Tour	
1:00 – 3:00 pm	LGHN Board of Directors & Membership Meeting	
3:30 pm – 5:00 pm	Conference Session	1 room
5:00 pm – 6:00 pm	Cocktail Hour with Exhibitors	
6:00 pm	Welcome Reception	Include with price of registration

Friday, Oct. 26

6:30 am – 7:30 am	Morning Activity	Yoga, downtown walk
8:00 am – 5:00 pm	Registration	
8:00 am – 10:00 am	Morning Breakfast and Keynote	
10:30 am – 11:30 am	Conference Sessions	3 rooms
12:00 pm – 1:30 pm	Lunch and Keynote	
1:00 pm – 3:00 pm	Afternoon Conference Tours	
1:45 pm – 2:45 pm	Conference Sessions	3 rooms
3:00 pm – 4:00 pm	Conference Sessions	3 rooms
4:15 pm – 5:30 pm	Madrinas/Padrinos Platicas	1 room
5:30 pm – 7:00 pm	Cocktail Hour with Exhibitors	
7:00 pm – 9:00 pm	Awards Banquet	Include with price of registration

Saturday, Oct. 27

6:30 am – 7:30 am	Morning Activity	Yoga, downtown walk
8:00 am – 2:00 pm	Registration/Exit Committee	
8:30 am – 9:30 am	Conference Sessions	2 rooms
9:45 am – 10:45 am	Conference Sessions	2 rooms
11:00 am – 12:30 pm	Latinas Brunch/Panel	
12:45 am – 1:45 am	Conference Sessions	2 rooms
5:00 pm	Closing Reception	Include with price of registration

LGHN 2018 Conference Budget Oct. 25 -27

REVENUE		Estimated Attendance	Projected Revenue	Actuals	Notes
Registration					
Member	\$ 300.00	350	\$ 105,000.00		*example*
Nonmember	\$ 350.00				
Student Membership	\$ 100.00				
Large Local Govt					
Small Local Govt					
Golf Tournament					
Conference Tour #1					
Conference Tour #2					
Conference Tour #3					
Sponsorships					
Sponsors & Exhibitors			\$ 160,000.00		
TOTAL REVENUE			\$ 265,000.00		
EXPENDITURES					
Sheraton Hotel		Minimum	Estimate	Actuals	Notes
Food and Beverage		\$ 80,000.00			25% service charge plus taxes
Thursday Afternoon Snack					
Friday Breakfast			\$ 7,200.00		Monument Valley Breakfast, \$36
Friday Coffee Service			\$ 1,222.00		20 cups per gallon, 300 x 60% who will drink regular coffee = 180 cups = 9 gallons; 4 gallons tea
Friday Lunch			\$ 13,500.00		
Friday Afternoon Snack			\$ 1,332.50		Coffee and coca cola products
Friday Cocktail Hour					Discuss with Sheraton staff
Friday Awards Banquet			\$ 32,500.00		
Saturday Coffee Service			\$ 1,500.00		
Saturday Brunch			\$ 12,500.00		
			\$ 69,754.50		

Guest Room Revenue (80%)	\$ 49,624.00			<i>*Must be paid out of pocket if not reached</i>
Outside Food and Beverage	Estimate	Actuals	Sponsor	Notes
Thursday Cocktail Hour				
Thursday Welcome Reception				
Saturday Closing Reception				
Complimentary Registrations	Estimate	Actuals	Sponsor	Notes
Registration Expenses/Supplies	Estimate	Actuals	Sponsor	Notes
Printing				
Envelopes				
Badges				
Ribbons				
Conference Bags				
Registration software				
Bag Give aways				
Registration Subtotal	\$ 5,000.00			
Keynote/Speakers	Estimate	Actuals	Sponsor	Notes
Honoraria				
Travel				
Hotel				
Keynote/Speakers Subtotal	\$ 10,000.00			
AV Equipment	Estimate	Actuals	Sponsor	Notes
Session room equipment				
General session equipment				
Computer rental				
AV Equipment Subtotal				
Printing	Estimate	Actuals	Sponsor	Notes
Save the date				
Program				

Signs				
Printing Subtotal	\$	5,000.00		
Events	Estimate	Actuals	Sponsor	Notes
Golf Tournament				
Activity #1				
Activity #2				
Activity #3				
Events Subtotal				
Advertising and Promotions	Estimate	Actuals	Sponsor	Notes
Professional Services	Estimate	Actuals	Sponsor	Notes
Graphic Design				
LGHN staff services				
Sponsorship Coordinator				
Professional Services Subtotal				
Transportation	Estimate	Actuals	Sponsor	Notes
Charter buses				
Transportation Subtotal				
Management Partners Staff Support	Estimate	Actuals		
Karen Davis				150 hours, average 15 hours per month
Jeri Beckstedt				100 hours, average 10 hours per month
Paula Sitawi				25 hours, email blasts and outreach emails
Management Partners Subtotal	\$	25,575.00		
Miscellaneous	Estimate	Actuals	Sponsor	Notes
Conference Mobile App	\$	2,000.00		
Volunteer Shirts	\$	1,000.00		



ANNUAL CONFERENCE SPONSORSHIP OPPORTUNITIES

Phoenix, Arizona

October 25-27, 2018

Why Sponsor

- 
- Heighten brand recognition within local government leaders across the nation
 - Position your organization before key local government decision makers
 - Make valuable personal contacts
 - Generate sales leads
 - Strengthen your company's reputation as a supporter of the Latino community

The 2018 Local Government Hispanic Network (LGHN) Biennial Conference will be held in Phoenix, Arizona, October 25-27, 2018. The conference provides an unparalleled opportunity for your organization to reach hundreds of diverse, influential local government decision makers who are addressing critical issues and working to create a bright, culturally rich future for the communities they serve. Help these leaders grow in knowledge and efficacy while positioning your organization as a leader in the local government field.

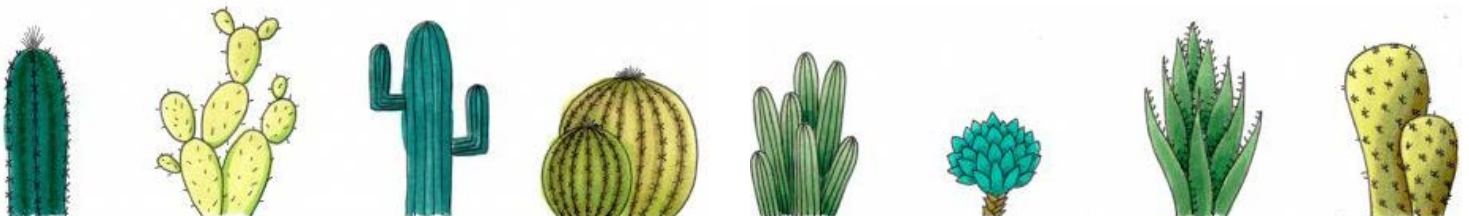
This year's conference theme is *Transformational Leadership: Honoring the Past, Treasuring the Present, Shaping the Future*. We hope you can help us in making this a truly transformational event!

About Local Government Hispanic Network

LGHN is the leading support organization for Hispanic local government professionals. LGHN operates in two ways: as a forum for individuals who are interested in programs and issues related to the Hispanic population and as a consortium of local governments that serve a significant Hispanic population.

Overall Conference Sponsorship Opportunities

	Phoenix (\$25,000)	Saguaro (\$15,000)	Ocotillo (\$10,000)	Yucca (\$5,000)	Cholla (\$2,500)
Banner at Registration Area	•				
Sponsor E-blast Highlight	•	•			
Tickets to Awards Banquet	VIP Table	6	4	2	
Complimentary Conference Registrations	8	6	4	2	1
Special Recognition at Key Events	All	Welcome & Closing Receptions	Welcome & Closing Receptions		
Conference Program	Full-Page Ad, Premium Positioning	Half-Page Ad	Quarter-Page Ad	Quarter-Page Ad	Company Name Listed
Exhibitor Booth	Premium Positioning	•	•	•	
Golf Tournament	2 Foursomes & Hole Sponsor	1 Foursome & Hole Sponsor	Hole Sponsor		
Tote Bags	Logo on Bag & Promotional Item in Bag	Promotional Item in Bag	Promotional Item in Bag	Promotional Item in Bag	Promotional Item in Bag
Branding on Website, Signage, Printed Collateral	Logo	Logo	Logo	Logo	Company Name Listed
Digital Roster of Attendees	•	•	•	•	



Event Sponsorship Opportunities

Event Description	Price	Benefits
Standard Benefits for all Event Sponsors: <ul style="list-style-type: none"> • Recognition and logo on event signage and event marketing materials; customized logo placement at event • Recognition on conference website and social media • Recognition and logo placement in Conference Program Book 		
Welcome Reception Title Sponsor	Thursday evening kick-off event featuring cocktails, food, and entertainment	\$10,000 <ul style="list-style-type: none"> • Verbal recognition at event • Opportunity to distribute promotional items • 5 complimentary event registrations
Welcome Breakfast	Friday morning breakfast featuring exclusive speaker	Title Sponsor \$15,000 <ul style="list-style-type: none"> • Verbal recognition at event • VIP table at event • Opportunity to distribute promotional items
		Presenting Sponsor \$10,000 <ul style="list-style-type: none"> • Verbal recognition at event • 5 complimentary event registrations
Lunch with Speaker	Friday afternoon lunch featuring exclusive speaker	Title Sponsor \$15,000 <ul style="list-style-type: none"> • Verbal recognition at event • VIP table at event • Opportunity to distribute promotional items
		Presenting Sponsor \$10,000 <ul style="list-style-type: none"> • Verbal recognition at event • 5 complimentary event registrations
Awards Banquet	Friday evening premier event featuring plated dinner and awards ceremony highlighting local government excellence and keynote speaker	Title Sponsor \$25,000 <ul style="list-style-type: none"> • Verbal recognition at event • Opening remarks and 60-second video • Logo in photo opportunity backdrop • VIP table at event • Opportunity to distribute promotional items
		Presenting Sponsor \$15,000 <ul style="list-style-type: none"> • Verbal recognition at event • Opportunity to present key award • Company table at event
Cocktail Reception	Reception prior to Awards Banquet	\$5,000 <ul style="list-style-type: none"> • 5 complimentary event registrations
Latinas Brunch	Saturday afternoon panel discussion focusing on Latina leadership	Title Sponsor \$15,000 <ul style="list-style-type: none"> • Verbal recognition at event • VIP table at event • Opportunity to distribute promotional items
		Presenting Sponsor \$10,000 <ul style="list-style-type: none"> • Verbal recognition at event • 5 complimentary event registrations
Closing Reception	Saturday evening event featuring cocktails, food, and fun	\$15,000 <ul style="list-style-type: none"> • Verbal recognition at event • 10 complimentary event registrations

Specialized Sponsorship Opportunities

	Price	Description	Benefits
Golf Tournament Presenting Sponsor	\$5,000	Thursday 18-hole golf tournament, lunch included	<ul style="list-style-type: none"> • Recognition in Conference Program Book • Recognition in event signage
Golf Tournament Hole Sponsor (18 Opportunities)	\$500	Thursday 18-hole golf tournament, lunch included	<ul style="list-style-type: none"> • Recognition in hole signage
Exhibitor Booth	\$1,000	2-day exhibitor opportunity outside main ballroom	<ul style="list-style-type: none"> • Opportunity to network with attendees and distribute promotional materials
Exhibit Area Raffle Prize Sponsor	\$500 / In-Kind	Prizes raffled off in Exhibitor space	<ul style="list-style-type: none"> • Recognition in event signage and during raffle drawing • Increased traffic to exhibitor booth
Conference Scholarships	\$1,500	Sponsor 5 conference registrations	<ul style="list-style-type: none"> • Recognition in Conference Program Book

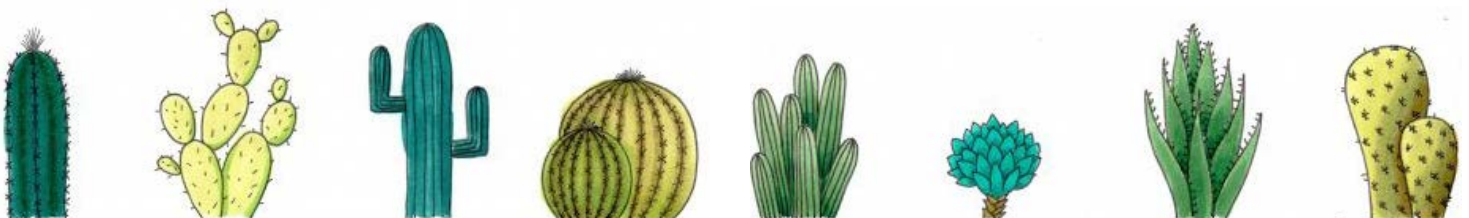
Get Involved

Please reach out to the contacts below to sign up for one of these sponsorship opportunities.

Exhibitors: Luis Macias, luis.macias@phoenix.gov, (602)534-3687

Golf Tournament Sponsorships: Chris Iniguez, chris.iniguez@phoenix.gov, (602)262-5076

Sponsorships: INSERT TEAM EMAIL ADDRESS



2018 Local Government Hispanic Network National Conference

Transformational Leadership: Honoring the Past, Treasuring the Present, Shaping the Future

CALL FOR SPEAKERS

The Local Government Hispanic Network (LGHN) is hosting the 2018 National Conference, October 25-27, 2018 in Phoenix, AZ. The theme *Transformational Leadership: Honoring the Past, Treasuring the Present, Shaping the Future* will provide an exceptional platform for the sharing of knowledge, ideas and innovative practices. LGHN is seeking proposals from engaging, thought provoking speakers with a unique experience or perspective who can provide a dynamic presentation. Recommendations that meet these characteristics, and are non-commercial in nature, are welcome from any individual, group or organization.

The LGHN Conference Planning Committee has identified the following “tracks” and session topics for each track. The Committee will accept proposals on additional topics related to the conference theme. Sessions will range from one hour to one hour and a half.

Track I- History & Culture: Honoring the Past

- History of Cities, Towns, Communities
- Hispanic Leaders and Their Impact
- Music-Art-Dance-Food-Literature

Track II- Community: Treasuring the Present

- Community Engagement
- Economic Impact of Hispanic Community
- Public-Private-Community Partnerships

Track III- Leadership: Shaping the Future

- Empowerment/Teamwork
- Leadership Styles and Development
- Achieving Professional Success

The Planning Committee will consider each proposal and select those that best align with the theme. A submittal does not guarantee selection. Presenters will serve on a voluntary basis. All related travel and hotel accommodations will be at the presenter’s expense.

Proposal submittals and questions will be accepted via e-mail to Cynthia Segovia at cynthia.segovia@phoenix.gov. Complete a separate proposal for each session and submit in one file. **All proposals must be received by Friday, March 2, 2018.**

Group/ Panel Speakers:

Group/ Organization

Key contact name & title

Key contact e-mail address

Phone number

List of speakers and contact information below (Name, Title, E-mail address & Phone number):

Have speakers presented at an ICMA, LGHN, or similar conference in the past? Yes No

If yes, specify speaker(s), conference(s), and topic(s) presented:

Session Title:

Session Topic Description:

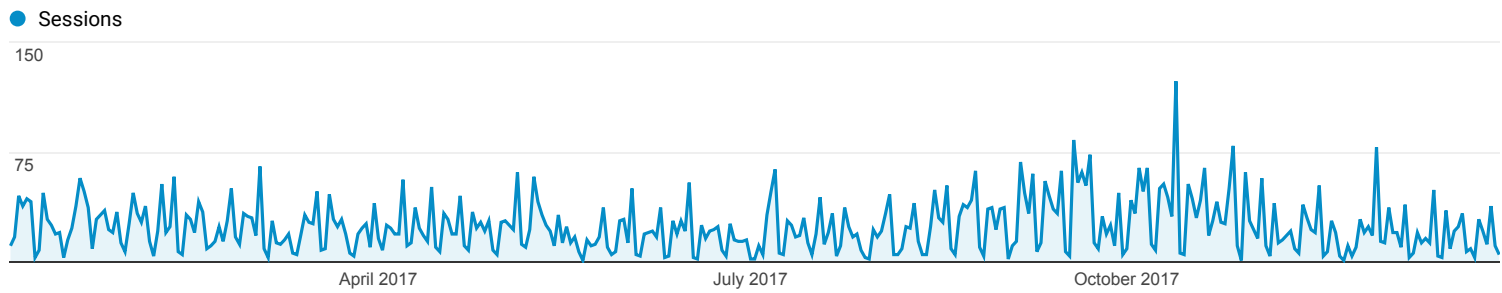
Please provide a summary of your proposed session. How does the session contribute to the conference theme and what would attendees gain from the presentation?

Audience Overview

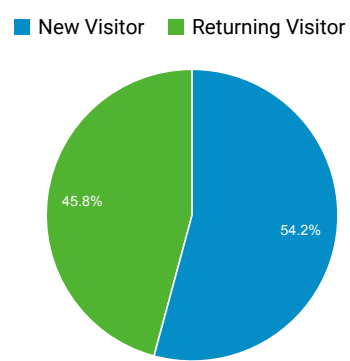
All Users
100.00% Sessions

Jan 1, 2017 - Dec 31, 2017

Overview



Sessions 8,880	Users 4,976	Pageviews 26,492
Pages / Session 2.98	Avg. Session Duration 00:02:17	Bounce Rate 49.01%
% New Sessions 54.20%		



Language	Sessions	% Sessions
1. en-us	8,539	96.16%
2. en-gb	123	1.39%
3. (not set)	108	1.22%
4. pt-br	12	0.14%
5. es	11	0.12%
6. es-419	11	0.12%
7. ru	9	0.10%
8. c	8	0.09%
9. it-it	7	0.08%
10. zh-cn	6	0.07%

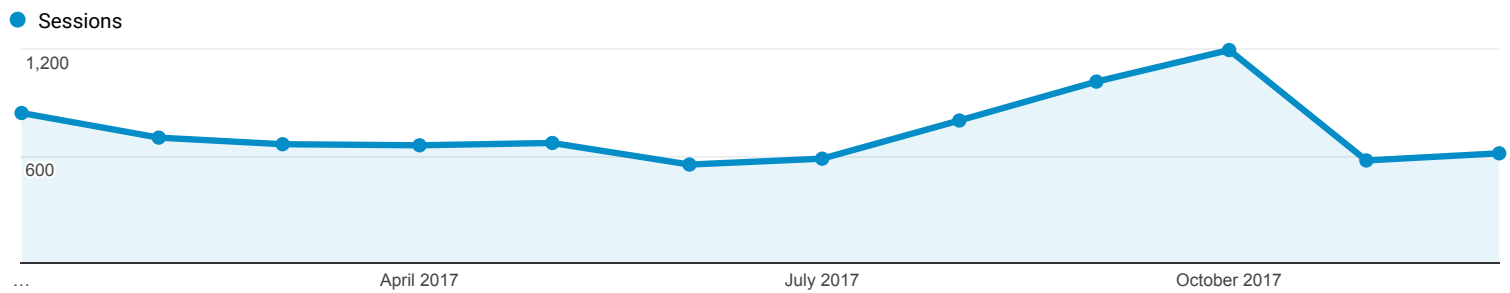
Browser & OS

All Users
100.00% Sessions

Jan 1, 2017 - Dec 31, 2017

Explorer

Summary



Browser	Acquisition			Behavior			Conversions		
	Sessions	% New Sessions	New Users	Bounce Rate	Pages / Session	Avg. Session Duration	Goal Conversion Rate	Goal Completions	Goal Value
	8,880 % of Total: 100.00% (8,880)	54.20% Avg for View: 54.20% (0.00%)	4,813 % of Total: 100.00% (4,813)	49.01% Avg for View: 49.01% (0.00%)	2.98 Avg for View: 2.98 (0.00%)	00:02:17 Avg for View: 00:02:17 (0.00%)	0.00% Avg for View: 0.00% (0.00%)	0 % of Total: 0.00% (0)	\$0.00 % of Total: 0.00% (\$0.00)
1. Chrome	3,372 (37.97%)	60.91%	2,054 (42.68%)	50.53%	2.97	00:02:08	0.00%	0 (0.00%)	\$0.00 (0.00%)
2. Internet Explorer	2,555 (28.77%)	49.39%	1,262 (26.22%)	39.37%	3.76	00:03:08	0.00%	0 (0.00%)	\$0.00 (0.00%)
3. Safari	1,543 (17.38%)	51.52%	795 (16.52%)	54.24%	2.20	00:01:35	0.00%	0 (0.00%)	\$0.00 (0.00%)
4. Firefox	824 (9.28%)	47.21%	389 (8.08%)	58.01%	2.38	00:01:52	0.00%	0 (0.00%)	\$0.00 (0.00%)
5. Edge	433 (4.88%)	39.26%	170 (3.53%)	44.11%	3.04	00:02:17	0.00%	0 (0.00%)	\$0.00 (0.00%)
6. Mozilla Compatible Agent	35 (0.39%)	100.00%	35 (0.73%)	100.00%	1.00	00:00:00	0.00%	0 (0.00%)	\$0.00 (0.00%)
7. Sogou web spider	33 (0.37%)	100.00%	33 (0.69%)	100.00%	1.00	00:00:00	0.00%	0 (0.00%)	\$0.00 (0.00%)
8. Safari (in-app)	17 (0.19%)	82.35%	14 (0.29%)	88.24%	1.12	00:00:03	0.00%	0 (0.00%)	\$0.00 (0.00%)
9. Android Webview	16 (0.18%)	75.00%	12 (0.25%)	87.50%	1.69	00:00:29	0.00%	0 (0.00%)	\$0.00 (0.00%)
10. Samsung Internet	13 (0.15%)	84.62%	11 (0.23%)	61.54%	2.46	00:00:45	0.00%	0 (0.00%)	\$0.00 (0.00%)

Rows 1 - 10 of 21

**International City/County Management Association
Response to RFQ: University Model Practitioner Program
Arizona State University School of Public Affairs
October 19, 2017**

Introduction

Arizona State University's [School of Public Affairs](#) is proud to offer this overview of the assets, intellectual capacity, and interest in response to ICMA's Request for Information/Qualifications regarding University Model Practitioner Programs. The School is heavily invested in the integration of practitioners into classroom experiences for students as well as research activities in a number of areas. Furthermore, the School is a leading proponent of bridging the gap between the academia and the practitioner communities, particularly at the local level of government through the efforts of the [Center for Urban Innovation](#). [Dr. David Swindell](#), director of the Center, will serve as the Principle Investigator on this project.

Below, you will find an overview of the qualifications ASU brings to this project and our initial plan to achieve the goals ICMA has set out in the RFQ. The School would be happy to provide a more detailed proposal of how we can produce an excellent product for the partners and one that will be useful to universities in terms of providing concrete steps to integrate a greater practitioner presence into their existing degree programs.

Purpose & Philosophical Orientation

ASU's School of Public Administration is ranked #4 in city management by *US News and World Report* and #13 among all public administration programs in the country. We believe an important aspect of our success in increasing our rankings has been an aggressive overhaul of our Masters of Public Administration program that emphasizes practical application of evidence-based decision-making. This approach is now woven into our classrooms, faculty research, and community outreach. Along with the impact of our MPA program, we also saw the launch of a very successful undergraduate program focusing on public service as another factor driving greater visibility for our School as well as meeting an unmet need among young people for professional educational opportunities that meet and bolster their desires to engage in public service.

ASU is a very large university with over 72,000 in-person students, plus another 35,000 online. The [College of Public Service and Community Solutions](#) is home to the School of Public Affairs (where we focus the training of our local government management students). According to our [charter](#), ASU is a comprehensive public research university, measured not by whom we exclude, but rather by whom we include and how they succeed; advancing research and discovery of public value; and assuming fundamental responsibility for the economic, social, cultural and overall health of the communities it serves. The commitment to these principles of ASU (and the School) is reflected in the diversity of our student body: most representative Research-1 institution of its home state's demographics, most veterans, most Native-Americans, most first-generation college students, and the list goes on.

The School of Public Affairs is committed to an academic experience for our students that stresses critical thinking skills while building marketable skills that will help them succeed in whichever public service path they pursue. Critical to this educational approach for us has been a reliance on many public sector leaders in the classroom and in our applied research efforts in which students are involved. The school's advisory council includes six city management officials, three county management officials, and representatives of four professional local government organizations all from around the state. Relative to the goals of this ICMA project, ASU shares this commitment. We want to improve our own abilities in this educational approach, and we want to share lessons we have learned from others and from our own experiments.

While not all of our experiments have been successful, our most successful one has emerged from our partnership with ICMA, the Arizona City Management Association (ACMA), and the Alliance for Innovation (which is housed here in School). These partnerships support our [Marvin Andrews Fellowship Program in City Management](#) which provides tuition, stipend, and travel support for four of our top MPA students each year that are interested in

careers in city management. Other aspects of our approach is a robust ICMA student chapter, taking 10-15 students to the semi-annual ACMA meetings and League of Cities meetings, and arranging site tours for students of various public works facilities.

In addition to the student-focused activities, we also integrate practitioners into the classroom experience directly. We developed the “Professor of Practice” position and have brought various practitioners into these roles over the years. For instance, George Pettit (former city manager of Gilbert, AZ) works directly with SPA and the Center and is a critical linkage for us to the regional practitioner community. He also teaches for our MPA program. He is currently teaching our graduate-level Urban Services Infrastructure course and has brought into his classroom 12 local leaders from municipal, county, and tribal governments over a broad range of infrastructure areas. George is only one of our four professors of practice. Furthermore, we have several “Faculty Associates” that are currently working in city management positions but also enjoy teaching classes as well, currently including Scottsdale city manager Jim Thompson and Surprise assistant city manager (and one of our alums) Nicole Lance.

Initial Proposal

The ASU approach is but one model. We are constantly working with NASPAA and ASPA to learn and share new pathways to bridge the gap between academia and practitioners in this way. Furthermore, we have ongoing research projects tying practitioners with faculty as well. We believe our experience, resource capacity, and network of academics and practitioners puts us in an excellent position to development a “how to” manual with multiple models that others schools can adopt (based on their contexts). These models will facilitate greater participation of practitioners in their education missions in a way that attracts not only more students to public service generally, but a diverse array of students to local government management specifically.

- *Review of existing information from ASPA and NASPAA.* ASU’s MPA program is accredited by NASPAA and faculty are involved in various governance activities. For instance, Dr. David Swindell serves on the Local Government Education committee and is the former chair of the Marketing committee that conducted a study on the skills local managers are looking for when hiring new MPA graduates. We also are heavily involved with ASPA where Dr. Swindell is chairing the Donald Stone Award Committee and is a member of the Section on Intergovernmental Administration and Management. We will work with both of these organizations to review previous studies they have conducted related to attracting diverse students into public service and the role of practitioner integration towards those ends.
- *Development of surveys, which will be distributed by ICMA, IHN, NFBPA and other local government affiliate organizations to their respective members.* The ASU team has extensive survey design experience, particularly regarding local government officials. We have worked on survey design, implementation, and analysis on many projects with ICMA in the past, as well as the Alliance for Innovation (in addition to other survey projects with many other organizations). We will utilize ICMA, IHN, and NFBPA, as well as our relationships with other local government organizations (e.g., the NLC, GFOA, etc.) to solicit input from the practitioner community on the opportunities and barriers they face when considering participation with schools as guests, faculty associates, professors of practices, or other equivalent kinds of positions.
- *Development of interview questions/guidelines to expand and further clarify survey results.* Interviewees will be identified through the survey and recommendations from ICMA, IHN, NFBPA and other affiliate organizations. University participants will be responsible for scheduling interviews with assistance as needed from ICMA, IHN and NFBPA. While many of our projects have involved survey approaches, they almost always include additional in-depth interviews with representative subgroups to help add more detailed qualitative information that illustrates the broad findings from the surveys. For instance, this project is likely to identify challenges from the schools’ perspectives concerning quality control. Not all practitioners will likely be good in the classroom. A survey will capture such a finding relatively easily. But only follow-up interviews with principles will allow for a more nuanced understanding of the variations in institutional constraints that need to be addressed that can inhibit practitioner participation. Also, interviews will help “flesh out” the models our report will highlight in terms of how practitioners can receive the training in pedagogy they need for the more intensive forms of educational participation.

- *Proposers may add additional steps as deemed relevant to the research.* As mentioned previously, ASU is intimately tied to NASPAA and ASPA. In addition, the Center is building the Urban Innovation Research Network (UIRN) that already has 20 universities expressing interest in joining. While UIRN is focused on applied local government research, this project could easily utilize the members for assistance in collecting the interview and program-specific information about their own practices related to increasing diversity of graduates going into local government as well as how they integrate practitioners into their classroom experiences. So our proposal includes the additional aspect of collecting information from NASPAA programs, ASPA faculty, and UIRN members on this issue from the schools' perspectives as well the practitioners through ICMA, IHN and NFBPA, as we seek to develop multiple models of practitioner participation for universities facing different contexts.
- *Preparation of a draft document for review by ICMA, IHN and NFBPA.* The primary product we will seek to deliver as part of this project is an applied report that includes several elements:
 - Literature review of similar efforts and challenges (academic research as well as reports from NASPAA, ASPA, and the *Chronicle of Higher Education*)
 - Survey results from practitioner community
 - Interview results and case studies from practitioner community
 - Survey results from academic community
 - Interview results and case studies from academic community
 - Practitioner Model 1 for programs in smaller, more isolated locations
 - Practitioner Model 2 for programs in metropolitan areas but smaller faculty resources
 - Practitioner Model 3 for programs in metropolitan areas with greater resources
 - Appendices for methodology, full survey results, and catalog of example programs

The draft of the report components will be shared with members of ICMA, IHN, and NFBPA for comment and revision before final release. The final version may be one document or a smaller document with online supplemental materials (such as those materials listed in the appendices).

- *Schedule for completing the project.* Literature and report review will take place from February through April. The two surveys (practitioner and academic) will be developed in February and March for launch on April 2nd. The academic survey will be open through mid-May (one week after most schools will have finished their spring semesters). The practitioner survey will be open longer due to the common challenge of getting sufficient responses during the budget season. Data cleaning will be conducted on a rolling basis as data arrive. The expectation is that this will be an electronic survey using the Qualtrics survey platform (we have a license for this). Cleaned data will be provided to all three partner organizations. We will conduct the case studies and interviews beginning the second half of May through July. Concurrently, we will begin writing the literature/report review and the survey results sections of the report during this time. The beginning of August will be spent integrating the lessons from the cases and interviews into the final recommendations and drafting the initial report for review by the partners by August 20th. The partners will have three weeks to review, leaving us three weeks to integrate their comments into a final document that will be presented at the 2018 ICMA Conference in Baltimore.
- *Estimated budget for completing the project (hours and costs).* We are proposing an extensive project in response to ICMA's request. There are several aspects of our proposal that exceed the basic requirements, but we believe these are useful aspects to include for a superior product that yields different models for different kinds of programs. We will utilize students as Graduate Assistants as well as capstone MPA students to help keep the costs relatively modest. Labor is the most significant cost driving the budget, which we estimate to be approximately \$9,500 plus indirects. If we apply our federal indirects rate of 56.5%, that leads to a total project cost of approximately \$15,000. This would cover the costs of a graduate assistant for the spring and summer at 10 hours per week for six months plus 50 hours of faculty time over the life of the project. We can adjust this accordingly if other elements of the project we propose are ultimately not desired by the partners.

We hope you find our general approach appealing and we would be happy to provide a more detailed proposal if you like these ideas. We look forward to hearing from you.