LOCAL GOVERNMENT HISPANIC NETWORK

*Advancing Excellence and Inclusiveness in Local Government*

**Board of Directors Meeting**
**February 2, 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

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*

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**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 January 5, 2018*
2. Board Meeting Attendance Report for 2017/18*
3. Year-End Financial Report through December 31, 2017*
4. Financial Report through January 30, 2018*

**C. ACTION: 2018 Biannual Conference***
1. Budget
2. Sponsor Packet

**D. ACTION: Protocols for Use of LGHN Logo***

**E. DISCUSSION: Board Retreat***

**F. 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

**G. Future Board Meeting Agenda Items**
1. Nominating Committee Recommendations - April
2. Website Tracking (Quarterly – April/July/October)
3. Fundraising Status

**H. 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
7. Friday, July 6, 2018 – LGHN Board Meeting
8. Friday, August 3, 2018 – LGHN Board Meeting

*Supporting documents provided in board packet

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

*Supporting documents provided in board packet

**Board of Directors Meeting**
**January 5, 2018**

**MINUTES**

***Advancing Hispanic leadership in local government***

**Board Members Present**
Veronica Briseño, President
Rolando Fernandez, President-Elect
Maria Hurtado, Vice President for Programs
Bob Harrison, At Large Director
Daro Mott, At Large Director
Samantha Tavares
Patricia E. Martel, Past ICMA Board Member

**Board Members Absent**
Raymond Gonzales, Vice President for Membership
Magda Gonzalez, Immediate Past President
Carlos Baia, At Large Director
Tommy Gonzalez, At Large Director
Ramiro Inguanzo, At Large Director
Claudia Lujan, 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 seven voting members were present, a quorum was established.*

**B. ACTION: Consent Agenda – Receive and Approve**

1. Minutes for Board Meeting of December 1, 2017
2. Board Meeting Attendance Report for 2016/17

*Rolando Fernandez moved approval of the consent agenda, Maria Hurtado seconded the motion; the motion was approved unanimously.*

**C. ACTION/UPDATE: 2018 Biannual Conference**

*Samantha Tavares updated the board on the planning for the conference. The local committee is working on an update of the sponsor packet. The artwork associated with the conference will be reviewed the week of January 8th. They are planning to open registration in June. The budget is currently being developed. They are discussing pricing for registration, including early bird registration June through August and increase the price starting in September. The pricing will be all-inclusive. Extra tickets for the banquet will be available. Rolando Fernandez noted that they felt the registration fee in Austin was too expensive and suggested a special rate for Arizona participants and a daily rate. Veronica Briseño agreed they should consider a daily rate and, although it is hard to manage, in Austin it paid off. Rolando Fernandez said it is too early to approve the budget and requested the budget and sponsor packet be brought back on the February agenda. The board concurred with the "call for speakers" document. They stated that the call for speakers should include outreach to specific people to invite them as well as a general outreach to the LGHN, NFBPA and ICMA memberships.*

**D. Website Tracking**

*Karen Davis presented the website data showing how many hits the site is getting. The board asked to follow up with Gabe Rodriguez to get additional information on the number of hits for each of the major program pages.*

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**E. Committee Reports/Updates**

*Karen Davis reported that the committees are regrouping starting with the January meetings. Most committees are moving to quarterly meetings with monthly subcommittee meetings. The subcommittees will report their progress at each of the quarterly meetings. She also reported that Tacoma is moving to establish a chapter and has invited Bob Harrison to meet with them in February. The final report was that the Joel Valdez bust is being prepared for shipment to the ICMA office.*

**F. Future Board Meeting Agenda Items**

- 2018 Biannual Conference Budget & Sponsor Packet - *February*
- Protocols for Use of LGHN Logo - *February*
- Bylaws Update
- Website Tracking – *quarterly*
- Fundraising Status

**H. Other**

- *Rolando Fernandez asked that information from the Bay Area seminars addressing executive search be shared with the board. Maria Hurtado explained that there were two seminars that involved executive search professionals. The first was focused on more senior managers looking to become an assistance city manager or city manager. The representatives provided their perspectives and advice on interviewing for positions. The session included a keynote from an elected official. The second session focused on entry-level managers and how to create career paths and prepare themselves to assume leadership positions.*

- *For the LGHN biannual conference, Rolando Fernandez asked about soliciting recently promoted Hispanics for a session about their first year in their management position to share their experiences. The focus would be: I knew I was ready because… and I was surprised because… It could be entitled "So now you want the top position…" Dave Mora suggested a related topic featuring elected officials. Perhaps Pat Martel would moderate.*

- *Suggested sessions for the NFBPA and LGHN conferences could follow up on the session at ICMA about what to do to prepare to serve on the ICMA board. The panel could include people who are serving and look at the larger context of getting more people active on committees; how to play a larger role in the profession including regional events, networking, and how this leads into leadership roles.*

- *Maria Hurtado asked how the tracks were developed. For the LGHN conference the board needs to be engaged and be thoughtful about the national picture. It is the role of LGHN to force conversations/dialogue about what is happening. The purpose of LGHN (and NFBPA/I-NAPA) is to fill the gap around issues related to minority communities. Leadership locally pays off in the long run by making changes. The board agreed to have a broader discussion about the conference sessions at the board retreat in March. Samantha Tavares agreed to change the deadline for the call for speakers from March 2 to February 28 so the information can be compiled for the board discussion.*

# 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 | Present | | | | | | | | | | | |
| Magda Gonzalez | Absent | | | | | | | | | | | |
| Maria Hurtado | Present | | | | | | | | | | | |
| Rolando Fernandez | Present | | | | | | | | | | | |
| Raymond Gonzales | Absent | | | | | | | | | | | |
| Carlos Baia | Absent | | | | | | | | | | | |
| Tommy Gonzalez | Absent | | | | | | | | | | | |
| Bob Harrison | Present | | | | | | | | | | | |
| Ramiro Inguanzo | Absent | | | | | | | | | | | |
| Claudia Lujan | Absent | | | | | | | | | | | |
| Pat Martel | Present | | | | | | | | | | | |
| Daro Mott | Present | | | | | | | | | | | |
| Samantha Tavares | Present | | | | | | | | | | | |

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

LOCAL GOVERNM
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# Local Government Hispanic Network
## Profit & Loss
### January through December 2017

| | Jan - Dec 17 |
|---|---|
| **Ordinary Income/Expense** | |
| **Income** | |
| **43300 · Direct Public Grants** | |
| **43310 · Corporate and Business Grants** | 50,000.00 |
| **43340 · Nonprofit Organization Grants** | 3,454.10 |
| **Total 43300 · Direct Public Grants** | 53,454.10 |
| **43400 · Direct Public Support** | |
| **43450 · Individ, Business Contributions** | 1,100.00 |
| **Total 43400 · Direct Public Support** | 1,100.00 |
| **46400 · Other Types of Income** | |
| **46410 · Advertising Sales** | 14,520.60 |
| **Total 46400 · Other Types of Income** | 14,520.60 |
| **47200 · Program Income** | |
| **47270 · Program Activities** | 4,800.00 |
| **47230 · Membership Dues** | 26,720.30 |
| **47250 · Conference Registration** | 3,025.00 |
| **47260 · Conference Sponsorship** | 4,955.40 |
| **Total 47200 · Program Income** | 39,500.70 |
| **49000 · Special Events Income** | |
| **49060 · IHN Dinner Sponsorship** | 9,500.00 |
| **49050 · IHN Dinner** | 5,050.00 |
| **Total 49000 · Special Events Income** | 14,550.00 |
| **Total Income** | 123,125.40 |
| **Expense** | |
| **60900 · Business Expenses** | |
| **60930 · Constant Contact** | 414.38 |
| **60920 · Business Registration Fees** | 96.03 |
| **60960 · PayPal Fees** | 1,190.66 |
| **Total 60900 · Business Expenses** | 1,701.07 |
| **62100 · Contract Services** | |
| **62110 · Accounting Fees** | 825.00 |
| **62150 · Outside Contract Services** | 73,110.82 |
| **Total 62100 · Contract Services** | 73,935.82 |
| **65000 · Operations** | |
| **65090 Computer Software** | 25.68 |
| **65020 · Postage, Mailing Service** | 463.97 |
| **65030 · Printing and Copying** | 4,620.07 |

# Local Government Hispanic Network
## Profit & Loss
### January through December 2017

| | Jan - Dec 17 |
|---|---|
| 65040 · Supplies | 49.98 |
| 65050 · Telephone, Telecommunications | 1,615.51 |
| 65060 · Website | 2,880.03 |
| Total 65000 · Operations | 9,655.24 |
| 65100 · Other Types of Expenses | |
| 65185 · Program Activities | 5,229.81 |
| 65190 · Special Projects | 7,391.73 |
| 65180 · Special Events | 12,975.89 |
| 65120 · Insurance - Liability, D and O | 1,215.33 |
| 65140 · Contributions | 5,954.10 |
| 65150 · Memberships and Dues | 325.00 |
| 65160 · Other Costs | 5,114.58 |
| Total 65100 · Other Types of Expenses | 38,206.44 |
| 68300 · Travel and Meetings | |
| 68310 · Conference, Convention, Meeting | 2,321.53 |
| 68320 · Travel | 1,079.16 |
| Total 68300 · Travel and Meetings | 3,400.69 |
| 68400 · Food & Meals | 75.00 |
| Total Expense | 126,974.26 |
| Net Ordinary Income | -3,848.86 |
| Net Income | **-3,848.86** |
| bank balance as of 12/31/17 | **57,171.86** |

# Local Government Hispanic Network
## Profit & Loss
### January 2018

| | Jan 18 |
|---|---|
| **Ordinary Income/Expense** | |
| **Income** | |
| **43400 · Direct Public Support** | |
| **43450 · Individ, Business Contributions** | 2,500.00 |
| **Total 43400 · Direct Public Support** | 2,500.00 |
| **46400 · Other Types of Income** | |
| **46410 · Advertising Sales** | 900.00 |
| **Total 46400 · Other Types of Income** | 900.00 |
| **47200 · Program Income** | |
| **47270 · Program Activities** | 130.00 |
| **47230 · Membership Dues** | 11,060.00 |
| **Total 47200 · Program Income** | 11,190.00 |
| **49000 · Special Events Income** | |
| **49050 · IHN Dinner** | 75.00 |
| **Total 49000 · Special Events Income** | 75.00 |
| **Total Income** | 14,665.00 |
| **Expense** | |
| **60900 · Business Expenses** | |
| **60960 · PayPal Fees** | 136.62 |
| **Total 60900 · Business Expenses** | 136.62 |
| **65000 · Operations** | |
| **65090 Computer Software** | 8.56 |
| **65020 · Postage, Mailing Service** | 256.58 |
| **65030 · Printing and Copying** | 86.40 |
| **65050 · Telephone, Telecommunications** | 97.45 |
| **65060 · Website** | 159.00 |
| **Total 65000 · Operations** | 607.99 |
| **65100 · Other Types of Expenses** | |
| **65110 · Advertising Expenses** | 398.00 |
| **65120 · Insurance - Liability, D and O** | 859.00 |
| **Total 65100 · Other Types of Expenses** | 1,257.00 |
| **Total Expense** | 2,001.61 |
| **Net Ordinary Income** | 12,663.39 |
| **Net Income** | **12,663.39** |
| **bank balance as of 1/31/18** | **69,630.25** |

| LGHN 2018 Conference Budget Oct. 25 -27 | | | | | |
|---|---|---|---|---|---|
| **REVENUE** | | **Estimated Attendance** | **Projected Revenue** | **Actuals** | **Notes** |
| **Registration** | | | | | |
| Early Bird (members only?) | $ 275.00 | *200* | $ *55,000.00* | | |
| Member | $ 350.00 | *100* | $ *35,000.00* | | |
| Nonmember + 1 Yr Membership | $ 450.00 | *30* | $ *13,500.00* | | |
| Student | $ 100.00 | *20* | $ *2,000.00* | | |
| One Day - Thursday | $ 100.00 | *15* | $ *1,500.00* | | |
| One Day - Friday | $ 150.00 | *20* | $ *3,000.00* | | |
| One Day - Saturday | $ 100.00 | *15* | $ *1,500.00* | | |
| Banquet | $ 75.00 | *20* | $ *1,500.00* | | |
| Conference Tour #1 | $ 25.00 | *25* | $ *625.00* | | |
| Conference Tour #2 | $ 25.00 | *25* | $ *625.00* | | |
| Conference Tour #3 | $ 25.00 | *25* | $ *625.00* | | |
| **Registration Total** | | | $ *114,875.00* | | |
| **Sponsorships** | | | | | |
| Sponsors & Exhibitors | | | $ 160,000.00 | | |
| | | | | | |
| **TOTAL REVENUE** | | | **$ 274,875.00** | | |
| | | | | | |
| **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* | | | **Must be paid out of pocket if not reached* |
| | | | | |
| **Outside Food, Beverage and Entertainment** | **Estimate** | **Actuals** | **Sponsor** | **Notes** |
| Thursday Cocktail Hour | | | | |
| Thursday Welcome Reception | $ 2,000.00 | | | |
| Entertainment | $ 2,500.00 | | | |
| Friday Awards Banquet Entertainment | | | | |
| Saturday Closing Reception | | | | |
| Entertainment | $ 2,500.00 | | | |
| **Outside Food and Beverage Subtotal** | $ 7,000.00 | | | |
| **Complimentary Registrations** | **Estimate** | **Actuals** | **Sponsor** | **Notes** |
| | | | | |
| **Registration Expenses/Supplies** | **Estimate** | **Actuals** | **Sponsor** | **Notes** |
| Printing | $ 200.00 | | | |
| Envelopes | $ 200.00 | | | |
| Badges | $ 400.00 | | | |
| Ribbons | $ 200.00 | | | |
| Conference Bags | $ 1,000.00 | | | |
| Registration software | | | | |
| Bag Give aways | $ 2,500.00 | | | |
| **Registration Subtotal** | $ 4,500.00 | | | |
| | | | | |
| **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 | $ 1,300.00 | | | |
| Programs | $ 1,000.00 | | | |
| Signs | $ 1,500.00 | | | Posters |
| **Printing Subtotal** | $ 3,800.00 | | | |
| | | | | |
| **Events** | **Estimate** | **Actuals** | **Sponsor** | **Notes** |
| Golf Tournament | | | | |
| Activity #1 | | | | |
| Activity #2 | | | | |
| Activity #3 | | | | |
| **Events Subtotal** | | | | |
| | | | | |
| **Advertising and Promotions** | **Estimate** | **Actuals** | **Sponsor** | **Notes** |
| Mailing, Postage | $ 150.00 | | | |
| Social Media Ads | $ 3,000.00 | | | |
| **Advertising and Promotions Subtotal** | $ 3,150.00 | | | |
| **Professional Services** | **Estimate** | **Actuals** | **Sponsor** | **Notes** |
| Graphic Design | | | | |
| Sponsorship Coordinator | $ 2,500.00 | | | |
| **Professional Services Subtotal** | $ 2,500.00 | | | |
| | | | | |
| **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 | | | |
| PayPal Fees | $ 500.00 | | | |
| **TOTAL EXPENDITURES** | **$ 140,025.00** | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |

LOCAL GOVERNMENT HISPANIC NETWORK

# BIENNIAL CONFERENCE SPONSORSHIP OPPORTUNITIES

Phoenix, Arizona

October 25-27, 2018

# Why Sponsor

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.

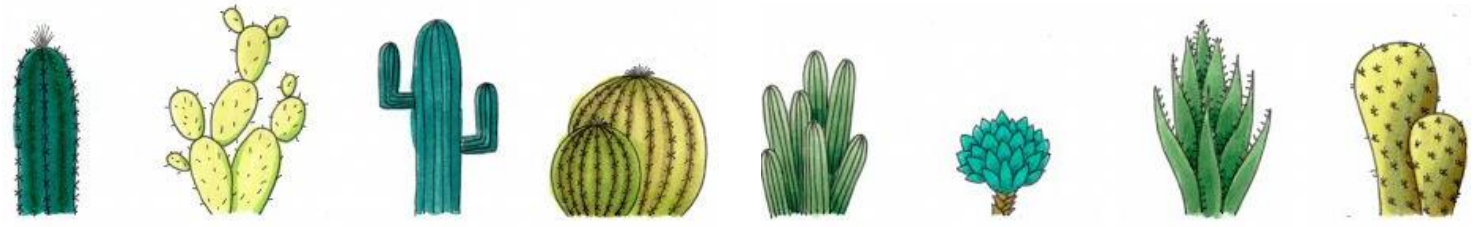
This year's conference theme is *Transformational Leadership: Honoring the Past, Treasuring the Present, Shaping the Future*. We hope you can help us in making this a truly transformational event!

## 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:**<br>• Recognition and logo on event signage and event marketing materials; customized logo placement at event<br>• Recognition on conference website and social media<br>• Recognition and logo placement in Conference Program Book | | | |
| Welcome Reception Title Sponsor | Thursday evening kick-off event featuring cocktails, food, and entertainment | $10,000 | • Verbal recognition at event<br>• Opportunity to distribute promotional items<br>• 5 complimentary event registrations |
| Welcome Breakfast | Friday morning breakfast featuring exclusive speaker | Title Sponsor $15,000 | • Verbal recognition at event<br>• VIP table at event<br>• Opportunity to distribute promotional items |
| | | Presenting Sponsor $10,000 | • Verbal recognition at event<br>• 5 complimentary event registrations |
| Lunch with Speaker | Friday afternoon lunch featuring exclusive speaker | Title Sponsor $15,000 | • Verbal recognition at event<br>• VIP table at event<br>• Opportunity to distribute promotional items |
| | | Presenting Sponsor $10,000 | • Verbal recognition at event<br>• 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 | • Verbal recognition at event<br>• Opening remarks and 60-second video<br>• Logo in photo opportunity backdrop<br>• VIP table at event<br>• Opportunity to distribute promotional items |
| | | Presenting Sponsor $15,000 | • Verbal recognition at event<br>• Opportunity to present key award<br>• Company table at event |
| Cocktail Reception | Reception prior to Awards Banquet | $5,000 | • 5 complimentary event registrations |
| Latinas Brunch | Saturday afternoon panel discussion focusing on Latina leadership | Title Sponsor $15,000 | • Verbal recognition at event<br>• VIP table at event<br>• Opportunity to distribute promotional items |
| | | Presenting Sponsor $10,000 | • Verbal recognition at event<br>• 5 complimentary event registrations |
| Closing Reception | Saturday evening event featuring cocktails, food, and fun | $15,000 | • Verbal recognition at event<br>• 10 complimentary event registrations |

# Specialized Sponsorship Opportunities

| | Price | Description | Benefits |
|---|---|---|---|
| Golf Tournament Presenting Sponsor | $5,000 | Thursday 18-hole golf tournament, lunch included | • Recognition in Conference Program Book<br>• Recognition in event signage |
| Golf Tournament Hole Sponsor (18 Opportunities) | $500 | Thursday 18-hole golf tournament, lunch included | • Recognition in hole signage |
| Exhibitor Booth | $1,000 | 2-day exhibitor opportunity outside main ballroom | • Opportunity to network with attendees and distribute promotional materials |
| Exhibit Area Raffle Prize Sponsor | $500 / In-Kind | Prizes raffled off in Exhibitor space | • Recognition in event signage and during raffle drawing<br>• Increased traffic to exhibitor booth |
| Conference Scholarships | $1,500 | Sponsor 5 conference registrations | • Recognition in Conference Program Book |

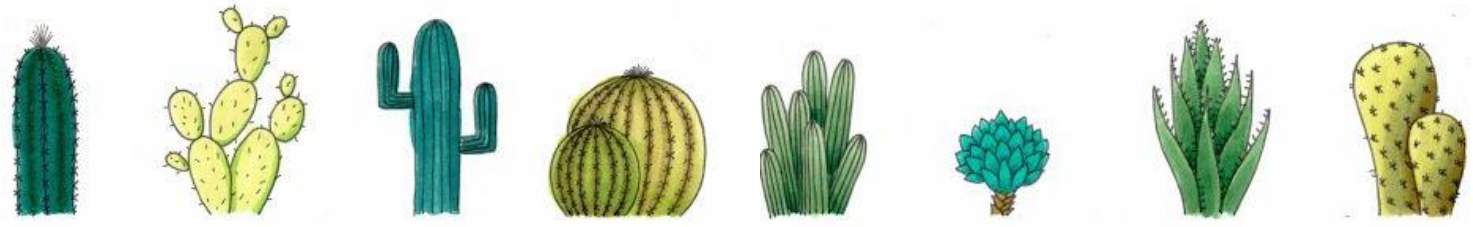
# Get Involved

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: sponsorships.lghn2018@gmail.com



# Brand Guidelines

The guidelines in this document provide the basic ingredients to the visual presentation of our brand. Adherence to these guidelines will help ensure a signal of strength and stability as we continue to grow our brand.

# About Local Government Hispanic Network

## Purpose

The purpose of the Local Government Hispanic Network (LGHN or the Network) is to encourage professional excellence among Hispanic/Latino local government administrators, to improve the management of local government, to provide unique resources to Hispanic local government executives and public managers, and to advance the goals of professional, effective and ethical local government administration. The Network works with other organization such as the International City Management Association and National Forum for Black Public Administrators which shares common goals.

# LGHN Logo

LGHN Symbol
+ LGHN Logotype
+ LGHN Affiliation
+ Service Mark

= **LGHN Logo**

The LGHN Symbol represents the Network's continued commitment to excellence and inclusiveness in the communities it serves.

# Logo Formats and Area of Isolation

## Logo Formats

The LGHN logo is available in two formats, vertical and horizontal. Select the format that best fits the display area of the application on which it is to appear. The components within these formats are in a fixed size and spatial relation to each other and should not be altered.

## Area of Isolation

A minimum area of clear space, referred to as the "Area of Isolation", surrounds our logo to ensure its legibility and avoid sending confusing messages as to its appearance. The Area of Isolation is proportional to the size of the logo and its perimeter is determined by measuring from the edges of the logo components to the distances indicated as shown in the diagrams below.

**Vertical Format**

**Horizontal Format**

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# Logo Colors

The colors shown here are referred to as our "logo colors." These colors should be matched as closely as practical regardless of reproduction method. In general terms: **PANTONE*** is used for offset printing and serves as the reference color from which other color reproduction methods are matched.

**CMYK** is used for offset printing as well, but serves as a more economical method when printing four or more colors.
**RGB** is used for screen monitor applications such as websites, video, PowerPoint®, etc.

***PANTONE® is a registered trademark of Pantone, Inc. The colors throughout this document may not match PANTONE. Refer to the current PANTONE Color Formula Guide for accurate hue and density match.**

| LGHN Dark Green | LGHN Green | LGHN Light Green (Reverse Logo Only) | LGHN Blue | LGHN Red | LGHN Orange |
|---|---|---|---|---|---|
| PANTONE® 309 | PANTONE® 328 | PANTONE® 8281 | PANTONE® 3135 | PANTONE® 186 | PANTONE® 158 |
| CMYK / RGB | CMYK / RGB | CMYK / RGB | CMYK / RGB | CMYK / RGB | CMYK / RGB |
| 100 C / 0 R | 100 C / 0 R | 35 C / 129 R | 100 C / 0 R | 0 C / 227 R | 0 C / 245 R |
| 0 M / 74 G | 0 M / 127 G | 0 M / 173 G | 0 M / 159 G | 100 M / 24 G | 61 M / 128 G |
| 9 Y / 97 B | 45 Y / 123 B | 20 Y / 168 B | 16 Y / 194 B | 81 Y / 55 B | 97 Y / 37 B |
| 72 K | 32 K | 25 K | 0 K | 4 K | 0 K |

# Positive and Reverse Logos

Positive logos are those that appear **darker** than the background on which they are displayed. Reverse logos are those that appear **lighter** than the background on which they are displayed.

**Positive**

Full-Color Positive

One-Color Positive Preferred

One-Color Positive Approved (Black)

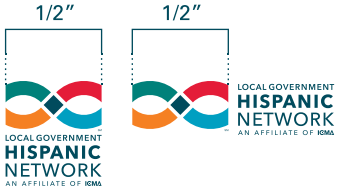
**Reverse**

Full-Color Positive

One-Color Reverse Preferred (White on Dark Green)

One-Color Reverse Approved (White on Black)

# Minimum Size




The minimum size to be displayed is 1/2" (12.7mm) as measured from the width of the LGHN Symbol. Display areas requiring a size that is less than the minimum may display a typeset version of our name in one of the approved typefaces indicated in this document.

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# Support Typefaces

The consistent use of our approved support typefaces helps to unify the visual appearance of our brand assets. The predominant use of one specific type family, Univers, ensures a fresh and contemporary look. The array of fonts available within this type family provides a sufficient range of variety, while maintaining a high-degree of visual consistency. You may choose any typeface manufacturer's derivative within this type family.

On occasion, it may be necessary to use substitute typefaces when the approved Support Typefaces are not available. In these limited instances, you may substitute the Arial or Helvetica type families for Univers.

| | |
|---|---|
| Univers 47 Light Condensed | AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQqRrSsTtUuVvWwXxYyZz |
| Univers 47 Light Condensed Oblique | *AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQqRrSsTtUuVvWwXxYyZz* |
| Univers 57 Condensed | AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQqRrSsTtUuVvWwXxYyZz |
| Univers 57 Condensed Oblique | *AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQqRrSsTtUuVvWwXxYyZz* |
| Univers 67 Bold Condensed | **AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQqRrSsTtUuVvWwXxYyZz** |
| Univers 67 Bold Condensed Oblique | ***AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQqRrSsTtUuVvWwXxYyZz*** |
| Univers 45 Light | AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQqRrSsTtUuVvWwXxYyZz |
| Univers 45 Light Oblique | *AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQqRrSsTtUuVvWwXxYyZz* |
| Univers 55 Roman | AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQqRrSsTtUuVvWwXxYyZz |
| Univers 55 Oblique | *AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQqRrSsTtUuVvWwXxYyZz* |
| Univers 65 Bold | **AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQqRrSsTtUuVvWwXxYyZz** |
| Univers 65 Bold Oblique | ***AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQqRrSsTtUuVvWwXxYyZz*** |
| Univers 75 Black | **AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQqRrSsTtUuVvWwXxYyZz** |
| Univers 75 Black Oblique | ***AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQqRrSsTtUuVvWwXxYyZz*** |

# Marketing Tagline

Our marketing tagline is as stated below. It may be displayed in initial caps in any of the approved typefaces and in any of the approved colors. Additionally, it may be displayed to serve as a prominant graphic element, or a more supporting graphic as when displayed in close proximity to our logo.

***Advancing Excellence and Inclusiveness in Local Government***

LOCAL GOVERNMENT HISPANIC NETWORK
AN AFFILIATE OF ICMA

***Advancing Excellence and Inclusiveness in Local Government***

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LOCAL GOVERNMENT HISPANIC NETWORK

*Advancing Excellence and Inclusiveness in Local Government*

**Board of Directors Retreat**
**Sea View Hotel, Bal Harbour, FL**
**Friday, March 2 - Saturday, March 3, 2018**
8:00 AM Eastern Time
9:00 AM Central Time
10:00 AM Mountain Time
11:00 AM Pacific Time

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


**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*


**Friday, March 2 – Ritz Carlton Hotel (next to Sea View Hotel)**
9:00 AM – 12:00 PM – Training Session sponsored by the LGHN, the Miami-Dade City/County Management Association (MDCCMA) and the Florida City/County Management Association (FCCMA) – the session focuses on technology and cyber security (Cyber Security: How Vulnerable are Municipal Government and Why?)
12:00 PM – 1:30 PM – Lunch
2:00 PM – 4:00 PM – LGHN Madrinas/Padrinos Executive Coaching
4:30 PM – 6:30 PM – Networking Reception
7 PM – LGHN Board Dinner (optional)

**Saturday, March 3, 2018 @ Sea View Hotel**
9:00 AM – 4:00 PM – LGHN Board Meeting
Evening – LGHN Board Dinner

## Agenda

**A. Call to Order/Roll Call/Welcome**

**B. Board Commitments and Attendance**

**C. Bylaws Review**

**D. LGHN Conference Program**

**E. Sponsorships/Fund Development**

**F. Committee Updates (if time permits)**

**G. 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

**H. Other**

*Supporting documents provided in board packet

DRAFT

**Request for Information/Qualifications: University Model Practitioner Programs**

Background

Practitioner programs bring local government professionals into the classroom as guest speakers and as teachers (e.g., team teaching, adjunct professors, full time professors). The International Hispanic Network (IHN), National Forum for Black Public Administrators (NFBPA), and ICMA would like to receive proposals from public administration graduate programs to assist in identifying model practitioner programs at universities and preparing a document/guide that can be used to encourage and formalize partnerships between academia and local government professionals. IHN, NFBPA and ICMA are interested in attracting a greater number of practitioners to work with university programs by making it easy to get involved and receive the necessary training to become and stay involved in teaching. Practitioners add a grassroots dimension to the theoretical materials taught in the classroom and, in turn, reinforce the importance of the class lessons. Providing role models and mentors in the classroom will, hopefully, encourage more students/people of color to choose local government careers.

Scope of Work

The work should look at practitioner models in multiple universities, and determine the strengths, challenges and effectiveness of the various models. These models may be either formal or informal. IHN, NFBPA and ICMA will assist with member resources by facilitating surveys and interviews with our members and with ICMA University Chapters. At minimum, the surveys and interviews should result in descriptions for different models of practitioner programs currently in place in graduate and undergraduate programs. All ICMA university chapters should be invited to participate in the survey and interviews. Surveys sent to practitioners should ask if they would be willing to participate in the interviews. From the perspective of the practitioners who are currently in speaker or teacher roles, what are the direct and indirect benefits of these programs? What are the challenges? What have they done to minimize or overcome these challenges? What are the concerns or issues of local government professionals that have not or are hesitant to become involved in practitioner programs? What would encourage them to become a practitioner at their local/regional college or university? Surveys sent to academics should identify what types of teaching practices are in place (e.g., team teaching, adjunct professors, full time professors). Is the practitioner structure formal or informal? Is coursework co-created by the Academics and the practitioner? If not, what model do they currently use? What do academics see as benefits and challenges of involving practitioners in the educational programs?

Proposals/Request for Information/Qualifications

Universities are requested to submit an outline and preliminary budget of their approach to conducting research and preparing the guide/document of best practices. Submittals should not exceed three pages including an estimated budget. A committee comprised of academics and practitioners will review the submittals. More detailed proposals will be requested from the submittals that best address the core requirements of the project. Key components are listed below. Proposers are encouraged to include students in the research and preparation of document to maximize their exposure to local government professionals, especially in the interview process and subsequent presentation of findings.

- Review of existing information from ASPA and NASPAA.
- Development of surveys, which will be distributed by ICMA, IHN, NFBPA and other local government affiliate organizations to their respective members.
- 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.
- Proposers may add additional steps as deemed relevant to the research.
- Preparation of a draft document for review by ICMA, IHN and NFBPA.

- Schedule for completing the project.
- Estimated budget for completing the project (hours and costs).

Researchers will be invited to present their project to the ICMA Committee on Graduate Education and the participants will be recognized at the IHN Dinner at the 2018 ICMA conference. The 2018 ICMA Conference is September 23-26 in Baltimore, MD. The results will also be published in the ICMA *PM Magazine*.

Timeline

- September 1, 2017 – issue call for information
- October 20, 2017 – deadline for receiving response for request for information/qualifications
- December 1, 2017 – issue call for proposals
- January 19, 2018 – deadline for receiving proposals
- February 2, 2018 – award project

For additional information or questions, contact:

- Karen Davis, Executive Director, IHN: 408-221-8458
- Rob Carty, Director, Career Services / Next Generation Initiatives: 202 962 3560

Submissions should be sent electronically to kdavis@ihnonline.org and received by close of business on Friday, October 20, 2017.

**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 in 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 schools 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 NAPSAA, 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.