LEADERSHIP ICMA

100% of participants said they would recommend LICMA to colleagues.

-2017 LICMA Alumni Survey

Leadership ICMA Program Review Capstone Project

Program Review, Analysis, and Recommendations

93% of respondents stated that the sponsoring jurisdiction received value for their investment.

-2017 LICMA Alumni Survey

Steve Bartha ● Ben Brezina ● Leo Lew

August 2017

60% of alumni reported that the program played a role in their advancement.

-2017 LICMA Alumni Survey

Leadership ICMA Program Review

Program Review, Analysis, and Recommendations

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Problem Statement

At 10 years old, the Leadership ICMA program is mature and well established, with more than 190 alumni. However, the program is overly dependent on a small number of individuals for recruitment and program development. Classes and individual class members stay in contact, but there appear to be opportunities to strengthen the program as well as the post-program bonds both to ICMA and to other alumni and classes.

This raises two key questions: What direction should the program go over the next 10 years and what are the requirements for its long-term sustainability?

ICMA University offers more than ten Leadership Development Programs in its current curriculum, including: Leadership ICMA, Local Government Management Fellowship, Emerging Professionals Leadership Institute, Emerging Leaders Development Program, Mid-Career Managers Institute, Local Government 101 Online Certificate Program, Local Government 201 Online Certificate Program, Midwest Leadership Institute, Voluntary Credentialing Program, and Legacy Leaders.

There are also three additional Leadership Development Programs for Credentialed Managers and Senior Managers: ICMA Gettysburg Leadership Institute, ICMA Williamsburg Leadership Institute, and ICMA SEI Leadership Institute.

Only Leadership ICMA and ICMA SEI Leadership Institute participate in the University of Virginia's Senior Executive Institute. This program is a highlight of Leadership ICMA and is mentioned as such numerous times across responses from the Leadership ICMA Alumni Survey.

Leadership ICMA is the preeminent Leadership Development Program offered by ICMA. It is an intense, two-year program designed for early and mid-career professionals and aspiring Credentialed Managers, who have at least three-years of management experience in local government or a related field, and it is designed to cultivate key leadership competencies needed for success at all levels of local government management.

Statement of Scope

The Leadership ICMA Project Team sought to answer the two key questions by conducting a Strategic Stakeholder Value Analysis, using the HPO model, with key program stakeholders, in the form of online surveys. The surveys were targeted at three distinct groups in the context of LICMA's original goals and the recently adopted ICMA strategic plan: Leadership ICMA Alumni, Capstone Sponsors, and Program Sponsors.

Methodology

The Project Team utilized ICMA staff and resources to complete the program review. The Team interviewed program staff, gathered data, and performed Leadership ICMA project research, including best practices. The Team researched best practices for leadership programs and advisory board development and structure. The final report includes recommendations to strengthen and advance Leadership ICMA's sustainability over the next decade. The report includes strategic planning concepts and best practices, recommendations, survey responses and analysis.

Recommendations

The Project Team identified five key recommendations that will serve as a guide for Leadership ICMA staff to enhance, promote, and grow the program for many years to come. The recommendations outlined below represent a collaborative effort to develop an action plan to enhance and strengthen LICMA program sustainability, with near immediate effect.

1. Create a Leadership ICMA Advisory Board
- Board should consist of team and goal oriented Leadership ICMA Alumni and perhaps one or two Program Sponsors / Capstone Sponsors to serve voluntarily to provide guidance and support to the Program
- Establish sub-committees to perform specific tasks, e.g. Nominating Committee, Annual Meeting Committee, and Sponsorship (fund raising) Committee
- Nominating committee should review Board composition annually and seek candidates to fill openings, following formal processes for nominating and renewing Board members

- The Board should meet, at minimum, yearly at the Annual Conference (mandatory attendance) to review budget and business matters
- The Board should adopt bylaws and appoint a Chair and Vice Chair
- Formal written bylaws, even if brief, are important, and should:
    - Contemplate governance of the Board
    - Clearly outline roles and expectations of a Board members
    - Identify mission, offices, criteria for membership on the Board, frequency of meeting (again, not less than once annually)
    - Contemplate creation and authorization of standing committees and ad hoc committees
    - Be presented to and reviewed / re-adopted by the Board annually
    - Given to new Board or prospective Board members
- Board members should serve staggered, three year terms
- The initial Board should partner with ICMA Staff to identify Purpose and Mission of the Board, ideas for which may include:
    - Advising ICMA on issue that impact LICMA mission and strategy
    - Serving as sounding board for program changes, curriculum development, and program activities
    - Identifying potential program participants, program sponsors, and capstone sponsors
    - Providing access to other local government managers
    - Assisting in acquiring resources and fund raising in support of the mission and strategy of the program
    - Advising on program content and structure
    - Helping support Staff through fund raising
    - Planning Alumni / Sponsor events
    - Generally being a champion of the program
- Board Agendas – standing topics may include:
    - Program Development
    - Advocacy
    - Media / Publicity
    - Development / Fund Raising
        - Develop communication strategy about the program and financial needs of the program
        - Assist in Capstone sponsor recruitment
        - Special event fundraising

- The Board should assist ICMA staff to develop and maintain an Alumni master contacts list
- Develop LICMA recruitment plan (see Recommendation #2)
    - Task LICMA Alumni Board to promote program / budget locally for participation
    - Reach out (directly and through alumni) to State Associations
    - ELDP to LICMA progress track – consider discounted tuition
- Develop LICMA marketing plan and budget to message program
    - PM Magazine
    - Annual Conference Table (staffed by alumni and staff)
    - ICMA Website

2. Develop LICMA Strategic Plan, Mission, and Vision Statements
- Maintain positive corollary tract between ICMA Board Practices for Effective Leadership land LICMA Program
- Initiate planning efforts to engage the ICMA Board
- Utilize Advisory Board to assist
    - Outreach to State Associations
    - Credentialed Manager track
    - Link ICMA Leadership Practices to LICMA Program
        - Practices have been updated
        - Link LICMA leadership components
        - EXHIBIT D
        - Maintain financial link to ICMA-RC
- Program mission and vision statements
- Planning for the future

3. Develop LICMA Marketing Strategy and Outreach Plan
- Utilize Advisory Board to assist development of Marketing Strategy and Outreach
    - Video and Print Media
    - Program success stories
    - Utilize PM Magazine and Website to spotlight the program
        - Regular features in PM and on website explaining the projects, people, value, and positive impact.

- Showcase several recent projects and one early project to highlight the impact these projects have had on organizations and communities, and to communicate their value to the broader management profession.
- Sponsor recognition – publish interview of manager and his/her graduated class member in PM magazine
- Member recognition – after annual conference; publish list of projects completed and brief bios on new class members.
  - o Develop preconference game plan
    - Organize LICMA Alumni Event
    - Rollout Alumni Board model
    - Seek volunteers to serve

4. Develop Alumni Engagement and Networking Strategy

- Utilize Alumni Advisory Board to develop network and spearhead engagement efforts
- Adopt best practices in alumni networking by collaborating with organizations that excel in this area, like Teach For America[1] (TFA):
  - o Similar to LICMA, TFA is an intensive, two-year program where a cohort of peers is selected to participate in a shared professional experience that serves to bond members and inspire them to take on leadership roles in their professions
  - o TFA operates a highly sophisticated alumni network, including:
    - Annual surveys
    - Regional meet-ups
    - Calls to service in policy making
    - Mobilization of members around common issues
    - An alumni magazine
  - o Facilitating a sit-down with TFA staff who support their alumni network could lead to cross pollination of best practices
- Encourage members to use State Association meetings to introduce (or reintroduce) the program, curriculum, costs, and capstones
- Engage the broad and growing alumni network to amplify the efforts from ICMA's Washington DC Office to expand and showcase the program

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[1] TFA's Alumni Network Website can be found at: https://www.teachforamerica.org/alumni

- Consider developing "scripts" and informational materials that alumni can use at State Association meetings or regional summits to promote the program and recruit sponsors and participants

5. Explore Revenue Enhancement and Diversification
- Consider (carefully) increasing Capstone Fees, which are a key component of the LICMA business model. All eight respondents to the Capstone Sponsor Survey (Q5) felt they received good value for the investment; anecdotally, it appears that using LICMA consultants is a very cost effective model
  - For example, in Danvers, Mass., the Town paid a total of $8,100 (largely grant funded) for an Employee Engagement Handbook. Three LICMA 2017 class members spent roughly 225 hours in total to complete the project: analysis of sponsor's Q12 survey results, two-days of onsite interviews, a thorough literature review, peer consultation on best practices, and writing the report. The rate for non-technical consulting services in the Boston Region is roughly $115-$135 per hour, as compared to the $36 per hour it cost the Town of Danvers to procure the handbook, which is being used by senior managers to develop engagement systems, processes, and events
  - This type of value should be publicized regularly in PM articles
- Coordination of ICMA Legacy Fund to establish scholarship funding
- Leveraging ICMA-RC resources to offset participant costs
- Exploring (on the front end) a tiered approach to LICMA tuition and Capstone fees based on a jurisdiction's operating budget or (on the back end) subsidizing the costs for smaller jurisdictions to participate
- Consider increasing class size to 24 members, which will generate additional tuition revenue and allow for up to 8 Capstone Projects, which in turn will yield additional revenue. This will depend on the success of the marketing and outreach efforts described elsewhere in this report.
- Encourage Capstone Sponsors by incentivizing their participation with free or discounted LEAD training and/or other mechanisms to encourage participation in the program

Conclusion: What does success look like moving forward?

One of the themes that cut across all three surveys is the near universal agreement that stakeholders are receiving real value from the program[2] – Alumni (Section 2, Q5 and Section 3, Q2), Capstone Sponsors (Q5), and Program Sponsors (Q4). The value they describe in survey responses range from: quality professional development, new friendships, networking, increased confidence, and leadership development (Alumni); cost-savings in the form of affordable consulting services, receiving advice from trusted professional peers, implementable projects, and long-lasting organizational impact (Capstone Sponsors); and excellent productivity gains, new strategic thinking, leadership qualities, and organizational value (Program Sponsors). Likewise, alumni expressed across-the-board satisfaction with the curriculum, due in no small part to the fact that the curriculum is designed (and continues to be enhanced) by dedicated, smart, stakeholders representing both academia and the profession.

So, what does success look like moving forward? Having twice (or three times) as many participant applicants as slots available. Having to turn away (or wait list) project sponsors due to high demand. Transforming the nationwide alumni network into a synchronized recruitment and PR machine at the county, state, and regional level. Based on the feedback received in the three surveys, it seems that this these are very achievable outcomes.

According to survey results, the LICMA program is highly impactful and alumni and sponsors receive great value from the program, but the program's reach appears limited in its current form. Evidence of this can be seen in the stark contrast between questions like *have you recommended the program to colleagues* (Alumni S2 Q6, Capstone Sponsor Q6, Program Sponsor Q5), which enjoyed affirmative answers ranging from 77% to 100%, as compared to questions like *have you sponsored a participant/project* (Alumni S2 Q7 and S3 Q3, Project Sponsor Q7), which ranged from 45% down to11%.

There is a disconnect between getting value *from* the program and subsequently investing (or reinvesting) *in* the program. There may be myriad reasons that this gap, from budgetary constraints to limited authority to alumni transitioning out of the profession, and it is unlikely that the numbers would ever perfectly align, but we believe stakeholders can build a bridge in that gap to make the program even stronger.

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[2] Discerning how the almost 150 stakeholders who chose not to complete a survey, despite multiple enquiries, feel about the program is worthy of a separate study.

From our perspective, the opportunity to narrow that gap (and expand the stakeholder pool) lies in: enhanced marketing, public relations, messaging, and networking – the creation of an Advisory Board to work closely with ICMA staff; the adoption of a vision and values statement; calibrating tuition and fees to better align with jurisdictional ability to pay; tapping into the broad network of alumni to trumpet the program at State Association meetings, Regional Summits, and Annual Conference; and regularly spotlighting LICMA Capstone projects and alumni in PM magazine articles and on the ICMA website, e.g. directory, featured bios, or video clips.

Survey Results

Summaries and key findings from stakeholder interviews and online survey responses are tabulated in this section. The following list of Exhibits can be found at the end of the report as reference:

- Exhibit A: Alumni Survey Results
- Exhibit B: Capstone Sponsor Survey Results
- Exhibit C: Program Sponsor Survey Results
- Exhibit D: 2017 ICMA Practices for Effective Leadership
- Exhibit E: University of North Texas MPA Alumni Advisory Board By-Laws

Alumni Survey Data Analysis

The Project Team worked diligently with ICMA staff to prepare a simple yet informative survey to email to Alumni, current LICMA participants, and current / former Capstone and Program Sponsors. The Project Team was provided email addresses for 187 LICMA Alumni and current class participants by ICMA staff.

After an initial email blast, a follow up email blast, and some individualized follow up, 120 responses (Exhibit A) were received, representing response rate of 64%. The Alumni Survey consisted of five sections with multiple questions in each section, which were developed to collect and measure various aspects of the LICMA program.

Section #1: On a scale of 1 to 5, where 1 means "very weak" and 5 means "very strong", how would you (as an alumni of the program) rate the following LICMA content areas?
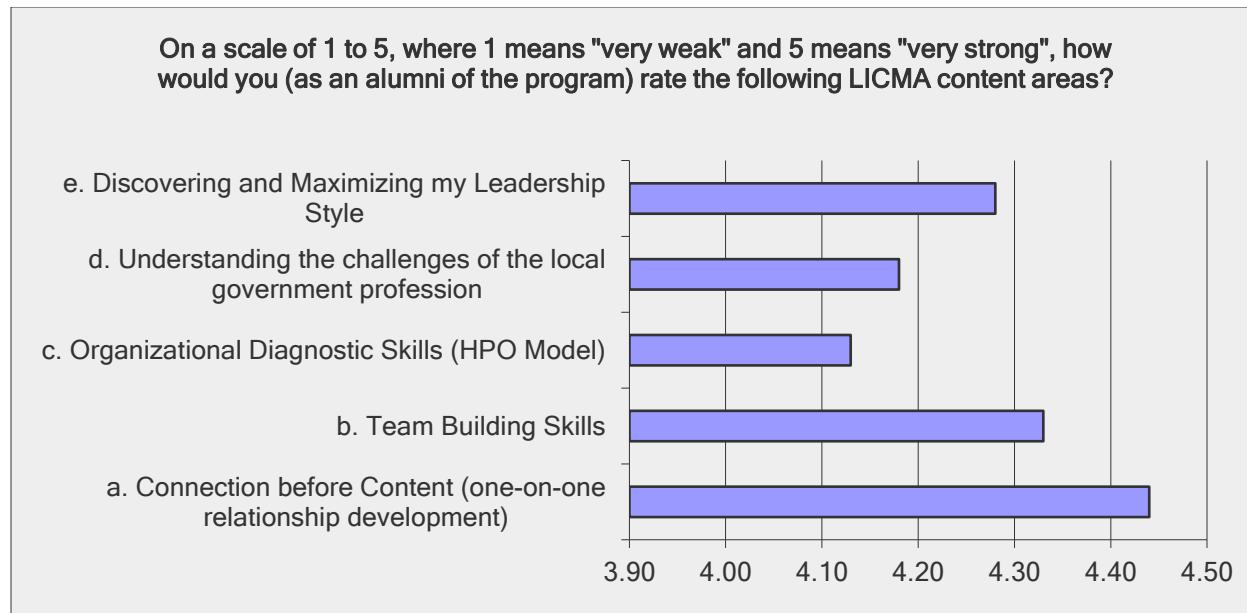
All 120 respondents answered this question. Connection before content (one-on-one relationship development) scored highest, with an average response of 4.44; Team Building Skills, second, with an average response rating of 4.33; Discovering and Maximizing my Leadership Style, third, at 4.28; Understanding the challenges of the local government profession, fourth, at 4.18; and Organizational Diagnostic Skills (HPO

Model), fifth, at 4.13. Although all five categories averaged at least 4.18 or higher (on a 5-point scale), it would be worth examining why HPO and Understanding the Challenges Facing Local Government scored lowest. Interestingly, what the three content areas that scored 4.28 or above have in common is the "human" or "interpersonal" aspect: self-reflection, teamwork, and relationship building. This "human" aspect also emerged as a critical component of the LICMA program in the Alumni Survey narrative responses.

Most respondents were mid-career professionals or higher and more than likely already had a good idea of the challenges of the local government profession and therefore were driven to seek the LICMA program to enhance their career.

Section #2: Fifteen Value Questions, listed below. Of the 120 survey respondents, 76 respondents, or 63.3%, completed this section. Initial analysis of the individual responses indicate that respondents struggled to answer the question: "What would inspire you to stay more connected / involved with LICMA and / or ICMA." <u>Our recommendation is to earmark this question to be asked again as a measure of LICMA success in implementing the recommendations contained in this report</u>. It is vital to the success of the program that Alumni have an opportunity to maintain a connection to the program.

Please provide feedback on the following questions:		
Answer Options	Response Percent	Response Count
1. What three words best describe your Leadership ICMA experience?	98.7%	75
2. What did you learn and apply that was helpful to your career development?	96.1%	73
3. What did you learn and apply that was helpful to your sponsoring organization?	90.8%	69
4. What did you hope to get out of LICMA when you applied? Did you?	94.7%	72

5. Was the program a good value for the investment? Why or why not?	97.4%	74
6. Have you recommended LICMA to a colleague? Why or why not?	97.4%	74
7. Have you sponsored a LICMA member? Why or why not?	84.7%	72
8. Have you participated in similar programs – ICMA sponsored or otherwise? How did they compare to LICMA?	96.1%	73
9. What are the relative strengths and weaknesses of the program?	88.2%	67
10. What would you change about the program?	89.5%	68
11. What are the requirements for the long-term sustainability of the LICMA program and what initiatives should the program focus on in the future?	82.9%	63
12. What would inspire you to stay more connected/involved with LICMA and/or ICMA?	84.2%	64
13. What hinders your involvement?	88.2%	67
14. Are you aware that there are tuition scholarships available?	96.1%	73
15. When you contribute to the Fund for the Profession, do you designate Leadership ICMA Scholarship Program?	88.2%	67
answered question		76
skipped question		44

A cursory review of responses to the 15 questions in **Section #2** are summarized below with notable answers. Italicized excerpts in quotation marks are displayed almost verbatim from the individual survey responses.

1. **Three Words that Best Describe your LICMA Experience:** Below is a word map depicting the most common words used to describe the LICMA experience. The larger the word, the more frequently it appeared in survey responses; several that did not make the top 16, but are worth noting, include: "*camaraderie, eye opening, informative, meaningful, and rewarding.*"

Transformative Empowering Educational Life-Changing Growth Impactful Connections Rewarding Fun Perspective Network Confidence Challenging Collaborative Inspiring Engaging

2. **Applicable / Helpful to Career Development:** *"Confidence in my own leadership; focusing on my strengths; HPO; confidence in decision making; understanding of self and motivation."*

3. **Applicable / Helpful to Sponsoring Organization:** *"Customer focus and willingness to change processes; HPO model; implement SSVA; team building; HPO; the need to empower all employees to increase engagement."*

4. **What you hoped to get from LICMA:** *"Better leader; build larger network; career development; resume boost; leadership development; meeting others; leadership philosophy development."*

5. **Good Value for Investment:** All 74 respondents to this question answered yes: *"Yes, definitely – the network alone is of great value; yes – particularly SEI."*

6. **Recommended LICMA to colleagues:** All 74 respondents to this question answered yes.

7. **Sponsored a Participant:** Only 11% (8 of 72) or respondents to this question answered yes: *"No one has asked me; not possible in my position; don't know how; we send our staff to LEAD; no money; organization too small."*

8. **Participation in Similar Programs:** Just under a third (24 of 73) of respondents to this question answered yes; six listed ICMA's ELDP or Mid-Career Managers.

9. **Strengths / Weaknesses of LICMA:**
   a. **Strengths:** *"Bright enthusiastic leaders to share ideas and challenges; relationship building; SEI; curriculum; facetime with Executive Director; practical applications; exposure to the profession in different regions."*
   b. **Weaknesses:** *"Cost; alumni feel detached; travel commitment; feel disconnected in year 2; trying to digest the whole HPO model; use MBTI throughout rather than mix/match personality tests; that it had to end!"*

10. **Changes you'd like to see:** *"More interconnectedness between the classes; add half day at SEI for LICMA team focus; mandatory attendance in person; increase exposure of program and its benefits."*

11. **Requirements for sustainability / Initiatives to focus on: "***Require alumni to pay it forward; marketing of program; ICMA support and funding if necessary; price point within reason; keep costs down; scaled tuition; regional chapters of LICMA alums to promote program; volunteer leaders in each metro area, like ELGL; sessions at conference for LICMA to reinforce curriculum; receive two years toward credentialing; keep Executive Director involved with LICMA; broader marketing and awareness; follow-up with alums."*

12. **Inspiration to stay more connected/involved: "***Happy hours; regional LICMA groups; ICMA Conference events; opportunity to give back based on experience I had; more social events."*

13. **What hinders your involvement:** *"Time; money; organizational commitment; family; resources; lack of managerial support; distance; stale contact info."*

14. **Awareness of tuition scholarships:** Just over 45% (33 of 73) of respondents to this question answered yes.

15. **Designate LICMA when giving to Fund for the Profession:** Only 16% (11 of 67) of respondents to this question answered yes.

Section #3: Please provide feedback on the following questions; roughly 62% (74 of 120) of respondents answered these questions.

Please provide feedback on the following questions.		
Answer Options	Response Percent	Response Count
1. What was your Capstone project?	86.5%	64
2. Did the sponsoring jurisdiction get good value for their investment? Why or why not?	94.6%	70
3. Has your organization sponsored a LICMA Capstone project? Why or why not?	98.7%	73
4. Is the Capstone an important component of the LICMA experience? Why or why not?	98.7%	73
	answered question	74
	skipped question	46

A cursory review of the answers to all 4 questions within **Section #3** are summarized below with notable answers:

1. **Your Capstone:** Please see Exhibit A for detail.

2. **Good value for sponsor's investment:** More than 93% (40 of 43) of respondents to this question answered yes, which is consistent with the overwhelmingly positive feedback provided by Capstone Sponsors to a similar question in their survey.

3. **Has your organization sponsored a Capstone:** Only 13.3% (6 of 45) of respondents to this question answered yes*: "Never thought about it; no appropriately sized project; lack of support; no support from city manager for one; struggling to fill positions, let alone pay for a project; new to the organization; not aware of the process."* One respondent who answered yes offered *"because we are awesome!"* as the reason why. (No argument from us!)

4. **Is the Capstone an important component**: More than 95% of respondents to this question answered yes.

Section #4: Please answer the following questions; just less than 57% (68 of 120) of respondents answered this question.

Please answer the following questions:		
Answer Options	Response Percent	Response Count
1. What year did you graduate from the program?	100.0%	68
2. Job title then & now?	98.5%	67
3. Did LICMA play a role in your advancement? If yes, how?	92.7%	63
answered question		68
skipped question		52

A cursory review of the answers to all 3 questions within **Section #4** are summarized below with notable answers:

1. **Your Graduation Year:**

Class	Responses
2006	1
2007	6
2008	4
2009	4
2010	8
2011	1
2012	7
2013	5
2014	5
2015	6
2016	7
2017	4
2018	6
Other	4
Total	68

2. **Job Title Then and Now:** The clear majority of Alumni have shown career advancement, which may be due to the LICMA program, but it also seems likely that a correlation exists between highly motivated, high performance leaders being drawn to participate in the LICMA program (who would generally advance in their careers anyway). The few instances of no change are found in the more recent participants who may not have completed the program yet.

3. **Did LICMA play a role in your advancement:** Roughly 60% of respondents (or 37 of 63) answered yes to this question, with many citing *"greater confidence"* as a byproduct of the program. Additionally, almost 21% (or 13 of 63) answered with a variation of *"N/A, not sure yet, or hope so,"* indicating that they don't plan to or haven't yet pursued a new position. The "yes" vote increases to roughly 75% when this sub-group is removed.

Section #5: Please answer the following questions; 62.5% of respondents (or 75 of 120) responded to these questions:

Please answer the following questions (Y/N):			
Answer Options	Yes	No	Response Count
1. Are you an ICMA Credentialed Manager?	24	51	75
2. Have you ever served on an advisory board?	25	50	75
3. Would you be interested in serving on a LICMA Alumni advisory board?	63	12	75
4. Do you stay in contact with your LICMA class?	70	5	75
5. Will you be attending the 2017 ICMA conference in San Antonio?	55	18	73
6. Would you be willing to help ICMA promote the LICMA program (e.g. video interviews, PM articles, etc.)?	68	6	74
		answered question	75
		skipped question	45

A cursory review of the answers to all 6 questions within **Section #5** are summarized below, with notable answers; in general, it appears that LICMA alumni remain active with ICMA (75% will attend this year's Annual Conference), have experience serving on Alumni Boards (33% have served in this capacity), and are eager to support the program (75% expressed interest in serving on a LICMA Advisory Board), all of which are very positive indicators for the sustainability of the program:

1. **ICMA Credentialed Manager:** Only 37% of alumni are Credentialed Managers

2. **Experience on an Alumni Board:** Roughly one-third of alumni have served on an Alumni Board; this is a positive indicator showing that LICMA Alumni are experienced and willing to volunteer and serve for a cause they believe in.

3. **Willingness to Serve on LICMA Advisory Board:** More than three in four respondents expressed in serving on the LICMA Alumni Board; again – a very positive indicator.

4. **Remain in Contact with your LICMA Class:** More than nine in ten respondents stated that they do remain in contact with their LICMA class.

5. **Attending 2017 Annual Conference in San Antonio:** Three-quarters of respondents stated that they plan to attend this year's ICMA Conference.

6. **Willing to help promote LICMA:** Almost 92% of respondents answered that they would be willing to help ICMA promote LICMA; again, very encouraging.

Please answer the following questions (Y/N):
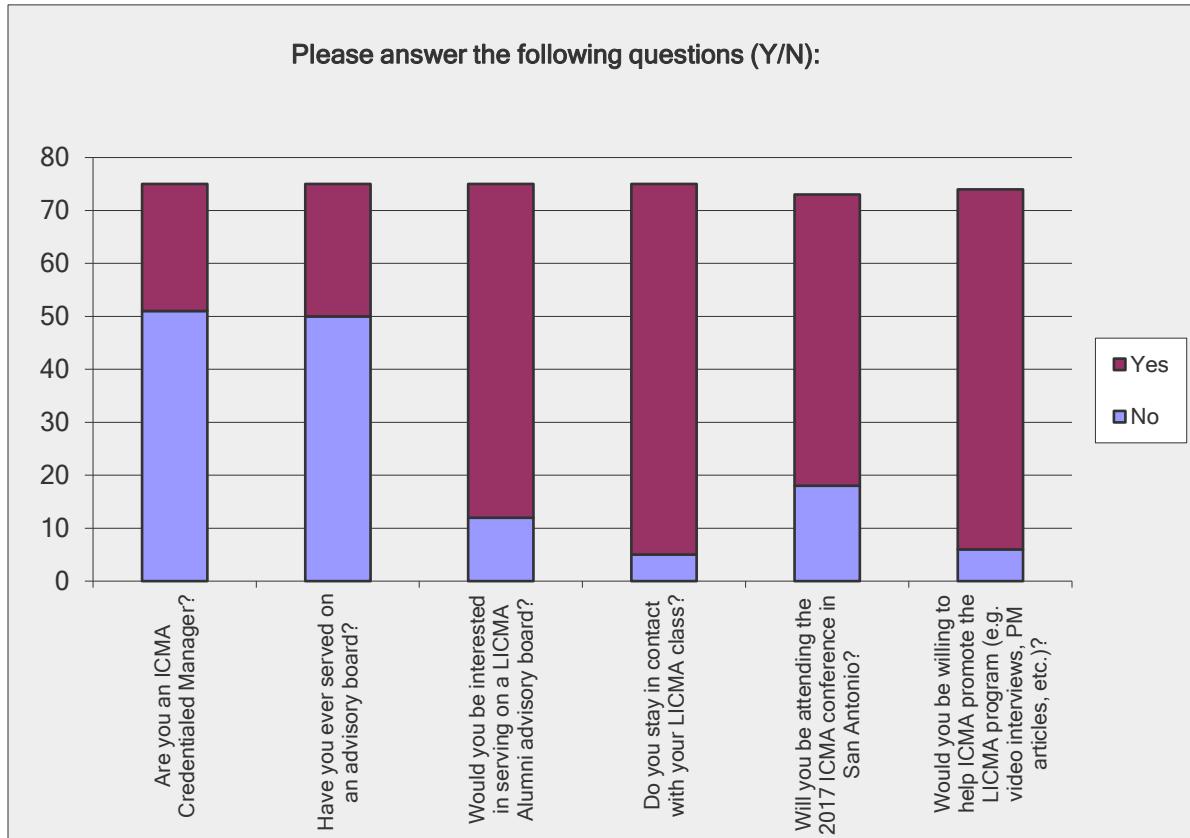
Capstone Sponsor Survey Data Analysis:

Capstone Sponsor Surveys were emailed to 18 project sponsors, several of whom have sponsored multiple projects. Eight completed surveys were received, representing a 44% response rate. 100% of survey respondents reported that the LICMA Capstone Project Teams *delivered what they promised* (completed the project scope) and that the *jurisdictions received good value* for their investment. Some specific responses to this question (Q5) include:

- *"Could never have done a strategic plan for this price."*
- *"First rate study comparable to any more expensive consultant's study and report."*
- *"…trusted experts…not just hired consultants…keenly focused on listening…product that could be implemented."*
- *"Well done…timely…able to implement."*
- *"…a similar study would have cost much more in the professional consulting marketplace."*

In response to the question (Q3) about *impact on the organization*, responses were equally positive:

- *"…has been a guiding document* [Strategic Plan] *ever since."*
- *"Significant, preparing to implement* [Flexible Working Arrangement Study]."
- "[CIP Process Improvement Plan] *helped the organization create a more team -centered and modern process, with greater transparency to council and more opportunities for public engagement."*
- *"It* [Enterprise Risk Management] *helped us kick off the process."*
- "[Recreation Department Analysis] *led to the reorganization of the department into two divisions."*
- *"It* [Partnership Analysis] *was instrumental in shaping how we approach partnerships into the future, and has formed the basis of our newly formed Partnership Center."*
- *"…management is formulating plans to implement* [Employee Engagement Handbook] *later this summer. The team validated some of what we already knew and provided some incredible insights from their own experiences and research."*

Seven of eight respondents claim they have recommended the LICMA program or a Capstone sponsorship (Q6) to colleagues (the lone "no" stated that they haven't had the opportunity to do so yet). However, despite the near universal praise, only one of the eight respondents had sponsored a subsequent project (Q7), yet all but one respondent expressed interest in doing so. (The lone "no" cited the amount of dedicated staff time required to complete the project.)

This discrepancy (have recommended; haven't sponsored) suggests to us that marketing and/or timely follow up by ICMA staff with sponsoring jurisdictions could help recruit new sponsors and help secure more follow up sponsors. Placing great emphasis in marketing materials on the positive impacts on organizations and the value received should help to generate sponsors.

Overall, the Capstone Sponsor feedback was very positive. The LICMA Advisory Board and ICMA staff need to emphasize and publicize the benefits of the Capstone Projects in their marketing strategy to create competition for Capstone Project selection.

Compete responses to the Capstone Sponsor Survey can be found in Exhibit B.

Program Sponsor Survey Data Analysis

Program Sponsor Surveys were emailed to 70 Program Sponsors, several of whom have sponsored multiple participants in the past. Thirteen completed surveys were received, representing a 19% response rate. Overall, the Program Sponsor feedback was very positive.

Themes:

Q1 – Noticeable changes in participants

- *Increased leadership skills and presence*
- *Increased confidence*
- *Making organizational improvements*
- *Networking*
- *Bigger organizational and strategic vision*
- *Awareness of self and others*

Q2 – Initial interest in sponsoring an attendee for the program

- *Alums who had good previous experiences in the program*
- *Desire to enhance leadership skills and confidence in employees*
- *Succession planning within the organization and the profession as a whole*

Q3 – Expected value for the organization to receive

- *Improvements in planning, management, goals, innovation, outcomes, teamwork*
- *Networking*

Q4 – Were these expectations met?

- *Yes, almost unanimous (11 of 13, 85% - the other two "unsure" as opposed to "no")*

Q5 – Recommend sponsorship to others? Why or why not?

- *Mostly yes (10 of 13, 77%) to develop leadership talent and invest in the employee/profession*
- *Two have not specifically recommended sponsorship yet, but speak positively about the program*

Noted concerns:

- Questioned the value of the capstone project portion of the program given the significant time commitment (See Q3, Respondent 8)
- Total cost is expensive and hard to explain externally (See Q4, Respondent 8)
- Cost is prohibitive for some jurisdictions (See Q5, Respondent 12)

Recommendations

- Survey Program Sponsors within six-months of participant graduation for timely feedback
- Use Program Sponsors for marketing – sponsors are essentially giving testimony and marketing to fellow City/County Administrators (potential sponsors) and potential participants, examples:
  - Video interview of sponsor and alum to post on ICMA website and play at the annual conference
  - Use sponsor and alum feedback quotes on marketing materials/website. Two example quotes of what sponsors noticed are:
    - *"A deeper understanding of the importance of local government was very apparent. He has increased his participation in strategic planning, vision process. I believe his potential increased dramatically as a result of the program."*
    - *"Enhanced leadership presence and confidence to tackle difficult assignments involving multiple organizations."*
  - Use sponsor/alum interview transcript on a website highlight
  - Use the sponsor and alum to give a presentation at their State Associations, providing them with marketing material that ICMA has developed for the program

Exhibit A

Alumni Survey Results

Q1 On a scale of 1 to 5, where 1 means "very weak" and 5 means "very strong", how would you (as an alumni of the program) rate the following LICMA content areas?

Answered: 120   Skipped: 0
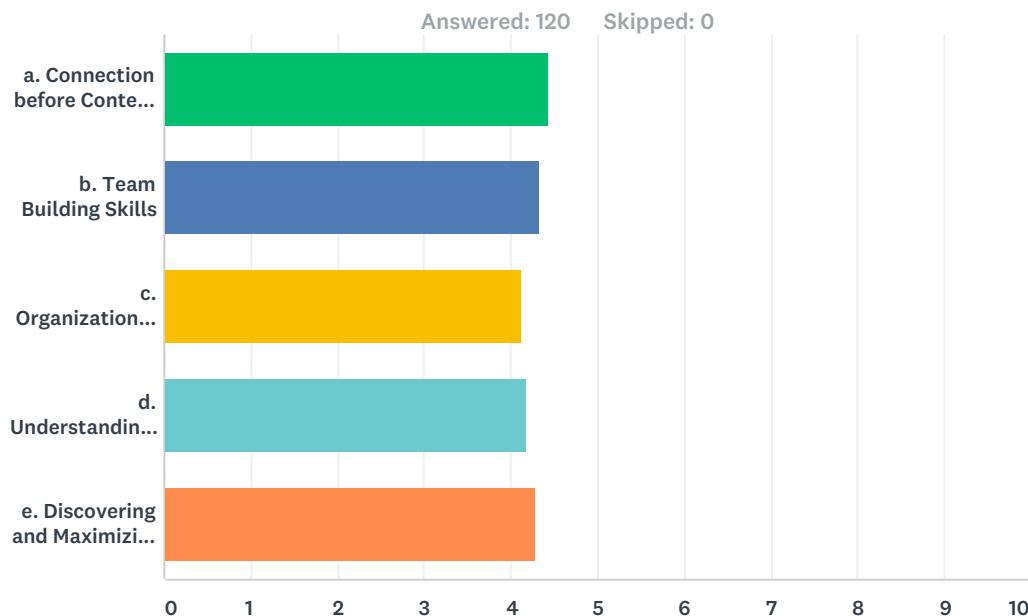
	1 - Very Weak	2 - Weak	3 - Neutral	4 - Strong	5 - Very Strong	Total	Weighted Average
a. Connection before Content (one-on-one relationship development)	0.00% 0	0.83% 1	7.50% 9	38.33% 46	53.33% 64	120	4.44
b. Team Building Skills	0.00% 0	0.00% 0	10.00% 12	47.50% 57	42.50% 51	120	4.33
c. Organizational Diagnostic Skills (HPO Model)	0.00% 0	3.33% 4	10.83% 13	55.00% 66	30.83% 37	120	4.13
d. Understanding the challenges of the local government profession	0.00% 0	2.50% 3	15.00% 18	44.17% 53	38.33% 46	120	4.18
e. Discovering and Maximizing my Leadership Style	0.83% 1	1.67% 2	11.67% 14	40.83% 49	45.00% 54	120	4.28

Q2 Please provide feedback on the following questions:

Answered: 76   Skipped: 44

Answer Choices	Responses	
What three words best describe your Leadership ICMA experience?	98.68%	75
What did you learn and apply that was helpful to your career development?	96.05%	73
What did you learn and apply that was helpful to your sponsoring organization?	90.79%	69
What did you hope to get out of LICMA when you applied? Did you?	94.74%	72
Was the program a good value for the investment? Why or why not?	97.37%	74
Have you recommended LICMA to a colleague? Why or why not?	97.37%	74
Have you sponsored a LICMA member? Why or why not?	94.74%	72
Have you participated in similar programs – ICMA sponsored or otherwise? How did they compare to LICMA?	96.05%	73
What are the relative strengths and weaknesses of the program?	88.16%	67
What would you change about the program?	89.47%	68
What are the requirements for the long-term sustainability of the LICMA program and what initiatives should the program focus on in the future?	82.89%	63
What would inspire you to stay more connected/involved with LICMA and/or ICMA?	84.21%	64
What hinders your involvement?	88.16%	67
Are you aware that there are tuition scholarships available?	96.05%	73
When you contribute to the Fund for the Profession, do you designate Leadership ICMA Scholarship Program?	88.16%	67

#	What three words best describe your Leadership ICMA experience?	Date
1	Transformative, connection, stretching	7/24/2017 7:56 AM
2	Transformational, Personal, Long-lasting	7/23/2017 7:04 PM
3	transformative, inspirational, humbling	7/21/2017 12:36 PM
4	Unique, memorable, fun	7/20/2017 11:14 PM
5	supportive, inspiring, creative	7/20/2017 8:37 AM
6	engaging, leadership, professional	7/19/2017 2:37 PM
7	Innovative, Inspiring, Thought-provoking	7/19/2017 12:40 PM
8	valuable, engaging, transformative	7/19/2017 6:12 AM

9	Growth introspective relationships	7/18/2017 8:16 PM
10	Awesome. Life-Changing. Memorable.	7/18/2017 6:26 PM
11	Knowledge, frienships, lifetime	7/18/2017 12:46 PM
12	Life-Changing; Perspective; Self Awareness	7/18/2017 11:59 AM
13	inclusive, fun, relationships	7/18/2017 11:24 AM
14	great network of friends	7/18/2017 10:48 AM
15	Educational,	7/18/2017 9:07 AM
16	Connections, experiences, development	7/18/2017 9:06 AM
17	enlightening, empowering, confidence-building	7/18/2017 9:03 AM
18	Fun eye-opening leadership	7/18/2017 8:29 AM
19	Growth Awareness Network	7/14/2017 10:19 AM
20	Rewarding, Fun, Engaging	7/13/2017 3:16 PM
21	Insightful, thoughtful, perspective	7/13/2017 11:31 AM
22	Challenge, Education, Networking	7/13/2017 10:50 AM
23	Fun, challenging, eye-opening	7/13/2017 6:57 AM
24	educational, motivating, applicable	7/11/2017 7:34 AM
25	Rewarding; Enriching; Motivational	7/10/2017 9:33 AM
26	challenging, skill-building, and fun	7/6/2017 8:15 AM
27	Rewarding, lasting connections	7/5/2017 11:54 AM
28	unparalleled, transformational, critical	7/5/2017 10:24 AM
29	Enlightening, Impactful, Effective	6/30/2017 2:28 PM
30	Networking, reflection, priorities	6/26/2017 8:44 AM
31	Challenging, expanding, connecting	6/23/2017 10:13 AM
32	Enjoyable, educational, and social	6/22/2017 1:20 PM
33	Awesome, educational, growth opportunity	6/21/2017 1:32 PM
34	Passion, Self-awareness, Connections	6/19/2017 8:53 AM
35	Fellowship. Leadership. Inspiration.	6/19/2017 8:10 AM
36	challenging, life changing!	6/19/2017 7:43 AM
37	personal development, network, future	6/19/2017 6:45 AM
38	Inspiring, Valuable, Networking	6/16/2017 4:05 PM
39	Worthwhile, Life-altering, Meaningful	6/16/2017 1:43 PM
40	Refreshing, Collaborative, Relevant	6/16/2017 12:54 PM
41	Empowering, Broad, Connected	6/16/2017 12:42 PM
42	builds confidence, relationships	6/16/2017 12:17 PM
43	Development, Network, Information	6/16/2017 12:14 PM
44	Fun, challenging, informative	6/15/2017 9:42 PM
45	Connection. Development. Enlightenment.	6/15/2017 7:13 PM
46	Fun, friendships, leadership	6/15/2017 3:46 PM
47	Motivating, Connecting, Stretching	6/15/2017 3:24 PM
48	Transformative, Humbling, Inspiring	6/15/2017 2:10 PM
49	Intrinsic, emotional, knowledgable	6/15/2017 1:44 PM

50	Impactful, lasting, transformative	6/15/2017 1:38 PM
51	Eye-opening, engaging, personal	6/15/2017 1:18 PM
52	Teamwork, Collobration, Energy	6/15/2017 12:52 PM
53	bonding, engaging, inspirational	6/15/2017 12:28 PM
54	challenging, beneficial, educational	6/15/2017 11:44 AM
55	Network, Leadership, Growth	6/15/2017 11:34 AM
56	Challenging, Growing, Learning	6/15/2017 11:01 AM
57	fun, created lasting friendships who are confidants in the profession	6/15/2017 9:08 AM
58	educational, fun, useful	6/15/2017 8:46 AM
59	fun, collaborative, educational	6/15/2017 8:37 AM
60	Intense. Informative. Growth.	6/15/2017 8:08 AM
61	Informative, challenging and fun	6/15/2017 8:03 AM
62	camaraderie, perspective, growth	6/15/2017 7:55 AM
63	Connections, leadership, development	6/15/2017 6:51 AM
64	Engaging, Relational, Frustrating	6/15/2017 6:50 AM
65	Leadership, growth, development	6/15/2017 6:42 AM
66	Intense, enjoyable, impactful	6/15/2017 6:13 AM
67	Connection. Transformation. Confidence.	6/15/2017 6:02 AM
68	Rigorous, rewarding, professional	6/15/2017 5:46 AM
69	rejuvinating, enlightning, perfect	6/15/2017 5:36 AM
70	intense, inspirational, enduring	6/15/2017 5:15 AM
71	Very insifhtful and learned many new facilitative approaches that I've used ever since graduating from the program.	6/14/2017 7:20 PM
72	Networking, personality, leadership	6/14/2017 5:07 PM
73	Connected, supported, promoted	6/14/2017 3:25 PM
74	Expanded focus/vision	6/14/2017 3:09 PM
75	Self-reflective, commitment, growth	6/14/2017 3:00 PM
#	What did you learn and apply that was helpful to your career development?	Date
1	Applied HPO ideas to build cross-functional teams in my organization	7/24/2017 7:56 AM
2	Becoming a leader and understanding that's best done by enabling others to be successful	7/23/2017 7:04 PM
3	Using my gift more toward my purpose; i learned that my personality and smile were disarming and therefore I am able to reach people in ways that others can not.	7/21/2017 12:36 PM
4	High performance model. Zander concepts	7/20/2017 11:14 PM
5	learning more about myself, looking at things through a different lens	7/20/2017 8:37 AM
6	I learned a lot about local government trends, what inspires me, and HPO.	7/19/2017 2:37 PM
7	How to utilize my strengths to serve others	7/19/2017 12:40 PM
8	concept of city management as a multi-faceted discipline where I needed to gain skills in multiple areas, focus on ethics and care for the process, techniques for navigating challenging relationships with electeds	7/19/2017 6:12 AM
9	I grew as a leader and gained confidence through this experience.	7/18/2017 8:16 PM
10	Biggest take away was learning me more. The best part that helped me do this was the SEI experience.	7/18/2017 6:26 PM
11	Patience.	7/18/2017 12:46 PM

12	Self Awareness	7/18/2017 11:59 AM
13	How to function in a team as a leader	7/18/2017 11:24 AM
14	learned a lot from my peers	7/18/2017 10:48 AM
15	I am trying to incorporate what I have learned (e.g. HPO). Just as helpful have been connections	7/18/2017 9:06 AM
16	research, project management, confidence,	7/18/2017 9:03 AM
17	The ideas of leadership - HPO	7/18/2017 8:29 AM
18	Personality/Leadership Strengths/Weaknesses	7/14/2017 10:19 AM
19	Developed a good personal leadership framework; learned to be vulnerable. SEI was a phenomenal experience	7/13/2017 3:16 PM
20	Beginnings of HPO model	7/13/2017 11:31 AM
21	I discovered my leadership philosophy.	7/13/2017 10:50 AM
22	Total change in leadership perspective	7/13/2017 6:57 AM
23	reinforced leadership style and cofindence to implement in my career	7/11/2017 7:34 AM
24	Focus on strategic thinking; focus on relationships; getting bigger and clear goals	7/10/2017 9:33 AM
25	allowed me to further develop into my own unique, value-based management & leadership style	7/6/2017 8:15 AM
26	Not to take myself too serious	7/5/2017 11:54 AM
27	That the situations I was facing were common, that it was wise and appropriate to urn to my colleagues for advice and support, that there is variety in the way organization's structure their assistant CM/CA positions (helped me consider what I wanted), exposed me to tools/resources that expanded my knowledge and skills	7/5/2017 10:24 AM
28	How to engage and empower employees to effectuate positive change	6/30/2017 2:28 PM
29	Understanding the manager's perspective through readings, discussion, and the SEI course. Trying to apply some HPO concepts now.	6/26/2017 8:44 AM
30	Leadership philosophy	6/23/2017 10:13 AM
31	Focusing on my strengths and reinforcing what they are	6/22/2017 1:20 PM
32	A lot about self awareness and emotional intelligence	6/21/2017 1:32 PM
33	Review the values of the City Management profession, which reinvigorated my passion in this field.	6/19/2017 8:53 AM
34	The importance of valuing character over competence.	6/19/2017 8:10 AM
35	Go after what I want in life, don't settle for less	6/19/2017 7:43 AM
36	Personality assessment strengths and weaknesses during SEI. Recognition of the program when I applied for a director level position in a new organization.	6/19/2017 6:45 AM
37	I really learned a lot about leading people, especially from the peers at UVA	6/16/2017 4:05 PM
38	A greater understanding of my personality and behavioral traits and how I relate to others.	6/16/2017 1:43 PM
39	Great networking, exposure to other organizations through capstone project	6/16/2017 12:54 PM
40	Team Building and Communication	6/16/2017 12:42 PM
41	connection before content, how all personality types can be successfull leaders (Meyers-Briggs)	6/16/2017 12:17 PM
42	SEI Experience was fantastic, as was time with Bob O'Neill and other leading professionals, besides time with my cohort.	6/16/2017 12:14 PM
43	Insights about my personality and leadership style.	6/15/2017 9:42 PM
44	HPO model.	6/15/2017 7:13 PM
45	Never forget rule #7!	6/15/2017 3:46 PM

46	I learned how to diagnose my own situation and was able to predict some professional challenges coming.	6/15/2017 3:24 PM
47	Learned to know myself before I could truly lead staff and others in the organization. Learned my limitations and strengths.	6/15/2017 2:10 PM
48	Networking, self reflection and team/project management (capstone project)	6/15/2017 1:44 PM
49	Most importantly, the need to understand yourself and your motivations and thought processes before being able to lead others.	6/15/2017 1:38 PM
50	Through strenghtsfinders, myers-briggs, etc. I learned to focus on my strengths as a leader.	6/15/2017 1:18 PM
51	I am an 2009 graduate of LICMA. I learned about the credentialed manager designation.	6/15/2017 12:52 PM
52	learned how to embrace my own personal leadership style	6/15/2017 12:28 PM
53	That it is important to look for colleagues and experiences outside of Texas.	6/15/2017 11:44 AM
54	Several things. Specifically, the discussion of HPO's	6/15/2017 11:34 AM
55	It was good for me to interact with people at the same point in their careers but who were on different paths. I can't point to one thing but having those perspectives were helpful in my career development.	6/15/2017 11:01 AM
56	HPO	6/15/2017 9:08 AM
57	I developed close relationships with peers in the field that helped me with my career path, I learned more about how to implement organizational change	6/15/2017 8:46 AM
58	hpo/lean and just basic team work skills...peer connections are unmatched	6/15/2017 8:37 AM
59	Learning to lean on LICMA classmates for career support.	6/15/2017 8:08 AM
60	How to better be a team member rather than always the team leader	6/15/2017 8:03 AM
61	Learning about the imperative need to focus on and create the opportunity for responsibility and growth for my staff has helped change the way I lead teams, assign projects, and support my direct reports. This has been the single largest impact, as it has helped me focus on my role as a leader rather than a do-er	6/15/2017 7:55 AM
62	The project we developed taught me project management skills I'm using in my career	6/15/2017 6:51 AM
63	The concept of being a leader at all levels and many of the discussions at SEI have stuck with me.	6/15/2017 6:50 AM
64	confidence in decision making	6/15/2017 6:42 AM
65	working with diverse skillsets and for different jurisdictions than my own	6/15/2017 6:13 AM
66	Confidence in my own leadership abilities. Elements of the HPO model.	6/15/2017 6:02 AM
67	The concept of HPO, in a tangible way - and	6/15/2017 5:36 AM
68	I developed a better understanding of my leadership style.	6/15/2017 5:15 AM
69	Hi model; facilitative leadership; how to work in consultant mode	6/14/2017 7:20 PM
70	Team dynamics	6/14/2017 5:07 PM
71	Confidence established through development and perspective, leadership skills through reading,discussion and practice	6/14/2017 3:25 PM
72	HPO aspects, connecting work to the broader purpose.	6/14/2017 3:09 PM
73	Strategic, long-term perspective	6/14/2017 3:00 PM
#	What did you learn and apply that was helpful to your sponsoring organization?	Date
1	Project management, facilitation, and research	7/24/2017 7:56 AM
2	I am a better leader. I am able to teach that to managers and supervisors	7/21/2017 12:36 PM
3	Ways to coach and utilize talents of those stuck hierarchy that I wouldn't usually engage with.	7/20/2017 11:14 PM
4	continuing to develop my leadership style, new appreciation for ethical dilemmas that may occur, organization management issues/diagnosis	7/20/2017 8:37 AM

5	HPO implementation.	7/19/2017 2:37 PM
6	I learned a great deal. Mainly Rule #6	7/19/2017 12:40 PM
7	deeper knowledge of my own strengths and weaknesses as a leader	7/19/2017 6:12 AM
8	Changes to internal operating systems; strategic planning	7/18/2017 8:16 PM
9	Understanding me more enables me to better adapt into alternating enviornments. Understanding me helps me better work with others.	7/18/2017 6:26 PM
10	HPO and OD tools	7/18/2017 12:46 PM
11	Made me realize that my goals and ethics were not aligned with the sponsoring organization.	7/18/2017 11:59 AM
12	HPO	7/18/2017 11:24 AM
13	HPO	7/18/2017 10:48 AM
14	Myers Briggs, Emotional intelligence, HPO (we call it something else)	7/18/2017 9:07 AM
15	We are incorporating elements of HPO	7/18/2017 9:06 AM
16	leadership and team building skills	7/18/2017 9:03 AM
17	Teamwork & collaboration techniques	7/18/2017 8:29 AM
18	Networked Talent Model	7/14/2017 10:19 AM
19	Incorpored some of the HPO concepts to the organization	7/13/2017 3:16 PM
20	HPO Model/Parallel organization	7/13/2017 11:31 AM
21	HPO model and doing a better job telling our story.	7/13/2017 10:50 AM
22	Brought critical leadership concepts back to the organization and facilitated staff trainings on those topics.	7/13/2017 6:57 AM
23	focusing no purpose and how to inspire workforce to do the same	7/11/2017 7:34 AM
24	HPO; expectation of leadership at all levels	7/10/2017 9:33 AM
25	a stronger ability to work with others, knowledge of effective team building, strategies for building a HPO	7/6/2017 8:15 AM
26	To encourage leadership at all levels of the organization	7/5/2017 11:54 AM
27	I learned about HPO (e.g., network talent model, theory of work, power of teams), how to work more effectively in the administrative/elected gap, ways other cities were dealing with issues, how various leadership styles manifest themselves in organizations.	7/5/2017 10:24 AM
28	How to implement SSVA in order to cause organizational change to improve results	6/30/2017 2:28 PM
29	The networked talent model, management styles along the scale of autocratic to laissez-faire, perspectives taking, what my own strengths are.	6/26/2017 8:44 AM
30	Parts of the HPO curriculum	6/22/2017 1:20 PM
31	Strategic planning/hpo	6/21/2017 1:32 PM
32	I think being a more insightful ACM with higher awareness of the impact of collaboration and cross-functional teams.	6/19/2017 8:53 AM
33	Helped us better understand the need to lead from all levels of the organization.	6/19/2017 8:10 AM
34	HPO content	6/19/2017 7:43 AM
35	How to better work with people with differing personalities.	6/16/2017 1:43 PM
36	HPO Methods, value of relationships	6/16/2017 12:54 PM
37	Strategy	6/16/2017 12:42 PM
38	confidence building- no longer afraid to be who my organization needs me to be	6/16/2017 12:17 PM
39	The HPO model	6/16/2017 12:14 PM
40	Deeper dive into HPO, learning what other organizations were doing	6/15/2017 9:42 PM

41	HPO model	6/15/2017 7:13 PM
42	A host of leadership skills	6/15/2017 3:46 PM
43	My project was repeated in my own organization. It was a great template for launching the one in my own organization.	6/15/2017 3:24 PM
44	High Performance Organizations, I am constantly challenging the status quo of why we do things.	6/15/2017 2:10 PM
45	Team building, employee motivation,	6/15/2017 1:44 PM
46	The need to work towards empowering all employees as a mean of increasing organization wide engagement.	6/15/2017 1:38 PM
47	The HPO model was extremely valuable, the micro-business concept especially. Also, the discussion of Leadership vs Management teams.	6/15/2017 1:18 PM
48	I learned abou the HPO model. Although I haven't fully used it in my organization, I plan to incorporate some aspects.	6/15/2017 12:52 PM
49	certain elements of the HPO model	6/15/2017 12:28 PM
50	That relationships with fellow City employees is important when attempting to earn respect.	6/15/2017 11:44 AM
51	Unfortunately, I left my sponsoring organization during the course of the program. I applied several leadership concepts at my new organizations since completing LICMA	6/15/2017 11:34 AM
52	I think I have taken more of a customer focus and a willingness to change processes into each of my positions since LICMA.	6/15/2017 11:01 AM
53	leadership style development	6/15/2017 9:08 AM
54	Implementing the HPO organizational change model, learning how other cities solve similar challenges	6/15/2017 8:46 AM
55	network proved invaluable	6/15/2017 8:37 AM
56	Initiating the HPO model (albeit slowly)	6/15/2017 8:08 AM
57	How to recognize others strengths to assist in building a project team	6/15/2017 8:03 AM
58	Aside from my personal growth, which makes me more effective as a leader, there have been a lot of more concrete takeaways from the orientation, SEI, working on the capstone, and just from hearing what others in the program are doing in their communities.	6/15/2017 7:55 AM
59	We were able to apply the HPO into our organization moving from a "run your business" approach to cross-functional teams	6/15/2017 6:51 AM
60	I took the things I learned and currently lead a leadership course for the City I work for.	6/15/2017 6:50 AM
61	HPO	6/15/2017 6:42 AM
62	other best practices	6/15/2017 6:13 AM
63	Confidence in my own leadership abilities. Elements of the HPO model.	6/15/2017 6:02 AM
64	My leadership style	6/15/2017 5:36 AM
65	Usinger interdepartmental teams to solve organizational issues.	6/15/2017 5:15 AM
66	Implemented a variation of the HPO model in my organization.	6/14/2017 7:20 PM
67	Leadership skills and new ideas from colleagues	6/14/2017 3:25 PM
68	Making the connection to the broader purpose. Creating environments for people to grow. Leadership at all levels.	6/14/2017 3:09 PM
69	Practical strategies for team development and facilitation	6/14/2017 3:00 PM
#	What did you hope to get out of LICMA when you applied? Did you?	Date
1	A new network of emerging leaders. Yes.	7/24/2017 7:56 AM
2	Learning more about leadership and developing new relationships; Yes	7/23/2017 7:04 PM
3	More confidence as a leader; yes	7/21/2017 12:36 PM

4	Confidence and context. Yes.	7/20/2017 11:14 PM
5	Connecting with peers, more organizational management training	7/20/2017 8:37 AM
6	A greater breadth and knowledge about local government trends and opportunities.	7/19/2017 2:37 PM
7	I wasn't sure what I would get out of it.	7/19/2017 12:40 PM
8	opportunity to meet people interested in similar career path. yes.	7/19/2017 6:12 AM
9	I was hoping to learn leadership skills/strategies and ended up getting much more out of it.	7/18/2017 8:16 PM
10	I had not preconceived notion. I wanted to go in eyes wide open. I just wanted to experience the experience for what it was and what it could teach me. I advise others to do the same, especially surrounding SEI. Don't try to hear from others, just go and experience it for yourself.	7/18/2017 6:26 PM
11	Meeting fellow peers and knowledge to furthere my career development. I received more than I dreamed I would.	7/18/2017 12:46 PM
12	Develop my "leadership style" and develop a greater understanding for awareness and HPO.	7/18/2017 11:59 AM
13	I didn't know what to expect but it exceeded any of my supposed expectations..I made great friends	7/18/2017 11:24 AM
14	to be a better local government employee with new ideas	7/18/2017 10:48 AM
15	To grow professionally which I have done.	7/18/2017 9:07 AM
16	Connections, knowledge to develop as a local government professional	7/18/2017 9:06 AM
17	a strong network and more developed leadership skills - very much yes	7/18/2017 9:03 AM
18	Friends in local government	7/18/2017 8:29 AM
19	Experience through learning from interaction with peers from many other cities. Yes.	7/14/2017 10:19 AM
20	Deeper understanding of my role in the profession, expanded professional networks	7/13/2017 3:16 PM
21	Steps towards ICMA CM, yes this is goIn well	7/13/2017 11:31 AM
22	experience, and yes I feel I have gained experience and learned a lot from the program.	7/13/2017 10:50 AM
23	Leadership development and cohort of peers from across the nation. Yes.	7/13/2017 6:57 AM
24	professional cohort group, leadership skills	7/11/2017 7:34 AM
25	Additional skills necessary to successfully lead from the manager's office. Yes, particularly the SEI/ICMA experience. Also enjoyed the expanded peer network.	7/10/2017 9:33 AM
26	a peer network, more confidence and professional skills	7/6/2017 8:15 AM
27	Great confidence to be a standout leader in my organization. Yes	7/5/2017 11:54 AM
28	Connections to colleagues, some practical information my graduate school experience did not provide, some enhanced confidence in my leadership abilities. Yes, I got this and a whole lot more.	7/5/2017 10:24 AM
29	I hoped to learn and develop as a better leader to serve the county, community, and employees better; and yes I did receive that!	6/30/2017 2:28 PM
30	Meeting other peers and leaders that could serve as resources along my career path. Yes.	6/26/2017 8:44 AM
31	growth through professional development. Yes	6/22/2017 1:20 PM
32	More tools to become a great leader, i would say yes.	6/21/2017 1:32 PM
33	An avenue to have a professional development path for the mid-career professional at the ACM level. Yes, it helped enhance my perspective of the ACM & CM role.	6/19/2017 8:53 AM
34	A resume boost (if we are being honest).	6/19/2017 8:10 AM
35	Build a larger network	6/19/2017 7:43 AM
36	Networking; leadership philosophy development. Yes	6/19/2017 6:45 AM
37	I hoped it would be a useful stepeping stone in career advancement. I think it was great for netowrkgin, but I think my Couniclmembers do not understand the value of the program. I belive it would be useful in seeking employment in other larger cities.	6/16/2017 4:05 PM

38	Make conections with colleagues across ICMA's membership. Yes.	6/16/2017 1:43 PM
39	Personal Development; depth of understanding in the field	6/16/2017 12:54 PM
40	Career Development	6/16/2017 12:42 PM
41	relationships, inspiration, better leadership skills -- yes	6/16/2017 12:17 PM
42	I was in the second class and didn't know much about the program. My main goal was to better develop my leadership skills.	6/16/2017 12:14 PM
43	The connections, credibility and knowledge to achieve my goal of becoming a CM. No.	6/15/2017 9:42 PM
44	I am not sue I knew what to expect.	6/15/2017 7:13 PM
45	Cutting edge Training and networking, yes!	6/15/2017 3:46 PM
46	Continuoys learning. Yes	6/15/2017 3:24 PM
47	Frankly, a path to an Assistant/Deputy Manager role. No, it has not happened yet.	6/15/2017 2:10 PM
48	Skills to fine-tune in order to become a more confident leader. Yes, absolutely.	6/15/2017 1:44 PM
49	I hoped to develop my skills as a leader and advance in the field. Yes.	6/15/2017 1:38 PM
50	I hoped to learn more about my leadership tendencies and grow as a person and a leader. Yes!	6/15/2017 1:18 PM
51	A group of life long friends and colleagues. Yes, I did.	6/15/2017 12:52 PM
52	personal career development, yes	6/15/2017 12:28 PM
53	we were the first class, so we were not really sure.	6/15/2017 11:44 AM
54	I am not sure, probably professional growth. Yes	6/15/2017 11:34 AM
55	I hoped for stabilization of my focus and confirmation of where I wanted to be in my career. Yes I did.	6/15/2017 11:01 AM
56	wasn't sure what to expect; it was so new	6/15/2017 9:08 AM
57	I wanted to make navigating ICMA more manageable since it is so large, I wanted to learn about other cities. yes that happened	6/15/2017 8:46 AM
58	understanding of others' leadership styles and how I can apply them to my career. yes	6/15/2017 8:37 AM
59	Career development, enhance leadership skills. Yes.	6/15/2017 8:08 AM
60	A peer network outside of my individual state to connect, work with and challenge. No, I discovered I was further along in my career than the other members	6/15/2017 8:03 AM
61	I hoped to gain skills that would help me become a better leader in my organization and develop my skills to handle the constant challenges in local government as a profession.	6/15/2017 7:55 AM
62	New connections and skills. Yes.	6/15/2017 6:51 AM
63	I wanted to learn more about my own leadership style and ways to combat my weaknesses and build upon my strengths. I learned good leadership strategies generally, not as much about myself	6/15/2017 6:50 AM
64	Leadership development. Yes	6/15/2017 6:42 AM
65	Ability to learn new things and best practices. I did.	6/15/2017 6:13 AM
66	I think I hoped to grow as an individual and as a local government profession. Yes. I believe I am working toward those ends.	6/15/2017 6:02 AM
67	experience - understanding of role and self	6/15/2017 5:36 AM
68	I wanted to learn how to be a better manager. I did, but more importantly I learned how to be an effective leader.	6/15/2017 5:15 AM
69	Expand my professional network as well as become a stronger local government manager.	6/14/2017 7:20 PM
70	A measure of my skills and abilities against others in ICMA and a leap forward in knowledge. YES	6/14/2017 3:25 PM
71	Greater understanding/experience in leading others, organizations, and self. Yes.	6/14/2017 3:09 PM

72	Leadership skills, ability to work with peers on capstone project.	6/14/2017 3:00 PM
#	**Was the program a good value for the investment? Why or why not?**	**Date**
1	Yes, the relationships built through LICMA and SEI is worth it.	7/24/2017 7:56 AM
2	Absolutely! It's the best professional development program I've done in my 20 year career	7/23/2017 7:04 PM
3	Yes; we studied at a nationally recognized university with internationally recognized teachers and speakers. We received a bargain.	7/21/2017 12:36 PM
4	Yes	7/20/2017 11:14 PM
5	yes, because it was a very unique experience that I would not have otherwise believe I would have received through traditional training programs	7/20/2017 8:37 AM
6	I believe so. Getting to know and work with other professionals who are at similar points in their career was a great way to build relationships.	7/19/2017 2:37 PM
7	Absolutely, it's drinking from a fire hose of knowledge.	7/19/2017 12:40 PM
8	Yes. I used the material, both immediately after taking the course and more recently.	7/19/2017 6:12 AM
9	Yes; otherwise it would take years for someone to gain the knowledge and experience that we did in a 2 year program.	7/18/2017 8:16 PM
10	Absolutely. I would do it again in a heartbeat, especially SEI. I enjoy learning about me and that knowledge is always able to be refined.	7/18/2017 6:26 PM
11	Yes, as it continues to pay me back 10 years after graduation.	7/18/2017 12:46 PM
12	Yes. Great friendships and career development.	7/18/2017 11:59 AM
13	yes	7/18/2017 11:24 AM
14	No. the sales pitch did not match expectations	7/18/2017 10:48 AM
15	Yes both personally and for my organization as we have been able to implement many of the theories learned.	7/18/2017 9:07 AM
16	Yes, especially compared to other programs e.g. Kennedy School or LEAD	7/18/2017 9:06 AM
17	absolutely, I dont think you could get better value, especially with the capstone costs going to support future programs	7/18/2017 9:03 AM
18	Yes; beyond the training, I was left with colleagues in the professions and a deeper understanding of how to be an effective manager through leadership	7/18/2017 8:29 AM
19	Yes	7/14/2017 10:19 AM
20	Yes, because the participants were all like-minded with hopes of improving themselves.	7/13/2017 3:16 PM
21	Yes, a lot of content and experience for the money	7/13/2017 11:31 AM
22	Yes, the experience and education gained and the value of bringing it back to your organization.	7/13/2017 10:50 AM
23	Absolutley. Especially loved the time garnered with the ICMA Ex. Director (Bob O'neil).	7/13/2017 6:57 AM
24	`Yes` yes	7/11/2017 7:34 AM
25	`Yes` Yes. The varied content and peer network has been very rewarding. Examples and situations from around the country have been helpful perspective.	7/10/2017 9:33 AM
26	`Yes` absolutely invaluable to have time to work on personal professional development and network with peers	7/6/2017 8:15 AM
27	`Yes` Yes, it provides opportunities to learn things about the profession that you can't get at a conference or meeting	7/5/2017 11:54 AM
28	`Yes` Yes, it was the best possible investment I could have made in my personal development; I and each organization I have worked worked with since my participation have benefited because I became a better leader as a result.	7/5/2017 10:24 AM
29	`Yes` Yes, the increase in productivity, efficiency, benefit, and morale to the county far exceeded the cost of the program.	6/30/2017 2:28 PM

30	Yes Yes - the connections are strong, the awareness of my leadership style and the new knowledge will be beneficial for years to come.	6/26/2017 8:44 AM
31	Yes Yes. It helped me advance in my career and apply principals to my job. I got the promotion I was seeking and have stayed in that position since 2008.	6/23/2017 10:13 AM
32	Yes Yes, as there is gap in development opportunities before being a credentialed manager	6/22/2017 1:20 PM
33	Yes Yes, I feel it was a unique, once in a lifetime experience I feel very lucky to have had.	6/21/2017 1:32 PM
34	Yes Yes! Great value - exchanged a great amount of ideas with other colleagues across the county and the SEI experience was definitely the best part.	6/19/2017 8:53 AM
35	Yes Yes, but I am in a larger organization; perhaps consider scaling the tuition, based on sending organization.	6/19/2017 8:10 AM
36	Yes Absolutely	6/19/2017 7:43 AM
37	Yes Yes. It was deep.	6/19/2017 6:45 AM
38	Yes Yes. The quality of the program at DC and at UVA was very good.	6/16/2017 4:05 PM
39	Yes Yes.	6/16/2017 1:43 PM
40	Yes Absolutely - provided both professional and personal development	6/16/2017 12:54 PM
41	Yes Yes	6/16/2017 12:42 PM
42	Yes Yes; SEI is expensive, but also one of the most valuable pieces	6/16/2017 12:17 PM
43	Yes Yes, it was almost as valuable as my master's degree. It was a combination of developing a new network of people in a similar place to me in the profession and the SEI experience.	6/16/2017 12:14 PM
44	Yes The program itself, yes, but not the longer-term payout I expected from the program.	6/15/2017 9:42 PM
45	Yes Yes. I would not be the manager today had I not had this experience.	6/15/2017 7:13 PM
46	Yes Yes absolutely. Best training and connections have stuck with me and grown together.	6/15/2017 3:46 PM
47	Yes Yes, great value. The caliber of people I was exposed to was tremendous.	6/15/2017 3:24 PM
48	Yes Fantastic value, I constantly refer back to the lessons learned, the capstone project in interviews, and truly value the relationships I still have with my team members.	6/15/2017 2:10 PM
49	Yes Yes. Participants learn not only about themselves, but bring back knowledge to help their organizations. They network and help another municipality in the form of a Capstone Project.	6/15/2017 1:44 PM
50	Yes Yes. Very afforable for a comparatively modest price.	6/15/2017 1:38 PM
51	Yes While it is relatively costly, especially for smaller cities, I think the program is a good value overall.	6/15/2017 1:18 PM
52	Yes Yes, I think it was worth the time and money.	6/15/2017 12:52 PM
53	Yes yes	6/15/2017 12:28 PM
54	Yes Yes, because of the hands-on experience of the cap-stone and the rigorous nature of the program overall.	6/15/2017 11:44 AM
55	Yes Yes	6/15/2017 11:34 AM
56	Yes Yes, I don't think I could buy the insight and knowledge I get from my classmates and from the experiences I have had.	6/15/2017 11:01 AM
57	Yes yes. I'm am a more well rounded leader as a result	6/15/2017 9:08 AM
58	Yes yes. It was basically a mini-Masters program. It built on the existing conference infrastructure and I still keep in touch with my class 7 years later	6/15/2017 8:46 AM
59	Yes yes	6/15/2017 8:37 AM
60	Yes Yes - relatively inexpensive. Participation in SEI alone was worth the cost.	6/15/2017 8:08 AM
61	Yes Yes, the skills that I developed in the program have helped as I continue my career.	6/15/2017 8:03 AM

62	Yes I believe it was a great value. I've gained a support system, I've got ideas that continue to provide seeds for growth within my organization and the capstone experience has helped me gain a better understanding of learning about and approaching organizational change.	6/15/2017 7:55 AM
63	Yes Definitely. The network alone is very valuable.	6/15/2017 6:51 AM
64	Yes If you take the whole program, it was a good investment. However, there were many aspects that were extremely frustrating and very disappointing.	6/15/2017 6:50 AM
65	Yes Yes; I was able to build my confidence in leadership and long-lasting relationship with other professionals	6/15/2017 6:42 AM
66	Yes yes, the tuition was reasonable and I feel it made a lasting impact	6/15/2017 6:13 AM
67	Yes When musing about a job change, I was willing to invest in the continuation of the program out of my own pocket.	6/15/2017 6:02 AM
68	Yes yes - intensive learning and development for little investment	6/15/2017 5:36 AM
69	Yes I got a lot out of the program, personally and professionally.	6/15/2017 5:15 AM
70	Yes On a scale of 1-10 (with 10 being very valuable) I'd give it an 8	6/14/2017 7:20 PM
71	Yes Yes	6/14/2017 5:07 PM
72	Yes Excellent value through a strong structure, peer and experiential learning	6/14/2017 3:25 PM
73	Yes Yes, particularly SEI.	6/14/2017 3:09 PM
74	Yes Yes. I think the cost is very reasonable for the experience	6/14/2017 3:00 PM
#	Have you recommended LICMA to a colleague? Why or why not?	Date
1	Yes, because of the above.	7/24/2017 7:56 AM
2	Yes	7/23/2017 7:04 PM
3	Yes; because it changed me	7/21/2017 12:36 PM
4	Yes	7/20/2017 11:14 PM
5	Yes, because of the experience to connect with people outside of your geographical area for support and it's unique experience	7/20/2017 8:37 AM
6	Yes, because I found it invaluable. Great learning opportunity.	7/19/2017 2:37 PM
7	Yes, it was a great experience that is very beneficial for career development	7/19/2017 12:40 PM
8	Yes. I recommended several other people take the course.	7/19/2017 6:12 AM
9	Yes	7/18/2017 8:16 PM
10	Yes. I have pushed for some of my staff to apply to the program. They have but have not been accepted.	7/18/2017 6:26 PM
11	Yes, because of the growth potential that can be realized.	7/18/2017 12:46 PM
12	Yes. It was Life Changing.	7/18/2017 11:59 AM
13	yes	7/18/2017 11:24 AM
14	No	7/18/2017 10:48 AM
15	Yes, we have had two other colleagues from my organization go through the program.	7/18/2017 9:07 AM
16	Yes, I've recommended to a couple of colleagues. Great opportunity.	7/18/2017 9:06 AM
17	yes - to several. LICMA was an amazing growth opportunity and I want to share that with others!	7/18/2017 9:03 AM
18	Yes; get their foot in the door to be in a manager capacity	7/18/2017 8:29 AM
19	Yes. It's a good value in terms of professional development.	7/14/2017 10:19 AM
20	Yes, because I hoped others would have the same experience as me.	7/13/2017 3:16 PM
21	No, have not come across anyone who should apply	7/13/2017 11:31 AM
22	I have not, My network of aspiring city managers is contained to the LICMA class. I would and will recommend LICMA to colleagues.	7/13/2017 10:50 AM

23	Yes, many times. Very valuable.	7/13/2017 6:57 AM
24	yes, it helps you move forward in this career and understand your strengths and what you wnat to accomplish	7/11/2017 7:34 AM
25	Yes. Although the time commitment can be a challenge, the experience and content is worth the investment.	7/10/2017 9:33 AM
26	yes and will continue to do so	7/6/2017 8:15 AM
27	Yes, provides an opportunity for growth	7/5/2017 11:54 AM
28	Yes, many! For the reasons stated above.	7/5/2017 10:24 AM
29	Yes, because the benefit to the person and organization are great and there are not alot of other places to receive this level of education/training.	6/30/2017 2:28 PM
30	Yes - because it's a high-growth opportunity for aspiring local govt leaders.	6/26/2017 8:44 AM
31	Yes.	6/23/2017 10:13 AM
32	Yes, right fit for where they are at professionally and their development	6/22/2017 1:20 PM
33	Yes, see above.	6/21/2017 1:32 PM
34	Yes!	6/19/2017 8:53 AM
35	Yes.	6/19/2017 8:10 AM
36	Yes	6/19/2017 7:43 AM
37	Yes. The networking and exposure.	6/19/2017 6:45 AM
38	Yes, I think it is an excellent way to expand your perspective, and I think that is very important. It is difficult to do while working in small agencies.	6/16/2017 4:05 PM
39	Yes.	6/16/2017 1:43 PM
40	Yes - two individuals I have shared the program with have attended	6/16/2017 12:54 PM
41	Yes	6/16/2017 12:42 PM
42	Yes- great way to build connections if he is pursuing a CM career	6/16/2017 12:17 PM
43	Yes, to many people, including our Assistant City Manager. He's currently in the program.	6/16/2017 12:14 PM
44	Yes. I enjoyed the program and built some positive relationships.	6/15/2017 9:42 PM
45	Yes. Best overall leadership training I have had.	6/15/2017 7:13 PM
46	I have, several. Haven't succeeded in getting anyone to apply yet.	6/15/2017 3:46 PM
47	I have recommended it to several colleagues, because it's a great way to push yourself forward.	6/15/2017 3:24 PM
48	Yes, I constantly recommend it.	6/15/2017 2:10 PM
49	Yes, because it is valuable to the participant, organization and ICMA	6/15/2017 1:44 PM
50	Yes. It was a transformative experience.	6/15/2017 1:38 PM
51	Yes. I have recommended the program to a few individuals in my organization. These individuals are very talented and upcoming leaders for us. This program would certainly help them hone their leadership skills and style.	6/15/2017 1:18 PM
52	Yes, I have.	6/15/2017 12:52 PM
53	yes	6/15/2017 12:28 PM
54	Yes, because I found it vauable.	6/15/2017 11:44 AM
55	Yes	6/15/2017 11:34 AM
56	Yes. A number of friends have participated since I did. It was positive for me and I felt they would get the same type of value.	6/15/2017 11:01 AM
57	Yes.	6/15/2017 9:08 AM
58	Absolutely, learn a lot and it's a great group of people. It is a living learning laboratory, not just theory.	6/15/2017 8:46 AM

59	yes	6/15/2017 8:37 AM
60	Yes. Found it to be worthwhile.	6/15/2017 8:08 AM
61	No, the majority of my peer network are working communities that do not have the financial or personnel resources to participate.	6/15/2017 8:03 AM
62	Yes, I've recommended it as a possibility for another young professional in our organization, but we have so far only been able to accommodate a regional leadership program for him.	6/15/2017 7:55 AM
63	Yes, because I see the value of the network.	6/15/2017 6:51 AM
64	I have metioned it to them while being honest about its weaknesses.	6/15/2017 6:50 AM
65	Yes.	6/15/2017 6:42 AM
66	Yes, and they have gone; I did this as wanted them to learn as I did	6/15/2017 6:13 AM
67	Absolutely yes. The connections I have made and the self-discovery that has come along with our experience has been invaluable.	6/15/2017 6:02 AM
68	yes - acorss our country and locally - very impactful learning opportunity	6/15/2017 5:36 AM
69	Yes	6/15/2017 5:15 AM
70	I have...Think the whole team dynamic skill set and hpo framework is invaluqble	6/14/2017 7:20 PM
71	Yes	6/14/2017 5:07 PM
72	Yes, I would recommend strongly	6/14/2017 3:25 PM
73	Yes, it helped me to see the forest from the trees. It is great for expanding your focus as a leader.	6/14/2017 3:09 PM
74	Yes, I think they have the drive and desire that would appreciate the LICMA experience	6/14/2017 3:00 PM
#	Have you sponsored a LICMA member? Why or why not?	Date
1	No, not possible in my role.	7/24/2017 7:56 AM
2	Yes	7/23/2017 7:04 PM
3	No; we send our staff to LEAD	7/21/2017 12:36 PM
4	Still in program	7/20/2017 11:14 PM
5	No, because I have not been asked.	7/20/2017 8:37 AM
6	No. I'm not in the position to do that.	7/19/2017 2:37 PM
7	No, lack of support for the program from current management	7/19/2017 12:40 PM
8	No longer working in local government.	7/19/2017 6:12 AM
9	Yes; because I see the value in the program.	7/18/2017 8:16 PM
10	I have tried.	7/18/2017 6:26 PM
11	No, I have not been in a position to do so as of yet but will when able.	7/18/2017 12:46 PM
12	No. Moved away before it could happen.	7/18/2017 11:59 AM
13	no...no interest in this program other than me	7/18/2017 11:24 AM
14	No	7/18/2017 10:48 AM
15	No	7/18/2017 9:07 AM
16	I don't understand the question. Our City has had LICMA consultants	7/18/2017 9:06 AM
17	No, I am not sure what that entails or how to sponsor someone	7/18/2017 9:03 AM
18	No; has not come up.	7/18/2017 8:29 AM
19	n/a	7/14/2017 10:19 AM
20	No, the organization that I worked did not have people qualified for this program	7/13/2017 3:16 PM
21	No, no one has asked	7/13/2017 11:31 AM

22	I have not, I am not is a position to sponsor a LICMA member.	7/13/2017 10:50 AM
23	No. Have not yet had the opportunity.	7/13/2017 6:57 AM
24	no, budget	7/11/2017 7:34 AM
25	No, not yet.	7/10/2017 9:33 AM
26	no, just haven't identified the appropriate person in my organization yet	7/6/2017 8:15 AM
27	No, not sure how	7/5/2017 11:54 AM
28	Yes. For the reasons stated above.	7/5/2017 10:24 AM
29	I have not sponsored a LICMA member yet as I am still in the program and am not yet a City/County Manager.	6/30/2017 2:28 PM
30	No	6/26/2017 8:44 AM
31	No.	6/23/2017 10:13 AM
32	No, just havent had the opportunity, my organization is small	6/22/2017 1:20 PM
33	No, have not worked for an organization again that has the financial ability to participate.	6/21/2017 1:32 PM
34	We hope to send our AtoCM through the program when the time is right. I have provided a letter or recommendation to a few other participants.	6/19/2017 8:53 AM
35	No.	6/19/2017 8:10 AM
36	Not yet. Budget constraints and lack of a project. Hoping to in 2018.	6/19/2017 7:43 AM
37	No. Cost	6/19/2017 6:45 AM
38	No.	6/16/2017 4:05 PM
39	No but my organization has.	6/16/2017 1:43 PM
40	No	6/16/2017 12:54 PM
41	No	6/16/2017 12:42 PM
42	Not yet- waiting to confirm funding availability	6/16/2017 12:17 PM
43	Yes, I'm currently doing that and we also sponsored someone when I worked at the City of Issaquah.	6/16/2017 12:14 PM
44	No. There was no one else in the pipeline who was a good fit at the time.	6/15/2017 9:42 PM
45	Planning to sponsor one this upcoming class	6/15/2017 7:13 PM
46	Not yet, but would like to some day.	6/15/2017 3:46 PM
47	I have not because I have not had the opportunity or depth in the organization to send the right person.	6/15/2017 3:24 PM
48	No, I have not been in a position to do so. THough, I would not hesitate.	6/15/2017 2:10 PM
49	Not besides myself. Budgetary concerns mostly and competition with other training/conference expenses.	6/15/2017 1:44 PM
50	Yes.	6/15/2017 1:38 PM
51	I have not. I haven't found the appropriate person that commit fully time-wise.	6/15/2017 1:18 PM
52	No, I haven't. I hadn't really thought it about.	6/15/2017 12:52 PM
53	No, new City Manager	6/15/2017 11:44 AM
54	No. Have not had a large enough staff that would afford me sending someone	6/15/2017 11:34 AM
55	Yes. My current assistant is a LICMA participant. It will help him broaden his horizon beyond the Pacific Northwest.	6/15/2017 11:01 AM
56	no. not in a position to	6/15/2017 9:08 AM
57	No. Not in a position too. I have donated to the LICMA fund	6/15/2017 8:46 AM
58	no...organization has no interest	6/15/2017 8:37 AM

59	No. Not aware of sponsorship opportunity. Question is confusing - does this mean sponsoring a LICMA team for an on-site project?	6/15/2017 8:08 AM
60	No, my own organization is reluctant to invest in training employees and would not support such an endeavor	6/15/2017 8:03 AM
61	No. Not sure what this involves.	6/15/2017 7:55 AM
62	No, still early in my career	6/15/2017 6:51 AM
63	No we have not. I am currently leading our own version of it here at the City. Maybe in future years we will consider sending graduates.	6/15/2017 6:50 AM
64	No. No one in the organization ready to attend. Cost and time committment have been factors	6/15/2017 6:42 AM
65	Yes, same answer as above	6/15/2017 6:13 AM
66	N/A	6/15/2017 6:02 AM
67	No- difficult to send Canadians out of Country	6/15/2017 5:36 AM
68	No. The cost is a barrior in my current organization.	6/15/2017 5:15 AM
69	I have as well as send other employees to SEI	6/14/2017 7:20 PM
70	No, we do not have resources in my current organization or anyone interested	6/14/2017 3:25 PM
71	No, currently in program.	6/14/2017 3:09 PM
72	No. Not in a position to do so	6/14/2017 3:00 PM
#	Have you participated in similar programs – ICMA sponsored or otherwise? How did they compare to LICMA?	Date
1	No	7/24/2017 7:56 AM
2	No	7/23/2017 7:04 PM
3	Yes; they did not compare. We were able to "deep dive" over the course of two years.	7/21/2017 12:36 PM
4	No	7/20/2017 11:14 PM
5	No	7/20/2017 8:37 AM
6	No	7/19/2017 2:37 PM
7	Midwest Leadership Institute. After LICMA, it all seems to be a repeat of what I already have learned	7/19/2017 12:40 PM
8	Participated in internal leadership development program prior to LICMA. Have not done anything similar since. LICMA was more strategic and included the capstone.	7/19/2017 6:12 AM
9	I have been in other leadership programs but LICMA is the only one tailored specifically to local government managers.	7/18/2017 8:16 PM
10	Not yet. I want to; I'd do SEI again but am really interested in Gettysburg. I have sent a couple Department Heads to LEAD.	7/18/2017 6:26 PM
11	No.	7/18/2017 12:46 PM
12	No.	7/18/2017 11:59 AM
13	no	7/18/2017 11:24 AM
14	SEI events	7/18/2017 10:48 AM
15	I have participated in other programs but this was still the most intense and benificial.	7/18/2017 9:07 AM
16	I've taken ICMA online courses but you miss out on the connections you make with peers	7/18/2017 9:06 AM
17	No	7/18/2017 9:03 AM
18	Yes. Consistent. Obviously, LICMA is a bit more involved.	7/18/2017 8:29 AM
19	Yes. I went through Leadership Trainings through my college fraternity. Those trainings also covered MBTI. LICMA was much better because it does such a deep-seated in to this one issue rather than trying to gloss over many items.	7/14/2017 10:19 AM

20	No	7/13/2017 3:16 PM
21	No	7/13/2017 11:31 AM
22	I participated in MCMI. LICMA is a better program all around, better opportunites to network and learn.	7/13/2017 10:50 AM
23	UT/TCMA Public Executive Institute (PEI). More "Tools in the Toolbox" oriented	7/13/2017 6:57 AM
24	yes, county leadership programs, they were good but not to this level	7/11/2017 7:34 AM
25	No.	7/10/2017 9:33 AM
26	I have participated in other leadership programs; nothing quite as strong on the skill-building, classroom style leadership development work and also, nothing as robust as the capstone project work	7/6/2017 8:15 AM
27	No	7/5/2017 11:54 AM
28	Some participation in ELDP, which is less intensive.	7/5/2017 10:24 AM
29	I participated in the Mid-Career Manager's institute. The LICMA program is more in-depth, comprehensive, and impactful.	6/30/2017 2:28 PM
30	No	6/26/2017 8:44 AM
31	No.	6/23/2017 10:13 AM
32	Did the Emerging Leaders program awhile ago, plus the CPM program locally. LICMA was definitely steps above	6/22/2017 1:20 PM
33	Yes, local leadership programs which did not have the depth of LiCma	6/21/2017 1:32 PM
34	No	6/19/2017 8:53 AM
35	No	6/19/2017 8:10 AM
36	ELDP. Good starting point before participating in L-ICMA	6/19/2017 7:43 AM
37	LICMA was far superior to my organization's executive academy program.	6/19/2017 6:45 AM
38	I have not.	6/16/2017 4:05 PM
39	Yes - LICMA is by far the best and most all-encompassing.	6/16/2017 1:43 PM
40	Yes	6/16/2017 12:54 PM
41	No	6/16/2017 12:42 PM
42	No	6/16/2017 12:17 PM
43	Yes, I've participated in community leadership development programs. I found Leadership ICMA to be more on point for my career leadership needs.	6/16/2017 12:14 PM
44	Yes, several. Similar in structure with a leadership retreat along with a group project and/or capstone.	6/15/2017 9:42 PM
45	Nothing compares to LICMA	6/15/2017 7:13 PM
46	LICMA has been the best training I've ever participated in during my 11 years in local government.	6/15/2017 3:46 PM
47	I participated in ELDP. LICMA was definately a step up to a new level.	6/15/2017 3:24 PM
48	Yes -- Certified Public Manager program with George Washington University	6/15/2017 2:10 PM
49	N/A	6/15/2017 1:44 PM
50	I haven't particpated in anything as in depth as LICMA.	6/15/2017 1:38 PM
51	I have not.	6/15/2017 1:18 PM
52	I participated in a Leadership program here in county. LICMA was much better and that is to be expected.	6/15/2017 12:52 PM
53	yes, but have not experienced anything that compares to this point	6/15/2017 12:28 PM
54	No	6/15/2017 11:44 AM

55	Yes. LICMA is great program in that it extends for a long period of time. We are exposed to several different trainers and build strong connections with our classmates	6/15/2017 11:34 AM
56	I have participated in a few state focused programs and they are good but were not as rigorous academically or as rewarding.	6/15/2017 11:01 AM
57	yes. on a local level one year in length. it was a super way to get to know my community and community members	6/15/2017 9:08 AM
58	yes I've completed other leadership programs. LICMA is special because it is 2 years, you work on solving an real problem and it is a group of people with the same work challenges	6/15/2017 8:46 AM
59	yes and LICMA was far and above the best program I have completed in my career	6/15/2017 8:37 AM
60	No.	6/15/2017 8:08 AM
61	No	6/15/2017 8:03 AM
62	I have not.	6/15/2017 7:55 AM
63	No	6/15/2017 6:51 AM
64	No.	6/15/2017 6:42 AM
65	Yes, very well, but not for as long a duration of session	6/15/2017 6:13 AM
66	This is actually my first experience with in-person ICMA programs. I'd previously experienced ICMA webinar series and continue to be very disappointed in them.	6/15/2017 6:02 AM
67	Yes -not ICMA - they did not compare as they were too academic	6/15/2017 5:36 AM
68	I haven't found anything similar.	6/15/2017 5:15 AM
69	I have. LICMA is up there in terms of value add.	6/14/2017 7:20 PM
70	No	6/14/2017 5:07 PM
71	No	6/14/2017 3:25 PM
72	I have participated in other leadership programs. Good content in each but the cohort and projects are unique and valued.	6/14/2017 3:09 PM
73	No	6/14/2017 3:00 PM
#	**What are the relative strengths and weaknesses of the program?**	**Date**
1	Strengths: connections, curiculum. Weaknesses: In the 2nd year you feel more disconnected from your class	7/24/2017 7:56 AM
2	It's a big time commitment; The sponsoring organization needs to very supportive	7/23/2017 7:04 PM
3	Strengths - You learn so much; weaknesses - you are not always able to make the time committment	7/21/2017 12:36 PM
4	Strengths are cohort model. Weaknesses are conference calls. Need to find a better way to connect with group.	7/20/2017 11:14 PM
5	Strengths in team/organizational and connection with peers	7/20/2017 8:37 AM
6	Strengths our working with ICMA executives on leading practices and programs. Weaknesses are the selection of capstone projects.	7/19/2017 2:37 PM
7	Great for networking, building connections between diverse people, and great develop core leadership skills in managers	7/19/2017 12:40 PM
8	Strengths: excellent networking opportunities, strong curriculum, about the right length, capstone opportunity, excellent opportunity at SEI to practice teamworks with disparate personality types Weaknesses: takes a fair amount of effort to complete, some people had to drop out due to career or personal issues	7/19/2017 6:12 AM
9	Strengths-SEI and capstone project. Weakness-lack of a connection between classes.	7/18/2017 8:16 PM

10	A strength - the wonderful relationships I made. I still keep in touch with a few of them frequently. A weakness of the program is the capstone. Not that the project is not important, but I felt my experience on the EQ side was really lost as the program basically ceases to focus on that and instead focuses on doing a project. I am all for the project, but the emphasis on learning about you and growing yourself as a leader is paramount and to me should be focus of the program. I don't know that I gained anything from the capstone. Granted, our project was helpful to me from a tactical standpoint (as we needed to do that in my community), but from a City Manager and leader perspective not much was taken away from it.	7/18/2017 6:26 PM
11	Access to peers across the country. Passion and skill development. More time together would have been nice.	7/18/2017 12:46 PM
12	Strengths are what is mentioned above. Weakness is that you lose the support and interaction of the ICMA team once you leave the program.	7/18/2017 11:59 AM
13	not sure	7/18/2017 11:24 AM
14	overt favortism focus on larger communities	7/18/2017 10:48 AM
15	Stengths: training with practical application, networking. Weaknesses: It is a long program (2 years)	7/18/2017 9:07 AM
16	Think its an amazing opportunity to meet your peers from around the country as well as leaders in the field. I still struggle with digesting the entire HPO model and some of the things we've learned. Sometimes the program seems a little disorganized.	7/18/2017 9:06 AM
17	having the peer network, the team time with Bob O'Neill, the frequent dialogue, and the capstone are all strengths.	7/18/2017 9:03 AM
18	Strengths - SEI and capstone. Weakness - organization of events/travel	7/18/2017 8:29 AM
19	Strength: interaction with & learning from colleagues from around the country. Weakness: monthly group phone calls are unwieldy and are a waste of time.	7/14/2017 10:19 AM
20	Strenghts: networking, leadership building. Weaknesses: the long distances, can be difficult to stay connected	7/13/2017 3:16 PM
21	Experience and teachers	7/13/2017 11:31 AM
22	One of the greatest strengths of the class is networking with others and ICMA staff around the nation and the opportunity to discuss practical applications of topics discussed.	7/13/2017 10:50 AM
23	The HPO model segment needs revision. Too much too soon, at SEI. Just present the concept, then follow up later with practical training on incorporation into your organization.	7/13/2017 6:57 AM
24	I think it iw very well done. THe project can be difficult to keep up with during your normal job, but with organizational support it is possible and very good experience. SEI is the highlight!	7/11/2017 7:34 AM
25	Strengths = ICMA program team; strong leadership-focused content; motivational for participants. Weaknesses = Spreading the program out over 2 years can make it hard to stay focused and connected; monthly calls with all participants can make it hard for everyone to engage; Consistent language and content across the program would be good, i.e. use MBTI throughout, rather than mixing and matching personality tests.	7/10/2017 9:33 AM
26	weakness may be that it's difficult for some to spend the time away from the community/travel time and cost; strengths out-weigh the costs but it's still a difficult perception to overcome for those that haven't been through the program yet	7/6/2017 8:15 AM
27	Good opportunity to develop a national network of colleagues	7/5/2017 11:54 AM
28	The strengths in the program are the teachers/facilitators, programming experience, and content - especially for the in-person events. One challenge in the program is finding and coordinating the time to invest in the capstone project.	6/30/2017 2:28 PM
29	Strengths: The network, most of the content covered, the capstone opportunity. Weaknesses: the course organization could be tighter, there could be more focus on specific topics for discussions.	6/26/2017 8:44 AM
30	ICMA sponsored, buy-in from CMs	6/23/2017 10:13 AM
31	Strengths are the sections and focus of each as how it brings the class together. Weakness could be in the capstone and whether that really pulls all the concepts teogether	6/22/2017 1:20 PM

32	Weakness would be the time & money it takes to participate. Strength would be relationships & content.	6/21/2017 1:32 PM
33	Strengths - it is taken seriously by ICMA and a well-structured program; includes exposure at the ICMA Conferene through presentation opportunities; SEI. Weaknesses - can't think of any.	6/19/2017 8:53 AM
34	None that I can think of in terms of weaknesses. Strength, national network. Great learning with content and experiences of facilitators.	6/19/2017 7:43 AM
35	Strengths: Variety of passionate speakers to lead through material. Deep discussions in small and large groups. Capstone project.	6/19/2017 6:45 AM
36	SEI was a strong component for me as it allowed interaction among new and tenured managers	6/16/2017 12:54 PM
37	Reference Material / Connections / Network	6/16/2017 12:42 PM
38	strengths- relationships, leadership content, re-inspires participants about the profession; weaknesses- value of capstone to host community- seems more like ICMA has to call in favors to get projects	6/16/2017 12:17 PM
39	Strengths - SEI, networking, time with leading professionals. Weaknesses - Distance from cohort can make it hard to develop lasting bonds.	6/16/2017 12:14 PM
40	Strengths: partnerships with CCHPO, Alliance for Innovation, opportunity to consult for a city/county Weaknesses:	6/15/2017 9:42 PM
41	Connections, networking, SEI, and Felicia all strengths! Weakness could be cost and travel commitment for some.	6/15/2017 3:46 PM
42	I can't think of anything to be that critical about. It was challenging, but I think that's where part of the value is derived.	6/15/2017 3:24 PM
43	LICMA -- strengths are the connection to colleagues and capstone experience. Weakness is that it ended. I truly enjoyed every moment of it.	6/15/2017 2:10 PM
44	Weakness: monthly phone conference calls aren't as meaningful as in-person sessions. Strengths: SEI and Capstone Project.	6/15/2017 1:44 PM
45	Strengths - People and curriculum. Weaknesses - Cosnistency of capstone assignments.	6/15/2017 1:38 PM
46	Strengths - connecting with the leadership class and developing strong relationships, discovering leadership styles and strengths. Weaknesses - communication and organization regarding information being sent out to the class (readings, timelines, etc).	6/15/2017 1:18 PM
47	Strengths - reading materials. Weaknesses - none	6/15/2017 12:52 PM
48	strengths - team oriented, exposure to varied individuals/experiences weaknesses - length of commitment	6/15/2017 12:28 PM
49	Rigorous (positive). Expensive and time consuming (negative)	6/15/2017 11:44 AM
50	Strengths are are the programing, connection with the University of Virginia and good capstone projects. Weakness is the the organization and facilitation of the coordinator. Poor capstone projects with poorly engaged cities is also a weakness.	6/15/2017 11:34 AM
51	Strengths are in the small group participating and in the high quality presenters, etc. Weaknesses are in having to fit things in around other parts of life. This weakness can't be removed.	6/15/2017 11:01 AM
52	at times, not all members contributed and the group as a whole suffers	6/15/2017 9:08 AM
53	Strengths - camaraderie building. SEI. Intensity of project. Weaknesses - Communication from ICMA staff about timetables, deadlines, etc. could be improved.	6/15/2017 8:08 AM
54	Excellent instructors, access to broad depth of knowledge. Weaknesses include lack of real documentation to prove to elected officials the value of the program.	6/15/2017 8:03 AM

55	The strengths of the program are bringing together bright and enthusiastic leaders to share ideas and challenges, and providing them with opportunities to learn and grow together with a variety of new experiences. SEI was amazing. The capstone was a great learning experience, as was getting to know my cohort. The weaknesses of the program are organization. In terms of organization, the program provides a lot of value, but it is also very time consuming, which is fine, but frustrating when organizational issues such as very long reading lists delivered at the last minute, miscommunication, or lack of understanding of expectations add to this time burden.	6/15/2017 7:55 AM
56	Strengths: Connections, project management skills, SEI; Weaknesses: since you only visit the community you work with once or twice its hard to see if the work you're doing is acted upon	6/15/2017 6:51 AM
57	The strength of the program is in the relationship building and SEI. The weakness is that the program is not well run or well organized. The Executive Director was not present at all when I took the program.	6/15/2017 6:50 AM
58	leadership development, executive institute are strengths. Weaknesses - capstone project and lack of continued programs for alumni	6/15/2017 6:42 AM
59	The program is as strong or as weak as the candidates selected. I hope that ICMA ALWAYS picks the best candidates, and not just those that apply	6/15/2017 6:13 AM
60	The cohort model is very successful. SEI was a transformational experience. I've very much enjoyed hearing about the practical application of management theories from practicing managers. I believe the organizational aspect of the program is severely lacking.	6/15/2017 6:02 AM
61	- team building, sense of self, reflective - positive, would remove the religious (prayer breakfast, sessions)	6/15/2017 5:36 AM
62	While the program does touch on different types of leaders along the specrum from extrovet to introvert, it pays only lip service to the strengths of introverted leaders. During the capstone, I was expected to erpform as an extrovert. Seems all the talk about introverted strengths went out the window.	6/15/2017 5:24 AM
63	Excellent content, supportive learning environment, good mix of new and seasoned managers. The cost is the biggest issue.	6/15/2017 5:15 AM
64	The high cost for frequent national travel is a minus	6/14/2017 7:20 PM
65	Alumni feel detached; perhaps an alumni program or board to keep connections.	6/14/2017 5:07 PM
66	+ = Structure, diverse learning and experiential learning; - = occasionally a little too loose/unplanned and a crapshoot on quality of final host site	6/14/2017 3:25 PM
67	Strenghts-there is a lot of support for the program (Felicia, Nedra, SEI staff, etc) that helps us know how to prepare. Weakness-?	6/14/2017 3:09 PM
#	What would you change about the program?	Date
1	Have a stronger alumni program. See below.	7/24/2017 7:56 AM
2	I was in the first class, so I'm sure things have changed since then	7/23/2017 7:04 PM
3	make it a 4-6 week program.	7/21/2017 12:36 PM
4	Make the capstone a project in an underserved community that may not have resources to higher consultants.	7/20/2017 11:14 PM
5	Really enjoyed the structure of the program	7/20/2017 8:37 AM
6	I would make the capstone projects more competitive by marketing them more. Then I would make the process more stringent. The idea of the capstone has to be clear to those applying. Several cities didn't quite understand it.	7/19/2017 2:37 PM
7	Less time in Arizona and more time focusing on the capstone	7/19/2017 12:40 PM
8	Can't think of anything in particular	7/19/2017 6:12 AM
9	Not sure	7/18/2017 8:16 PM

10	I really love the learning part. Washington DC was great - add in a tour and tie that into our country and city management and leadership. A few of us walked DC at night and checked out the monuments and got a quick, private tour of the Capitol from my Congressman's Office. It was so cool to do that and be experiencing LICMA at the same time. Seeing the Jefferson monument and taking all that in was powerful as I tied all of his amazing foresight of our country into what I was learning. Pause the program and take advantage of the setting the participants are in to really learn and focus. Tie who they are into the big broad perspective of our country and our founding fathers and what we need to do as servant leaders to engage our country, etc. Thus, the capstone is a time filler and is of benefit to the sponsoring LGU, not really to the student. You can keep the capstone but do smaller projects so that you do not lose the steam and momentum.	7/18/2017 6:26 PM
11	More time together with the full compliment of the class.	7/18/2017 12:46 PM
12	Greater diversity of organizations who participate in both sponsoring LICMA members and who submit capstone projects.	7/18/2017 11:59 AM
13	meet more often	7/18/2017 11:24 AM
14	make it about the people and not ICMA	7/18/2017 10:48 AM
15	Not sure if shrinking the length of the program would be possible but a two year committment is tough.	7/18/2017 9:07 AM
16	Perhaps a little more organization on the front end and maybe for our monthly conference calls	7/18/2017 9:06 AM
17	nothing I can think of at the moment	7/18/2017 9:03 AM
18	Add additional year for credential - it's a two year program, but we only receive 1 year towed Icma-cm	7/18/2017 8:29 AM
19	Eliminate monthly phone calls & maybe instead have quarterly gatherings simultaneously taking place in 3 or 4 places around the country linked by Skype. I think getting 4 or 5 people together in person with the ability to still talk via Skype to the rest of the group is much more beneficial for informal relationship building & learning.	7/14/2017 10:19 AM
20	I wish the program fees were a bit more inexpensive	7/13/2017 3:16 PM
21	N/A	7/13/2017 11:31 AM
22	Not sure	7/13/2017 10:50 AM
23	See above related to SEI/HPO.	7/13/2017 6:57 AM
24	?	7/11/2017 7:34 AM
25	Shorter period of time to complete; more structure to monthly calls;	7/10/2017 9:33 AM
26	it's truly excellent - i can't really think of any changes I would make	7/6/2017 8:15 AM
27	I think the HPO model may be a little to theoretical for most organizations	7/5/2017 11:54 AM
28	What I would NOT change is: access to thought leaders and ICMA leaders; SEI or similar experience; I would keep each year's program participation sized such that each individual gets focused attention and has the opportunity to build lifelong connections with the all of the other participants (maybe no more than 20).	7/5/2017 10:24 AM
29	Give more responsibility to participants, ensure everyone participates at a deep level. Institute a mentor option with current ICMA board members.	6/26/2017 8:44 AM
30	wouldnt change how it is structured (the sections)	6/22/2017 1:20 PM
31	I felt like it was a little clickish and that part was weird to me. There was also very little diversity in my year.	6/21/2017 1:32 PM
32	Continue making this program a priority to invest in the next generation of City Managers.	6/19/2017 8:53 AM
33	Nothing.	6/19/2017 7:43 AM
34	I can't remember what I didn't like at the time.	6/19/2017 6:45 AM
35	I found that the capstone project needed more supervision or interaction with either ICMA or the sponsor.	6/16/2017 4:05 PM
36	Not sure - It's been a while since I participated.	6/16/2017 12:54 PM

37	If this is the premier program, promote it as such at the conference- mention program at general session, don't stick capstone presentations in an annex building at a weird time; be more realistic and transparent about the cost of hosting a capstone project-- and again, not sure if the real price has equivalent value for the host city	6/16/2017 12:17 PM
38	It probably has changed a lot but at least from year 2, I would add more structure.	6/16/2017 12:14 PM
39	Ensuring that participants and graduates are given advancement opportunities by other managers. Ask ICMA members to grant interviews to any ICMA members or graduates who meet the minimum criteria for a job they are advertising. Ask recruiters and managers to stop requiring previous experience as a CM or ACM for ACM roles, which prevents aspiring managers from climbing the ladder. Ask CMs to restore Management Analyst and Assistant-to positions that were lost in the recession and commit to clear career development paths for aspiring CMs.	6/15/2017 9:42 PM
40	Nothing, but I am not sure how the sessions are different today compared to the past.	6/15/2017 7:13 PM
41	Nothing.	6/15/2017 3:46 PM
42	Just keep up on the literature and make sure content is contemporary.	6/15/2017 3:24 PM
43	Provide as many feedback loops and support alumni as possible. It can be mesmerizing to navigate the program in the first 6 months.	6/15/2017 2:10 PM
44	Better selection process for Capstone Projects. Seems like agencies applying for a project are typically under or mis informed about the cost and/or process. More information for them ahead of time.	6/15/2017 1:44 PM
45	Nothing	6/15/2017 1:38 PM
46	I would include more readings throughout the program. Perhaps a short article that was recommended for discussion at monthly calls.	6/15/2017 1:18 PM
47	I think the 2 year commitment might be a stretch for some people. It was fine for me. But, maybe shorten the time.	6/15/2017 12:52 PM
48	maybe a little more interconnectedness between the classes	6/15/2017 12:28 PM
49	Increased exposure of the program and the benefits.	6/15/2017 11:44 AM
50	Not sure.	6/15/2017 11:34 AM
51	I like many of the changes that have been brought into the program since I was there like having some time at ICMA headquarters. I would continue the current structure.	6/15/2017 11:01 AM
52	mandatory attendance in person	6/15/2017 9:08 AM
53	Nothing about my year.	6/15/2017 8:46 AM
54	Nothing comes to mind.	6/15/2017 8:08 AM
55	narrow the focus pool of applicants. Better define eligibility so that involved parties are truly at similar stages in their career	6/15/2017 8:03 AM
56	It is extremely difficult to have an engaging monthly conference calls with 20 participants. Something about that needs to change to add more value.	6/15/2017 7:55 AM
57	See weakness above. I'd like to see more engagement with the community we work with	6/15/2017 6:51 AM
58	There is a lack of organization. Dates are not clearly scheduled or published in advance. ICMA Executive Director was not present as promised. No help/review of capstone.	6/15/2017 6:50 AM
59	Eliminate capstone	6/15/2017 6:42 AM
60	Nothing	6/15/2017 6:13 AM
61	I would like there to be a stronger organizational element and more clear guidelines about the purpose and goals of the cohort between in-person sessions.	6/15/2017 6:02 AM
62	Just needs a bit of content updating - how the national impacts the local	6/15/2017 5:36 AM
63	Value intoverted leadership styles. As Felicia was observing my group work on the Captone project, she made two comments to me that I needed to participate more in the discussion. But we all know that intorverts need to take it all in and will then offer up well-thought out comments. This was not valued. I was expected to function as an extrovert. It was clear Felicia could teach the difference between extroverts and introverts, but in practice, she failed.	6/15/2017 5:24 AM

#		Date
64	Several members of the 2010 class sent Bob O'Neil a letter itemizing the ways the program can be adjusted to make it less expensive. I would reduce the cost.	6/15/2017 5:15 AM
65	Maybe look at regionalism LICMA a bit more...Maybe offer LICMA east and LICMA west	6/14/2017 7:20 PM
66	Nothing	6/14/2017 3:25 PM
67	Maybe adding a half day or day to SEI just for LICMA to work together. Teams at SEI were great, but there could've been more LICMA focused activities to encourage our cohort to build deeper relationships/learn about each other and what we do.	6/14/2017 3:09 PM
68	Some of the instructors at SEI don't relate well to students	6/14/2017 3:00 PM

#	What are the requirements for the long-term sustainability of the LICMA program and what initiatives should the program focus on in the future?	Date
1	A robust network. Build regional chapters of leadership ICMA grads to promote ongoing learning and connections. Identify volunteer leaders in each metro area to lead. See ELGL model.	7/24/2017 7:56 AM
2	The UVA program was the critical component to the program	7/23/2017 7:04 PM
3	top folks in the industry willing to share their time and talent; focus on filling the gap of retirement tsunami	7/21/2017 12:36 PM
4	Long term success = capstones that have a lasting impact. Maybe grants or private funding is available to support the capstone projects through vendor sponsorships or partnerships wth a university.	7/20/2017 11:14 PM
5	Continued focus on future initiatives/methods of new organizational management and team building	7/20/2017 8:37 AM
6	Sessions at ICMA conference dedicated to networking and reinforcing ideas from LICMA would be great.	7/19/2017 2:37 PM
7	Continue to seek input from members and find ways to spread the knowledge of the benefits of LICMA	7/19/2017 12:40 PM
8	Willingness to invest by sending people, availability of capstone opportunities and the work they involve for sponsors, resources to support the various elements. Maybe add something about changing generations, new technologies and how technology is affecting relationships within city organizations and with citizens. Maybe add something about challenges around policing (keep current with curricula ICMA is offering in other training)	7/19/2017 6:12 AM
9	See my previous comments. One additional thought: rather than alumni reunions at the ICMA conference, trying offering continuing education for LICMA graduates. Or, offer the opportunity to come back and revisit things 3 or 5 years after you have been through the program. Offer that as something free to graduates (except for travel and room and board). I'd do a 3 day LICMA rewind/recap event. Some type of program that continues your previous learning, enhances or adds to what you learned previously, or continues your learning from where LICMA left off.	7/18/2017 6:26 PM
10	Keeping the program up to speed with the current needs of the profession. More hands on experience or discussion on meeting the needs of elected officials.	7/18/2017 12:46 PM
11	Keep fostering the relationships. Make the L-ICMA reunions more affordable.	7/18/2017 11:59 AM
12	moving away from bureaucracy and more into the creative for cities	7/18/2017 11:24 AM
13	Focus on the people and profession	7/18/2017 10:48 AM
14	I would focus on more of the mid level management rather than ACM.	7/18/2017 9:07 AM
15	I think the current format is a good one and would anticipate that it would be sustainable. I think the focus of the program--preparing assistants or managers--should remain the program's primary focus.	7/18/2017 9:06 AM
16	organizations submitting viable capstone projects to keep tuition down	7/18/2017 9:03 AM
17	Recieve two years for credinial	7/18/2017 8:29 AM
18	Continue to tap alumni to promote participation at their state/regional conferences.	7/14/2017 10:19 AM
19	Continued support of the ICMA Board and Executive Director. Future Initiatives: civil discourse, future demographics of an aging population, natural resources, artficial intelligence in the workplace, smart cities	7/13/2017 3:16 PM

20	Make sure and maintain the time with ICMA Ex. Dir. Very critical! Also enjoyed the Capstone project.	7/13/2017 6:57 AM
21	Graduates choosing to stay in volved on committees, and reunions at conferences, etc.	7/11/2017 7:34 AM
22	Sustainability = Broader marketing and awareness; consider focusing on a theme for a year or two... something like strategic planning or a similar topic, that teams can provide	7/10/2017 9:33 AM
23	have more communication with alumni and at alumni events strongly encourage personal recruitment efforts	7/6/2017 8:15 AM
24	A track record of alumina that were not already City Managers becoming City Managers	7/5/2017 11:54 AM
25	Membership awareness and demonstration of the value, perhaps "starter" funding for capstones or participation. Initiatives to focus on: development of core leadership, equity and ethics skills for developing leaders; support for participants in their career paths.	7/5/2017 10:24 AM
26	The program would need to continue to deliver quality leadership education/training and to market the program so that people are aware.	6/30/2017 2:28 PM
27	Be considerate of the cost to the applicant's organization, look for more sponsorships to cover some costs. Ensure alumni help in recruiting members and capstone project opportunities - ICMA must reach out earlier than normal.	6/26/2017 8:44 AM
28	I think HPO should remain at the core, the challenge seems to be in capstone projects that pull it all toegether	6/22/2017 1:20 PM
29	The program needs to demonstrate clear value to moving the profession forward.	6/21/2017 1:32 PM
30	I think making sure it is a competitive process to get into the program and something that an ACM or mid-career professional looks forward to participating in.	6/19/2017 8:53 AM
31	Exposing the broader community (potential participants, sponsors, projects) to the good work being done.	6/19/2017 8:10 AM
32	I like the annual conference get together I think that is important, along with the SEI get together.	6/19/2017 7:43 AM
33	Not sure	6/16/2017 4:05 PM
34	Continue to stress the importance of building relationships, communication as well as professional competancy	6/16/2017 12:54 PM
35	Follow-up	6/16/2017 12:42 PM
36	Making it a bit more affordable would certainly help; capstone was neat, but perhaps consider changing this component out-- you could do a series of different "exchanges" like what is offered the day before the annual conference, where LICMA participants in small groups get an inside look at vastly different types of cities across the country (maybe do two of these types of visits)-- not sure how you'd pay for that though since it would eliminate the "host pays" model	6/16/2017 12:17 PM
37	The program and what it teaches must continue to evolve with time, focusing on emerging trends and skills, and it must have support from ICMA, including the Executive Director, Board, corporate partners, and alums.	6/16/2017 12:14 PM
38	There need to be real KPIs tracking the effectiveness of the program and the support of the program by other ICMA members. For example, how many participants or graduates receive promotional positions (OUTSIDE of their original employer) within X years? How many LICMA participants/graduates receive interviews from ICMA member cities/counties? How many LICMA graduates remain in the profession X years later? Without tracking real measures of effectiveness, the program becomes a time-consuming diversion rather than a useful tool for development and advancement.	6/15/2017 9:42 PM
39	Require alumni to pay it forward.	6/15/2017 7:13 PM
40	ICMA support and funding if necessary	6/15/2017 3:46 PM
41	Keep the cost down to make it accessible.	6/15/2017 3:24 PM
42	Continued support from Managers and their communities. Perhaps a sliding scale of tuition to support smaller communities. Populations of: 50K or more -- 100%, 25K-50K -- 90%, 10K-25K -- 80%, 10K and less -- 75%.	6/15/2017 2:10 PM

#		Date
43	Affordable for participants. Promotion of the program. I like the focus on leadership development, particularly SEI and the Capstone Project is a great experience that I wouldn't remove.	6/15/2017 1:44 PM
44	Maintaining the price point (within reason). Inclusion of impacts of social media and the information age's impact on a leader's mental fitness.	6/15/2017 1:38 PM
45	Marketing and spreading the word about the program would be huge. I wasn't familiar with LICMA until the day I applied. Doing a marketing campaign a couple of months before the application deadline to talk about all of the benefits of the program would be a major improvement. Maybe even get some testimonials from past classes.	6/15/2017 1:18 PM
46	Commitment from organizations to have projects that LICMA could do.	6/15/2017 12:52 PM
47	Needs to stay on the cutting edge of leadership development and theory. Needs to pay attention to what is happening as our cities evolve.	6/15/2017 11:34 AM
48	I think continuing to check-in with participants to make sure the program brings values. If there was a source of funding that could lower costs for smaller jurisdictions that would be useful.	6/15/2017 11:01 AM
49	helping develop the diversity of our profession	6/15/2017 9:08 AM
50	A program manager to keep people in touch. I liked the curriculum used in 2010. It was a mix of leadership development, organizational theory and building a network of future managers	6/15/2017 8:46 AM
51	Recruiting future LICMA participants - spreading the word about the program. Word of mouth is probably most effective way to do this.	6/15/2017 8:08 AM
52	Better information to provide to elected officials, potential applicants and senior managers to assist in understanding the purpose and value.	6/15/2017 8:03 AM
53	Recruitment needs to go beyond former graduates sending their colleagues, or the circle of LICMA will never expand. There are a lot of graduates who can share what a great experience LICMA has been for them, but they need an opportunity to do so, and the ICMA conference session is not the best showcase of the experience. In terms of costs sustainability, better marketing of the LICMA capstone and its value/results, and something that showcases some of the best recent projects could help get other communities interested in participating.	6/15/2017 7:55 AM
54	I think building partnerships with other groups to diversify the curriculum, audience and impact. Also consider regional alumni groups	6/15/2017 6:51 AM
55	A responsive,organized and knowledgable leader for the program.	6/15/2017 6:50 AM
56	Market to those who are Assistand City Managers and Assistant To that want to become City Managers. Keep cost reasonable. Focus should be on leadership development	6/15/2017 6:42 AM
57	Help from the Alumni will help keep the program refreshed and up to date	6/15/2017 6:13 AM
58	I think this has to be determined by at-large membership of ICMA. If LICMA represents the future of the profession, the membership needs to determine how to fill identified gaps in the professionals of the future and LICMA can work to fill those by graduating the type of professionals needed for the future.	6/15/2017 6:02 AM
59	Continual improvement of content (evaluation), internaltional context/examples	6/15/2017 5:36 AM
60	Cheaper program with more regional based travel	6/14/2017 7:20 PM
61	Strong alumni base; evolve the program to today's issues; identify top talent early to develop and maintain that connection with leadership roles during and post graduation	6/14/2017 5:07 PM
62	?	6/14/2017 3:25 PM
63	Great program already. Staying current on issues relevant to us today and emerging.	6/14/2017 3:09 PM
#	**What would inspire you to stay more connected/involved with LICMA and/or ICMA?**	**Date**
1	More opportunity to connect regionally to LICMA peers	7/24/2017 7:56 AM
2	Alumni session at the conference; too bad the training session in Dallas didn't work out	7/23/2017 7:04 PM
3	Time and budget	7/21/2017 12:36 PM
4	Annual reniuons.	7/20/2017 11:14 PM

5	If we had a L-ICMA network of some sort from the ICMA website that allows all of us to stay in touch virtually	7/20/2017 8:37 AM
6	Updates on where former members are located and creation of alumni groups (there is currently a network of chicago alums)	7/19/2017 12:40 PM
7	Opportunity to give back something based on experiences I have had	7/19/2017 6:12 AM
8	Some sort of reunion similar to SEI reunion program.	7/18/2017 8:16 PM
9	See answer to previous question. To add to that, we get innudated with ICMA emails (constantly). I'd really rather have things that could continue my LICMA learning that woudl be focused only on my class, with things to read and maybe an opportunity once a year to have a conference call with my class on different issues and a learning opportunity. A few in my class do a great job trying to organize a get together at the ICMA conference, but not everyone attends and a couple have since left the profession.	7/18/2017 6:26 PM
10	More opportunities for alumni	7/18/2017 12:46 PM
11	Now, as a consultant, feeling like I have a place in this space.	7/18/2017 11:59 AM
12	not sure	7/18/2017 11:24 AM
13	i have offered to participate and would participate if asked	7/18/2017 10:48 AM
14	Continued learning opportunities/trainings that also were a type of reunion with my class.	7/18/2017 9:07 AM
15	Probably just continue to develop those personal relationships so that I'm less likely to use "I'm busy" as an excuse	7/18/2017 9:06 AM
16	i feel inspired already, not sure what would improve that with exception to having more time to invest	7/18/2017 9:03 AM
17	Continued contact, information sharing, from ICMA to LICMA grads about opportunities to serve ICMA boards, etc.	7/18/2017 8:29 AM
18	?	7/14/2017 10:19 AM
19	Reunion opportunities for past members to re-connect	7/13/2017 3:16 PM
20	More social events to develop relationships	7/13/2017 11:31 AM
21	Currently enrolled in LICMA	7/13/2017 10:50 AM
22	More regional-based organized get togethers for alumni, such as at state annual conferences.	7/13/2017 6:57 AM
23	Same as above	7/11/2017 7:34 AM
24	I am pretty engaged right now and look forward to ICMA opportunities.	7/10/2017 9:33 AM
25	if others in my LICMA class are also staying connected & involved	7/6/2017 8:15 AM
26	While diversity in the organization and profession has improved, seeing more action toward increasing diversity would provide inspiration	7/5/2017 11:54 AM
27	Not sure. Pretty well-connected and involved now. Possibly direct and targeted outreach as a LICMA grad.	7/5/2017 10:24 AM
28	Be given tasks, roles, or other ways to contribute/participate. I plan to be involved in different aspects of ICMA and explore avenues to grow within the association.	6/30/2017 2:28 PM
29	Stronger connections to long-term managers/board members who could be mentors.	6/26/2017 8:44 AM
30	Not sure.	6/23/2017 10:13 AM
31	Already am and will continue to be	6/22/2017 1:20 PM
32	I don't know, I stay very connected to my teammates which is the value to me.	6/21/2017 1:32 PM
33	I liked the opportunity to present at ICMA Conferences; getting information from ICMA to LICMA alumns.	6/19/2017 8:53 AM
34	Making the program more visible in the profession	6/19/2017 8:10 AM
35	I am a candidate for Mountain Plains VP so I was inspired :)	6/19/2017 7:43 AM

#		Date
36	I wish I had time to work with my CM (also a graduate) to think of a capstone project for our city.	6/19/2017 6:45 AM
37	annual LICMA event/activity as a part of the conference-- too hard to get away and find money for an additional trip/meeting	6/16/2017 12:17 PM
38	I love the gatherings at ICMA Conferences. Perhaps we could do more of those, even at the Regional Summits. A pop-up/virtual conference, similar to what ELGL did recently, could also be a really cool way to connect each year.	6/16/2017 12:14 PM
39	Evidence that there is more than lip service given to non-traditional aspiring CMs (e.g., female, non-white) when seeking to advance their careers.	6/15/2017 9:42 PM
40	More organized communication with peers for classes.	6/15/2017 7:13 PM
41	Nothing	6/15/2017 3:46 PM
42	Monthly or quarterly call ins with different hosts	6/15/2017 2:10 PM
43	Further networking	6/15/2017 1:44 PM
44	More clear opportunities for reconnection.	6/15/2017 1:38 PM
45	Meetups or happy hours at ICMA conference.	6/15/2017 1:18 PM
46	My life long friends/colleagues	6/15/2017 12:52 PM
47	happy hours	6/15/2017 12:28 PM
48	To be directly asked to fulfill a specific role.	6/15/2017 11:44 AM
49	I'm already pretty connected	6/15/2017 11:34 AM
50	I think some sort of LICMA follow-up sessions at the annual conference or maybe on the shoulders of the conference with some similar to LICMA caliber sessions would be interesting to me.	6/15/2017 11:01 AM
51	I am involved with ICMA	6/15/2017 9:08 AM
52	A community manager that invites members to have conversation with each other online or in real life	6/15/2017 8:46 AM
53	I think our class does a good job staying in touch and we get together at each conference.	6/15/2017 8:08 AM
54	Newsletter with information about what other alumni are doing, ideas from alumni of projects etc completed since graduation.	6/15/2017 8:03 AM
55	Something that would help forge connections outside my own LICMA class. One of the biggest values of LICMA has been getting to know and develop relationships with my LICMA classmates, which happened as a result of our shared learning, experiences and bonding. To be involved beyond my own LICMA class, it would help to have an environment that encourages that relationship-forming. Something such as a mentorship program, regional or conference LICMA alumni gatherings that encourage interaction.	6/15/2017 7:55 AM
56	Regional LICMA groups that meet semi-regularly	6/15/2017 6:51 AM
57	Excellent programs and network opportunities	6/15/2017 6:42 AM
58	I am already very connected and involved	6/15/2017 6:13 AM
59	I think the inspiration is already there, but time and budgetary constraints limit the all-in involvement that we all wish we could devote to ICMA.	6/15/2017 6:02 AM
60	time! I stay connected to a certain degree	6/15/2017 5:36 AM
61	Mentorship program within the LICMA program.	6/15/2017 5:15 AM
62	I thought LICMA did a great job of introducing young professionals to ICMA	6/14/2017 7:20 PM
63	I stay connected with peers from my program and take the chance to continue that at each ICMA conference	6/14/2017 3:25 PM
64	Continued opportunities to connect with LICMA cohort and SEI group. More learning programs.	6/14/2017 3:09 PM
#	What hinders your involvement?	Date
1	Time, lack of programming.	7/24/2017 7:56 AM

2	Time	7/23/2017 7:04 PM
3	Time and budget	7/21/2017 12:36 PM
4	Distance. family	7/20/2017 11:14 PM
5	time and having everyone's updated contact information as it changes	7/20/2017 8:37 AM
6	Lack of managerial support	7/19/2017 12:40 PM
7	Not sure I am aware what opportunities there are to stay involved	7/19/2017 6:12 AM
8	Competing activities, time	7/18/2017 8:16 PM
9	It is not on my mind. I have great memories but they really are an after thought. I want something that I find rewarding. Just attending an alumni reunion - I have attended - is not all that great. It brings together so many classes of people I don't know. Same for SEI. I'd rather have more focused things or just for my class. With SEI, I just don't remember people's names and so it is not really that great, especially given I did not really interact with everyone. LICMA I had way more interactions, especially with certain individuals.	7/18/2017 6:26 PM
10	No enough opportunity provided.	7/18/2017 12:46 PM
11	See above.	7/18/2017 11:59 AM
12	my location and the fact that TN is not a strong CM state	7/18/2017 11:24 AM
13	ICMA	7/18/2017 10:48 AM
14	work load	7/18/2017 9:07 AM
15	Time: family and job	7/18/2017 9:06 AM
16	time	7/18/2017 9:03 AM
17	Time, cost.	7/18/2017 8:29 AM
18	Location. I'm in the wild hinterlands.	7/14/2017 10:19 AM
19	Time constraints are a big factor; not knowing the current participants of L-ICMA	7/13/2017 3:16 PM
20	N/A	7/13/2017 11:31 AM
21	N/A	7/13/2017 10:50 AM
22	Don't always get to travel to ICMA every year.	7/13/2017 6:57 AM
23	Just being so busy at work, limited budget for travel, especially to stay at conference for more days, etc.	7/11/2017 7:34 AM
24	Time away from the office.	7/10/2017 9:33 AM
25	limited time, other demands/projects	7/6/2017 8:15 AM
26	Time	7/5/2017 11:54 AM
27	When hindered, it's about not having enough time, wanting to ensure my colleagues/subordinates have opportunities, being cognizant of use of public funds.	7/5/2017 10:24 AM
28	Time capacity, some financial	6/30/2017 2:28 PM
29	Time commitments, resources. Needs to have real value add to make it a priority for limited time.	6/26/2017 8:44 AM
30	Focused on day-to-day work of my organization and balancing time with family. The balance is about right at this stage in my career.	6/23/2017 10:13 AM
31	Nothing	6/22/2017 1:20 PM
32	I guess I am not sure that reunions are the things I would prioritize for my time and training dollars.	6/21/2017 1:32 PM
33	Time	6/19/2017 8:53 AM
34	Time.	6/19/2017 8:10 AM
35	Nothing at this point.	6/19/2017 7:43 AM

36	Family and career demands. I cannot always attend the major conferences where reunions are held.	6/19/2017 6:45 AM
37	My location (far corner of the country) adn the small staff at my City which makes travel difficult.	6/16/2017 4:05 PM
38	Competing programs of interest at conferences!	6/16/2017 12:54 PM
39	Organizational Commitment	6/16/2017 12:42 PM
40	time, money, and relative priority for this kind of activity in my city's current culture	6/16/2017 12:17 PM
41	Time constraints and our city's budget. You can only do so much traveling.	6/16/2017 12:14 PM
42	Not feeling genuine support beyond the formal program offerings.	6/15/2017 9:42 PM
43	Time.	6/15/2017 7:13 PM
44	Nothing	6/15/2017 3:46 PM
45	Time	6/15/2017 2:10 PM
46	Budget	6/15/2017 1:44 PM
47	Time and lack of clear reconnection points.	6/15/2017 1:38 PM
48	Time constraints	6/15/2017 1:18 PM
49	Nothing	6/15/2017 12:52 PM
50	time	6/15/2017 12:28 PM
51	Enough hours in the day.	6/15/2017 11:44 AM
52	Nothing	6/15/2017 11:34 AM
53	Nothing really	6/15/2017 11:01 AM
54	If I have to organize it, it is unlikely to happen	6/15/2017 8:46 AM
55	Conference attendance.	6/15/2017 8:08 AM
56	Finances and elected officials	6/15/2017 8:03 AM
57	I will not always be able to attend annual ICMA conferences, as we can only support so many staff from our organization to attend, and this will limit my contact with current classmates and interactions outside my state organization. Also, time is always a factor, so whatever is offered has to provide the same sort of value that LICMA has in order to give me a reason to make time for it.	6/15/2017 7:55 AM
58	Not many ways to stay connected regionally or virtually	6/15/2017 6:51 AM
59	Time and cost	6/15/2017 6:42 AM
60	N/A; but if I had to choose it would be money	6/15/2017 6:13 AM
61	Finances and the ability to stop daily work to make the time required for professional development.	6/15/2017 6:02 AM
62	time	6/15/2017 5:36 AM
63	Time	6/15/2017 5:15 AM
64	Cost...busy work schedule...Family duties...Lean to be more involved in state awsociation	6/14/2017 7:20 PM
65	Distance can be challenging in getting together	6/14/2017 3:25 PM
66	Time away from work, travel, and money.	6/14/2017 3:09 PM
67	Time	6/14/2017 3:00 PM
#	Are you aware that there are tuition scholarships available?	Date
1	Yes	7/24/2017 7:56 AM
2	No	7/23/2017 7:04 PM
3	Yes	7/21/2017 12:36 PM

4	No	7/20/2017 11:14 PM
5	No	7/20/2017 8:37 AM
6	No	7/19/2017 2:37 PM
7	No	7/19/2017 12:40 PM
8	Yes	7/19/2017 6:12 AM
9	Yes	7/18/2017 8:16 PM
10	Don't remember. I think I applied but did not receive one.	7/18/2017 6:26 PM
11	No.	7/18/2017 12:46 PM
12	Yes.	7/18/2017 11:59 AM
13	yes	7/18/2017 11:24 AM
14	no	7/18/2017 10:48 AM
15	no	7/18/2017 9:07 AM
16	Yes, and I think its a great opportunity for those localities not in a position to assist.	7/18/2017 9:06 AM
17	yes	7/18/2017 9:03 AM
18	Yes	7/18/2017 8:29 AM
19	Yes	7/14/2017 10:19 AM
20	Yes	7/13/2017 3:16 PM
21	Yes	7/13/2017 11:31 AM
22	yes	7/13/2017 10:50 AM
23	Yes	7/13/2017 6:57 AM
24	yes	7/11/2017 7:34 AM
25	No.	7/10/2017 9:33 AM
26	no	7/6/2017 8:15 AM
27	Yes	7/5/2017 11:54 AM
28	Yes	7/5/2017 10:24 AM
29	Somewhat	6/30/2017 2:28 PM
30	Yes	6/26/2017 8:44 AM
31	Yes	6/23/2017 10:13 AM
32	I wasnt	6/22/2017 1:20 PM
33	Yes.	6/21/2017 1:32 PM
34	Not aware of the scholarships	6/19/2017 8:53 AM
35	No.	6/19/2017 8:10 AM
36	Yes	6/19/2017 7:43 AM
37	No	6/19/2017 6:45 AM
38	Yes	6/16/2017 4:05 PM
39	Yes.	6/16/2017 1:43 PM
40	Yes	6/16/2017 12:54 PM
41	Yes	6/16/2017 12:42 PM
42	for LICMA, yes	6/16/2017 12:17 PM
43	We are able to support it, but that is great!	6/16/2017 12:14 PM
44	Yes	6/15/2017 9:42 PM

45	No, I was not.	6/15/2017 7:13 PM
46	Yes!	6/15/2017 3:46 PM
47	No	6/15/2017 3:24 PM
48	Yes	6/15/2017 2:10 PM
49	Yes	6/15/2017 1:44 PM
50	Yes.	6/15/2017 1:38 PM
51	No.	6/15/2017 1:18 PM
52	Yes, I was a receipent of the scholarship in 2009.	6/15/2017 12:52 PM
53	yes	6/15/2017 12:28 PM
54	No.	6/15/2017 11:44 AM
55	Yes	6/15/2017 11:34 AM
56	No	6/15/2017 11:01 AM
57	yes	6/15/2017 9:08 AM
58	Yes	6/15/2017 8:46 AM
59	Yes.	6/15/2017 8:08 AM
60	yes	6/15/2017 8:03 AM
61	No	6/15/2017 7:55 AM
62	Yes	6/15/2017 6:51 AM
63	Yes.	6/15/2017 6:50 AM
64	Yes	6/15/2017 6:42 AM
65	Yes	6/15/2017 6:13 AM
66	Yes.	6/15/2017 6:02 AM
67	yes	6/15/2017 5:36 AM
68	Yes	6/15/2017 5:15 AM
69	Yes	6/14/2017 7:20 PM
70	Yes	6/14/2017 5:07 PM
71	Yes, I used one	6/14/2017 3:25 PM
72	Yes.	6/14/2017 3:09 PM
73	No	6/14/2017 3:00 PM
#	When you contribute to the Fund for the Profession, do you designate Leadership ICMA Scholarship Program?	Date
1	No	7/23/2017 7:04 PM
2	No	7/21/2017 12:36 PM
3	N/A	7/20/2017 11:14 PM
4	No	7/20/2017 8:37 AM
5	No	7/19/2017 2:37 PM
6	Have not	7/19/2017 12:40 PM
7	No	7/19/2017 6:12 AM
8	No	7/18/2017 8:16 PM
9	I have not contribute. Knowing it was an option I might do that.	7/18/2017 6:26 PM
10	No, but I will.	7/18/2017 12:46 PM

11	No.	7/18/2017 11:59 AM
12	not sure	7/18/2017 11:24 AM
13	i do not contribute	7/18/2017 10:48 AM
14	no	7/18/2017 9:07 AM
15	No I haven't in the past but I will consider doing so in the future	7/18/2017 9:06 AM
16	I have not yet, but will in the future	7/18/2017 9:03 AM
17	This question assumes I contribute, which currently I do not	7/18/2017 8:29 AM
18	No	7/14/2017 10:19 AM
19	I have not considered making that designation.	7/13/2017 3:16 PM
20	No	7/13/2017 11:31 AM
21	N/A	7/13/2017 10:50 AM
22	I haven't designated	7/11/2017 7:34 AM
23	Not yet.	7/10/2017 9:33 AM
24	no, but I will look for that opportunity in the future	7/6/2017 8:15 AM
25	No	7/5/2017 11:54 AM
26	I have not, but will!	7/5/2017 10:24 AM
27	NA	6/30/2017 2:28 PM
28	N/A	6/26/2017 8:44 AM
29	Yes.	6/23/2017 10:13 AM
30	I will	6/22/2017 1:20 PM
31	No.	6/21/2017 1:32 PM
32	No, but I will in the future	6/19/2017 8:53 AM
33	I have not in the past because I don't think I was given that option when I made my donation	6/19/2017 7:43 AM
34	No	6/19/2017 6:45 AM
35	No	6/16/2017 4:05 PM
36	Yes.	6/16/2017 1:43 PM
37	No	6/16/2017 12:54 PM
38	No, but thank you for mentioning this.	6/16/2017 12:14 PM
39	Yes	6/15/2017 9:42 PM
40	No.	6/15/2017 7:13 PM
41	Have not yet	6/15/2017 3:46 PM
42	I have not	6/15/2017 3:24 PM
43	I have in the past	6/15/2017 2:10 PM
44	Yes	6/15/2017 1:44 PM
45	I have not.	6/15/2017 1:38 PM
46	I have not done that yet.	6/15/2017 1:18 PM
47	I haven't lately.	6/15/2017 12:52 PM
48	No, but I will now.	6/15/2017 11:44 AM
49	Yes	6/15/2017 11:34 AM
50	No	6/15/2017 11:01 AM
51	I have not designated.	6/15/2017 9:08 AM

52	Yes	6/15/2017 8:46 AM
53	No.	6/15/2017 8:08 AM
54	yes	6/15/2017 8:03 AM
55	I have not previously.	6/15/2017 7:55 AM
56	No	6/15/2017 6:51 AM
57	No.	6/15/2017 6:50 AM
58	I have in the past	6/15/2017 6:42 AM
59	No	6/15/2017 6:13 AM
60	I have never contributed but would seriously consider doing so in the future. LICMA is an experience worth investing in.	6/15/2017 6:02 AM
61	no	6/15/2017 5:36 AM
62	Yes	6/15/2017 5:15 AM
63	No	6/14/2017 7:20 PM
64	I don't but that's where I would	6/14/2017 5:07 PM
65	I do	6/14/2017 3:25 PM
66	NA	6/14/2017 3:09 PM
67	Yes	6/14/2017 3:00 PM

Q3 Please provide feedback on the following questions.

Answered: 74   Skipped: 46

Answer Choices	Responses	
What was your Capstone project?	86.49%	64
Did the sponsoring jurisdiction get good value for their investment? Why or why not?	94.59%	70
Has your organization sponsored a LICMA Capstone project? Why or why not?	98.65%	73
Is the Capstone an important component of the LICMA experience? Why or why not?	98.65%	73

#	What was your Capstone project?	Date
1	Enterprise Risk Management, Charlottee, NC	7/24/2017 7:57 AM
2	Decatur...Parks Department Evaluation	7/23/2017 7:05 PM
3	Edmonton, Canada Corporate Culture	7/21/2017 12:40 PM
4	Tbd	7/20/2017 11:14 PM
5	Asset Management for Real Estate owned by the City of Tulsa	7/20/2017 8:41 AM
6	Flexible work arrangements for Fort Lauderdale	7/19/2017 2:39 PM
7	Issaquah, Washington	7/19/2017 12:41 PM
8	Organizational Culture Action Plan, City of Benicia, CA	7/19/2017 6:18 AM
9	Strategic planning process for one department	7/18/2017 8:19 PM
10	Tusla Asset Management	7/18/2017 6:27 PM
11	Team Eugene!!!	7/18/2017 12:48 PM
12	Strategic Plan for Park City, Utah	7/18/2017 12:00 PM
13	Benicia California Organizational Analysis and Montgomery Ohio Community Engagement Analysis	7/18/2017 11:25 AM
14	performance evaluation linked to organizational goals and objectives -- Rowlett, TX	7/18/2017 10:49 AM
15	Open Space managment in Milton, GA	7/18/2017 9:09 AM
16	NA--that's this coming year	7/18/2017 9:08 AM
17	FL3 - Flex Fort Lauderdale - a progressive flexible work arrangement policy	7/18/2017 9:07 AM
18	n/a (current LICMA 2018)	7/14/2017 10:20 AM
19	Citizen engagement in Catawba County, NC	7/13/2017 3:19 PM
20	N/A	7/13/2017 11:32 AM
21	Currently enrolled in LICMA and do not have a capstone at this time.	7/13/2017 10:51 AM
22	Edmonton - Finance Department/Capital Projects	7/13/2017 6:58 AM
23	Partnerships with the City of Edmonton	7/11/2017 7:37 AM
24	n/a	7/10/2017 9:33 AM
25	Ft. Lauderdale - Public Engagement Strategy for Surveying the Needs of their Non-Resident/Tourist Population	7/6/2017 8:20 AM
26	Enterprise Risk Management framework for the City of Charlotte, NC	7/5/2017 11:58 AM
27	Public info system improvements	7/5/2017 10:31 AM
28	The LICMA Legacy and Sustainability	6/30/2017 2:38 PM
29	Newport News, VA - One City Marathon	6/26/2017 8:45 AM

30	Recreation department review in Decatur GA	6/23/2017 10:14 AM
31	Austin, Tx Animal Services outreach and engagement	6/22/2017 1:23 PM
32	Decatur	6/21/2017 1:32 PM
33	Performance Measurement Project for Clearwater, FL	6/19/2017 8:58 AM
34	RESET Strategy for Navajo County, AZ	6/19/2017 7:45 AM
35	Assess and make recommendations on a city's capital improvement program	6/19/2017 6:47 AM
36	Capital Planning in Issaquah WA	6/16/2017 4:10 PM
37	Making Corporate Culture a Serious Business Strategy	6/16/2017 1:45 PM
38	Nutrient Exchange (Storm Lake, Iowa)	6/16/2017 12:18 PM
39	Capital Planning in the City of Tacoma, WA	6/16/2017 12:16 PM
40	Strategic plan/vision	6/15/2017 9:44 PM
41	Milton GA digitilization	6/15/2017 3:48 PM
42	One stop shop plan in Decatur Georgia	6/15/2017 3:25 PM
43	Capital Infrastructure in Palo Alto, CA	6/15/2017 2:12 PM
44	Storm Lake, IA	6/15/2017 1:45 PM
45	Edmonton, AB, Canada - Capital Project Selection Criteria	6/15/2017 1:39 PM
46	New website design for City of Arlington, Texas	6/15/2017 12:53 PM
47	New Employee Orientation Program for the City of Palo Alto, CA	6/15/2017 12:30 PM
48	A program review of the Parks Department of a city in GA>	6/15/2017 11:46 AM
49	Citizen Engagement Guide for Livermore, California	6/15/2017 11:34 AM
50	Strategic planning for the Administrative Services Department of the City of Eugene, OR	6/15/2017 11:02 AM
51	organization management	6/15/2017 9:10 AM
52	Evaluating community engagement in Montgomery Ohio	6/15/2017 8:48 AM
53	engagement in Montgomery OH and Organizational Assessment in Benicia CA	6/15/2017 8:38 AM
54	Issaquah, WA - Capital Budgeting	6/15/2017 8:11 AM
55	Enterprise Risk Management recommendations report for Charlotte, NC	6/15/2017 6:52 AM
56	Social media	6/15/2017 6:42 AM
57	Capital Facilities Program for the City of Tacoma, WA	6/15/2017 6:15 AM
58	This is yet to be identified for the C/O 2018	6/15/2017 6:05 AM
59	Tulsa Asset Management	6/15/2017 5:37 AM
60	Citizen engagement in Mongomery, Ohio	6/15/2017 5:19 AM
61	To assess feasibility of implementing departmental business planning in a large organization	6/14/2017 7:21 PM
62	Andover, MA	6/14/2017 3:27 PM
63	NA	6/14/2017 3:10 PM
64	Flexible working arrangements policy for City of Fort Lauderdale	6/14/2017 3:03 PM
#	Did the sponsoring jurisdiction get good value for their investment? Why or why not?	Date
1	I'm not sure. We received little feedback after our presentation.	7/24/2017 7:57 AM
2	Maybe...they wanted to reorganize the department and it was really focused on a performance issue the director	7/23/2017 7:05 PM
3	Our group thought so; we discussed the work that they had done thus far and what needed to be done next	7/21/2017 12:40 PM

4	Yes, I thought the team's product was very good and I believe the City felt it was valuable	7/20/2017 8:41 AM
5	Yes. We gave a very comprehensive review of ideas with an implementation plan that they started to do.	7/19/2017 2:39 PM
6	Yes, but I don't know if they would agree. After our proposal they attempted to change our scope and Manager didn't seem engaged with our feedback	7/19/2017 12:41 PM
7	Sort of. The CM who sponsored the capstone project announced his retirement/resignation the day we arrived to do our initial research. By the time we completed and presented, he was gone and an interim was in place. Someone else was eventually hired into the role and I don't know if our report was ever used. This was actually good experience because this type of thing happens relatively often.	7/19/2017 6:18 AM
8	Yes; we were able to meet the city's goals for a fraction of what a consultant would cost.	7/18/2017 8:19 PM
9	Absolutely. I had several conversations with the City Administrator (now former). He always spoke highly of the work and the outcomes. He always had a new story as it relates to the positive outcomes.	7/18/2017 6:27 PM
10	Yes. We had great access to the full department head team, CM etc. Great exprerience. I'm still reaping the benefitis ten years later.	7/18/2017 12:48 PM
11	Yes. They continue to use what we produced 5 years later.	7/18/2017 12:00 PM
12	I think so	7/18/2017 11:25 AM
13	No. The manager left towards the end of our project and those that remained didnt care	7/18/2017 10:49 AM
14	Yes. We providied Milton with several options on how to move forward.	7/18/2017 9:09 AM
15	NA	7/18/2017 9:08 AM
16	Yes, I believe they did and I believe they are working through the steps to implement	7/18/2017 9:07 AM
17	I think so...	7/18/2017 8:33 AM
18	Na	7/14/2017 10:20 AM
19	I believe they did. Our group was able to egage their citizen groups in a very informal fashion and provided information to the County that they had not garnered before	7/13/2017 3:19 PM
20	N/A	7/13/2017 11:32 AM
21	N/A	7/13/2017 10:51 AM
22	Yes, I believe so.	7/13/2017 6:58 AM
23	Yes, feedback since has been that they have implemented and used our project to move forward in this area.	7/11/2017 7:37 AM
24	n/a	7/10/2017 9:33 AM
25	Yes, we were able to complete the work quickly and inexpensively, delivering a valuable, comprehensive plan	7/6/2017 8:20 AM
26	Yes, the group took the project seriously and provide professional recommendations	7/5/2017 11:58 AM
27	Yes, they were satisfied and implemented findings. It led to good internal discussions about the future of the county's approach and what should be changed. As one of the inaugural projects, it was perhaps more broad/less focused than others that followed.	7/5/2017 10:31 AM
28	Not finished yet, but they better!	6/30/2017 2:38 PM
29	Yes - they got in-depth research, high level of analysis, solid recommendations	6/26/2017 8:45 AM
30	I think so.	6/23/2017 10:14 AM
31	I think they did as we pulled together the pieces of what they were already doing to give them clarity and a path forward	6/22/2017 1:23 PM
32	I think you would really need to ask them that rather than the participants.	6/21/2017 1:32 PM
33	Yes, I believe their end product was a very professional report that was also presented to the City Council. Just like an outside consultant	6/19/2017 8:58 AM
34	Yes I believe so	6/19/2017 7:45 AM

35	Yes, they said they used it	6/19/2017 6:47 AM
36	I;m not sure. I think that some of our work was useful, but I think it is unlikely that all of it was. We hosted a process mapping session. That seemed to offer immedaite benefit for the City. Our report was probably 50/50 useful and not.	6/16/2017 4:10 PM
37	Perhaps - it has since had other teams work on other projects.	6/16/2017 1:45 PM
38	Yes	6/16/2017 12:57 PM
39	No	6/16/2017 12:43 PM
40	in my opinion, no- they just wanted us to give a presentation at the Iowa City Managers' Conference- not sure how we really helped them, but we sure learned a lot	6/16/2017 12:18 PM
41	I think they did, we helped them significantly streamline their process.	6/16/2017 12:16 PM
42	Absolutely. We engaged members of the community as well as elected officials and provided them a thorough and actionable document.	6/15/2017 9:44 PM
43	Unknown.	6/15/2017 7:14 PM
44	Yes! Used for rollout of project	6/15/2017 3:48 PM
45	I hope so. We left them with tangible and specific plan.	6/15/2017 3:25 PM
46	Yes. They were provided with supporting conclusions from professionals that resulted in the organizational change that was desired.	6/15/2017 2:12 PM
47	Yes, their product can be utilized well into the future	6/15/2017 1:45 PM
48	I think so, but I am not positive.	6/15/2017 1:39 PM
49	Yes, I recall that they implemented our recommendations.	6/15/2017 12:53 PM
50	Yes, last I heard they have implemented much of our vision and are very pleased	6/15/2017 12:30 PM
51	Yes, because we provided service at a reduced rate compared to a consultant.	6/15/2017 11:46 AM
52	Yes. What we put together was pretty cutting edge and reflects many of the "best practices" still in use today. We had a great team and great support from the City.	6/15/2017 11:34 AM
53	I think so.	6/15/2017 11:02 AM
54	I believe so.	6/15/2017 9:10 AM
55	I think so. We gave them a framework for evaluation and clarified the goals they wanted to measure	6/15/2017 8:48 AM
56	yes	6/15/2017 8:38 AM
57	I think so. Our team did a good job shining a light on an important issue and put together a solid plan.	6/15/2017 8:11 AM
58	I think the LICMA teams do their best to provide good value, but I think whether the jurisdiction gets good value depends on whether they've defined and expected achievable goals based on the time constraints.	6/15/2017 7:59 AM
59	I believe so	6/15/2017 6:52 AM
60	No I do not think they really did. We provided some value but we were not experts in the field. We picked a field that we weren't familiar with to challenge ourselves. No one from ICMA reviewed or guided us, even though we reached out, so our project was never reviewed.	6/15/2017 6:52 AM
61	I don't know. Really no feedback from City Manager. I got the impression they were doing ICMA a favor and not really enthused about the project	6/15/2017 6:42 AM
62	Yes, they were provided with a long lasting document that is still used to guide them today	6/15/2017 6:15 AM
63	N/A	6/15/2017 6:05 AM
64	Extremely - they followed up with reports to Council for a few years after	6/15/2017 5:37 AM
65	Yes.	6/15/2017 5:19 AM
66	I thought so	6/14/2017 7:21 PM

67	I think so - advised and provided honest, direct feedback even when asked to soften it to make it not sound as bad when in reality it wasn't a good situation	6/14/2017 5:09 PM
68	I believe that they did. We tried to provide it... they were disengaged though so hard to tell if it was useful to them	6/14/2017 3:27 PM
69	NA	6/14/2017 3:10 PM
70	Yes. We put a lot of time and energy into practical tools and policy documents they could use	6/14/2017 3:03 PM
#	Has your organization sponsored a LICMA Capstone project? Why or why not?	Date
1	No	7/24/2017 7:57 AM
2	No; never thought about it	7/23/2017 7:05 PM
3	No, we were not selected when we applied.	7/21/2017 12:40 PM
4	Yes	7/20/2017 11:14 PM
5	No, haven't thought of a project of an appropriate size that would fit	7/20/2017 8:41 AM
6	Yes. Because we're awesome.	7/19/2017 2:39 PM
7	No, lack of support	7/19/2017 12:41 PM
8	No. I no longer work for the organization that sent me to LICMA. To my knowledge there is no one there now who is an ICMA member	7/19/2017 6:18 AM
9	Yes--to support the program.	7/18/2017 8:19 PM
10	No. Never thought of and don't think we'd have a project. Cost to pay might also be prohibitive.	7/18/2017 6:27 PM
11	No - haven't been in a position to do so.	7/18/2017 12:48 PM
12	No.	7/18/2017 12:00 PM
13	no...no interest in this program other than from me	7/18/2017 11:25 AM
14	No	7/18/2017 10:49 AM
15	Yes but it has been a few years	7/18/2017 9:09 AM
16	Yes, just wrapped up with a capstone project. City Council and management seemed pleased with the results.	7/18/2017 9:08 AM
17	No, though I have proposed the idea to my City Manager several times.	7/18/2017 9:07 AM
18	No.	7/18/2017 8:33 AM
19	No. Unaware previously.	7/14/2017 10:20 AM
20	No, I'm new to this organization so I don't have a good answer as to why they have not sponsored a Capstone project	7/13/2017 3:19 PM
21	No	7/13/2017 11:32 AM
22	N/A	7/13/2017 10:51 AM
23	No. New to the organization.	7/13/2017 6:58 AM
24	No, Probably should, but struggling to fill neeeded positions, let alone pay for a team to do one project that would not give the same value as a new position in a smaller organization	7/11/2017 7:37 AM
25	No.	7/10/2017 9:33 AM
26	no, but I have been discussing it with my City Manager and hoping to engage in the near future	7/6/2017 8:20 AM
27	No	7/5/2017 11:58 AM
28	Yes; great expertise at a great cost.	7/5/2017 10:31 AM
29	Not yet - New to LICMA	6/30/2017 2:38 PM
30	Yes	6/26/2017 8:45 AM
31	Yes.	6/23/2017 10:14 AM
32	No. Dont think we could adequately support one	6/22/2017 1:23 PM

33	A former org did.	6/21/2017 1:32 PM
34	No, I don't believe we are aware of the process.	6/19/2017 8:58 AM
35	Yes	6/19/2017 8:11 AM
36	No. We haven't had the budget dollars to sponsr a project nor a project. Hoping to do something in 2018.	6/19/2017 7:45 AM
37	My previous organization did. Current has not.	6/19/2017 6:47 AM
38	No, mostly due to our small size, and tight budget.	6/16/2017 4:10 PM
39	Yes - several over the years.	6/16/2017 1:45 PM
40	No - never discussed but staff capacity may be a concern. Agency has sponsored other ICMA projects	6/16/2017 12:57 PM
41	No	6/16/2017 12:43 PM
42	no- cost and value	6/16/2017 12:18 PM
43	We have not. The main reason at this point is that we need to line up the right opportunity at the right time. Being a small city, finding a good challenging project for this type of team could be a challenge for us.	6/16/2017 12:16 PM
44	No. There wasn't adequate buy-in at the time.	6/15/2017 9:44 PM
45	Not yet, hope to one day	6/15/2017 3:48 PM
46	No, cost.	6/15/2017 3:25 PM
47	No, I am not yet at a level that I can sponsor a project.	6/15/2017 2:12 PM
48	No, budgetary reasons	6/15/2017 1:45 PM
49	No. No clear project to offer.	6/15/2017 1:39 PM
50	No it has not.	6/15/2017 1:18 PM
51	No, but I plan to in the future.	6/15/2017 12:53 PM
52	No, our current Manager would not be interested	6/15/2017 12:30 PM
53	No, new city manager	6/15/2017 11:46 AM
54	No. The timing and type of project has never been the right fit. We look at it every year, though.	6/15/2017 11:34 AM
55	No, budget and finding a good fit.	6/15/2017 11:02 AM
56	no. not in a position to make that decision	6/15/2017 9:10 AM
57	yes. It is high quality work for a low price	6/15/2017 8:48 AM
58	no...organization has no interest	6/15/2017 8:38 AM
59	No. Tight budget.	6/15/2017 8:11 AM
60	No, changed jurisdictions since LICMA and current organization does not support these types of projects	6/15/2017 8:05 AM
61	Not yet. It is difficult to find a project that is both engaging enough, and yet can be packages into a short-term project such as LICMA needs for their capstone. I think it would help to have more successful examples brought forward that might spark an idea for what we could put forward as a reasonable project.	6/15/2017 7:59 AM
62	No, we are a non-profit	6/15/2017 6:52 AM
63	No we have not. Mainly due to the cost.	6/15/2017 6:52 AM
64	No.	6/15/2017 6:42 AM
65	No, currently the city manager is not wanting to do that	6/15/2017 6:15 AM
66	No. I believe budget would limit our ability to do so.	6/15/2017 6:05 AM
67	No -the right one has not come up yet	6/15/2017 5:37 AM

68	We haven't becasue of the cost. I've been able to find high-quality pro-bono help for many of our projects. It's hard to compete with free.	6/15/2017 5:19 AM
69	No...Not interested in paying the cost	6/14/2017 7:21 PM
70	They did but not sure now since they have a new CM and leadership	6/14/2017 5:09 PM
71	Not current org but previous one did and I believe it was a good value.	6/14/2017 3:27 PM
72	No, budget reasons.	6/14/2017 3:10 PM
73	No, good question	6/14/2017 3:03 PM
#	**Is the Capstone an important component of the LICMA experience? Why or why not?**	**Date**
1	Yes and No. I think its great to apply what we learned but it's hard to see the follow-up through in one year. Might be more effective to apply the learning to the organization we are currently working for where the changes are more sustained.	7/24/2017 7:57 AM
2	I don't think so, but my experience wasn't the best	7/23/2017 7:05 PM
3	it was for our group. We visited a city, met employees, city manager, department heads, experienced their culture. It was incredible!	7/21/2017 12:40 PM
4	Yes	7/20/2017 11:14 PM
5	No, I believed the SEI was the most important component of the learning experience was very broad and also self reflective. The capstone was very involved and I felt it was valuable, but I do a lot of research and implement programs as part of my job.	7/20/2017 8:41 AM
6	Yes, but more guidance needs to be given to cities who are applying.	7/19/2017 2:39 PM
7	Yes, great experience and opportunity to serve a community in a different capacity	7/19/2017 12:41 PM
8	Yes. I think it is very important. Several reasons: makes you step outside your perspective as a city leader/employee, good way of exercising self-organizing teamwork, substantial enough assignment that you get to make a significant contribution. I think that helps make the learning stick	7/19/2017 6:18 AM
9	This is a very important part of the experience. Otherwise, the program is relatively textbook without real life application of the concepts taught in the program.	7/18/2017 8:19 PM
10	No. See my previous answers.	7/18/2017 6:27 PM
11	Yes, as it allows students real world exprience while providing a benefit to a local jurisdiction.	7/18/2017 12:48 PM
12	YES!	7/18/2017 12:00 PM
13	absolutely. It is a culmination of skills of sorts...and you get really close to your team mates...good time.	7/18/2017 11:25 AM
14	Yes	7/18/2017 10:49 AM
15	I think it gives participants a chance to see into other organizations and work on problems they may not have to typically deal with.	7/18/2017 9:09 AM
16	I would assume so. Serving as a culmination and opportunity to put into practice many of the things we've learned. Additionally, further opportunity to work close and build connections with our peers.	7/18/2017 9:08 AM
17	Yes, absolutely, the program would not be the same with out this component. I think it is a great way to learn about organizations that are different from ones you work in - size, state or local laws, culture, etc. I also think its a great way for LICMA teams to invest in the future of the profession by paying the opportunity forward.	7/18/2017 9:07 AM
18	Yes, but the succes of the capstone it really conditional on the organization.	7/18/2017 8:33 AM
19	N/a	7/14/2017 10:20 AM
20	I believe yes it is. It is an opportunity to see how other government entities work and provide a differing perspective.	7/13/2017 3:19 PM
21	Yes, good real world experience outside our own organizations	7/13/2017 11:32 AM
22	N/A	7/13/2017 10:51 AM

23	Yes. Great cohort development, and also provides a different perspective to LICMA members. A practicial opportunity to utilize/hone critical leadership and teamwork skills.	7/13/2017 6:58 AM
24	Yes, but can be challenging. It is real life experience out side of your daily job that can add value to botht he team, the sponsoring organization and your employer.	7/11/2017 7:37 AM
25	n/a	7/10/2017 9:33 AM
26	absolutely, it's important hands-on learning that puts to work immediately all the new skills we have learned; while also returning direct value to those communities that have invested in our professional development (directly or indirectly)	7/6/2017 8:20 AM
27	Yes, provides real world opportunities outside your jurisdiction	7/5/2017 11:58 AM
28	I think it is important for these reasons: it exposes participants to another jurisdiction and helps them develop project management and team skills; it provides a tangible "give back" to sponsor/member organizations. There certainly may be more time- and cost-efficient ways to accomplish these same objectives.	7/5/2017 10:31 AM
29	I have mixed thoughts on this one and am not sure where I land on it. I like the LICMA project I am on. I do have some concern on the time availablity and the expertise aspects. Meaning, I feel like my normal job is that of juggling 10 different capstone projects everyday; and I have the familiarity, relationships, and presence for all of those here and they can still be challenging. It seems that consultants would have more of the time, expertise, and ability to invest in these types of outside projects. That being said, it also seems that jurisdictions are getting good products and so if it works, then great! I am sure participants do get good benefits in growth as well. I guess I see my current job as real rubber meets the road capstone projects as a regular ongoing thing.	6/30/2017 2:38 PM
30	Yes - need to see how other jurisdictions compare/contrast to yours. There should be a more direct connection to applying concepts learned in the first year.	6/26/2017 8:45 AM
31	Yes. It brings together all the elements.	6/23/2017 10:14 AM
32	Yes, as it should pull the learning from the program together. The experience of working with another municipality that you are not familiar with is valuable in and of itself	6/22/2017 1:23 PM
33	I don't really think it is critical, it was good but not critical for my experience level.	6/21/2017 1:32 PM
34	I'm on the fence for this one. It took a lot of time to work on and not everyone on the project was able to contribute equally. It was a bit more difficult because some did not have time during their regular work days to fit in the work necessary for the Capstone.	6/19/2017 8:58 AM
35	Yes	6/19/2017 8:11 AM
36	I think it is. I won't debate the fact that it is a signifcant amount of work and at some points it is hard to keep up with your "day" job. It was a very eye opening experience and rewarding for me. I made life long friends through the project and program overall.	6/19/2017 7:45 AM
37	Yes. Working in teams on something big and complex is most of what you do in local government.	6/19/2017 6:47 AM
38	I think it is the least useful part. Doing everythgin by distance, remotely is not very effective. I think that a project could be useful, but I'm not convinced the capstone as we did it was. I wonder if more could be done earlier, at AZ to get the project rolling.	6/16/2017 4:10 PM
39	There needs to be some independent skills based learning opportunity aside from required group meetings.	6/16/2017 12:57 PM
40	Yes	6/16/2017 12:43 PM
41	yes, but similar value could be found in a different component (as I mentioned before with doing multiple exchanges)	6/16/2017 12:18 PM
42	Yes, although I did not find it as important as the networking, top instruction, and SEI. The capstone was great for applying some of what I learned and for getting to know some of my cohort better.	6/16/2017 12:16 PM
43	Very much.	6/15/2017 9:44 PM
44	It was for my class. I think it was a decent experience.	6/15/2017 7:14 PM
45	Yes! Further connect with licma cohorts and see in action local governance!	6/15/2017 3:48 PM

46	Yes, It's the practicum of the learning environment.	6/15/2017 3:25 PM
47	It is critical, yes, it should be kept.	6/15/2017 2:12 PM
48	Yes, it provides not only great team-building and project management practice, but networking and opportunity for work in an area in which you may not typically work or be exposed to.	6/15/2017 1:45 PM
49	It is, but I think the quality of the capstone projects fluctuate.	6/15/2017 1:39 PM
50	Yes. Provided great experience.	6/15/2017 1:18 PM
51	Absolutely! It helps you to implement the things you have learned during the 2 year LICMA program.	6/15/2017 12:53 PM
52	yes, provided another opportunity to widen network and create relationships	6/15/2017 12:30 PM
53	Yes, hands-on experience in another jurisdiction.	6/15/2017 11:46 AM
54	Yes. However, as stated earlier you need an engaged community and a committment from that City to suppor the project.	6/15/2017 11:34 AM
55	Yes, it helped me deepen my learning of working in teams and helped me see the application of certain principles.	6/15/2017 11:02 AM
56	yes. gettting that conulstant expereince while working on a team and knowing you are presenting a project to your peers is important.	6/15/2017 9:10 AM
57	yes. It is a great way to get to the cohort, another city and maybe build a skill you don't use in your regular job	6/15/2017 8:48 AM
58	absolutely. culmination of skills	6/15/2017 8:38 AM
59	YES - I think the program 'doesn't really start' until the capstone. It's quite an investment of time/effort. Also really enhances the relationships with classmates.	6/15/2017 8:11 AM
60	Yes, It gives you exposure to a community that is different than your own, management and staff different than your own and unique ideas	6/15/2017 8:05 AM
61	I think it is a valuable experience that can help you apply your learning and also get outside your day to day responsibilities. It also provides some of what drives LICMA to feel like more than a study group in addition to SEI. I think the capstone or something like it is important to the experience.	6/15/2017 7:59 AM
62	Yes, applying what you learn is very valuable	6/15/2017 6:52 AM
63	Yes, but there needs to be a clear structure and guidance to the students. Our project was never reviewed or discussed with anyone at ICMA. We e-mailed and never got responses back. We moved forward with the City without any direction from ICMA. ICMA staff was no part of our capstone and they should have been. In order for it to be a learning opportunity you need others to help push you and guide you.	6/15/2017 6:52 AM
64	I don't think so. I didn't gain that much value and not everyone on the team did there part.	6/15/2017 6:42 AM
65	Yes; to me it was the most important. It provided the ultimate in utilizing both literature and practical application and the ability to work with different people and skillsets	6/15/2017 6:15 AM
66	I have yet to complete one but think this will help us gain a new perspective, experience working with a new jurisdiction, and build on professional resumes.	6/15/2017 6:05 AM
67	Yes - absolutely - real life examples	6/15/2017 5:37 AM
68	Yes. I learned a lot about myself in the process. It was challenging because of the workload, but I know I can be effective in a new organization in a short period of time.	6/15/2017 5:19 AM
69	Absolutely	6/14/2017 7:21 PM
70	Yes - team building; networking; evaluation; learn how to be a consultant	6/14/2017 5:09 PM
71	Definitely, it was one of the main reasons to apply. I would like to see an alumni project team possibility...	6/14/2017 3:27 PM
72	I believe it will be.	6/14/2017 3:10 PM
73	Yes, it gives you an opportunity to branch out and work in new environment and possible in areas you are unfamiliar with	6/14/2017 3:03 PM

Q4 Please answer the following questions:

Answered: 68   Skipped: 52

Answer Choices	Responses	
What year did you graduate from the program?	100.00%	68
Job title then & now?	98.53%	67
Did LICMA play a role in your advancement? If yes, how?	92.65%	63

#	What year did you graduate from the program?	Date
1	2015	7/24/2017 7:58 AM
2	1st Class	7/23/2017 7:07 PM
3	2012	7/21/2017 12:41 PM
4	2018	7/20/2017 11:15 PM
5	2013	7/20/2017 8:42 AM
6	2016	7/19/2017 2:40 PM
7	2015	7/19/2017 12:43 PM
8	2010	7/19/2017 6:20 AM
9	2006	7/18/2017 8:23 PM
10	Class of 2013	7/18/2017 6:31 PM
11	2007	7/18/2017 12:51 PM
12	2012	7/18/2017 12:04 PM
13	2010	7/18/2017 11:26 AM
14	i was in the second class	7/18/2017 10:50 AM
15	2015	7/18/2017 9:11 AM
16	NA	7/18/2017 9:09 AM
17	2016	7/18/2017 9:09 AM
18	2018	7/14/2017 10:22 AM
19	2007	7/13/2017 3:21 PM
20	2018	7/13/2017 11:33 AM
21	2018	7/13/2017 10:53 AM
22	2012?	7/13/2017 7:00 AM
23	2014 2014	7/11/2017 7:38 AM
24	Candidate Candidate.	7/10/2017 9:35 AM
25	2013 Class of 2013	7/6/2017 8:23 AM
26	2015 2015	7/5/2017 12:02 PM
27	2007 2007	7/5/2017 10:34 AM
28	2017 2017 I hope!	6/30/2017 2:39 PM
29	2017 2017	6/26/2017 8:46 AM
30	2007 2007	6/23/2017 10:15 AM
31	2017 2017	6/22/2017 1:24 PM
32	2008 2008	6/19/2017 9:02 AM

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33	2017 2017	6/19/2017 8:11 AM
34	2015 2015	6/19/2017 7:46 AM
35	2012 2012	6/19/2017 6:48 AM
36	2014 2014	6/16/2017 4:11 PM
37	2012 2012	6/16/2017 1:47 PM
38	2009 2009	6/16/2017 1:01 PM
39	2008 2008	6/16/2017 12:27 PM
40	2016 2016	6/16/2017 12:21 PM
41	2012 2012	6/15/2017 9:46 PM
42	2008 2008	6/15/2017 7:15 PM
43	2013 2013	6/15/2017 3:48 PM
44	2010 2010	6/15/2017 3:27 PM
45	2009 2009	6/15/2017 2:13 PM
46	2016 2016	6/15/2017 1:46 PM
47	2012 2012	6/15/2017 1:40 PM
48	2009 2009	6/15/2017 12:55 PM
49	2011 2011	6/15/2017 12:34 PM
50	2007 2007	6/15/2017 11:48 AM
51	2010 2010	6/15/2017 11:37 AM
52	2007 2007	6/15/2017 11:04 AM
53	Candidate 2nd year	6/15/2017 9:11 AM
54	2010 2010	6/15/2017 8:50 AM
55	2010 2010	6/15/2017 8:39 AM
56	2014 2014	6/15/2017 8:12 AM
57	2014 2014	6/15/2017 8:05 AM
58	2015 2015	6/15/2017 6:53 AM
59	2016 2016	6/15/2017 6:52 AM
60	2010 2010	6/15/2017 6:42 AM
61	2008 2008	6/15/2017 6:16 AM
62	Candidate 2018	6/15/2017 6:05 AM
63	2014 14?	6/15/2017 5:39 AM
64	2010 2010	6/15/2017 5:21 AM
65	2009 2009	6/14/2017 7:22 PM
66	2016 2016	6/14/2017 3:28 PM
67	Candidate Current member - Class of 2018.	6/14/2017 3:11 PM
68	2016 2016	6/14/2017 3:04 PM

#	Job title then & now?	Date
1	Central Regional Director; Strategy and Innovation Manager	7/24/2017 7:58 AM
2	just promoted Assistant City Manager; City Manager	7/23/2017 7:07 PM
3	Director of Development; Assistant City Manager	7/21/2017 12:41 PM
4	Deputy Town Manager	7/20/2017 11:15 PM

5	OMB Manager to Finance Direction	7/20/2017 8:42 AM
6	Budget Operations and Strategic Planning Manager	7/19/2017 2:40 PM
7	Assistant Village Manager	7/19/2017 12:43 PM
8	Then: Superintendent, Water Operations; Now: Director at a a consulting firm	7/19/2017 6:20 AM
9	Same-Assistant City Manager	7/18/2017 8:23 PM
10	City Administrator, Maple Plain, MN; City Manager, North St. Paul, MN	7/18/2017 6:31 PM
11	Assistant to the Mayor & Council - City Manager	7/18/2017 12:51 PM
12	Assistant to the City Manager; Budget Director; Director of Agency Operations/Chief of Staff to City Administrator; Consultant for Distressed Cities	7/18/2017 12:04 PM
13	Unfortunately the same...Assistant Town Manager	7/18/2017 11:26 AM
14	Assistant manager -- city manager	7/18/2017 10:50 AM
15	Economic Develoment Program Manager - Housing Development Manager	7/18/2017 9:11 AM
16	NA	7/18/2017 9:09 AM
17	EA to the City Manager, Assistant to the City Manager, and now Emergency Management Coordinator	7/18/2017 9:09 AM
18	Assistant City Manager (then & now)	7/14/2017 10:22 AM
19	Assistant to the City Manager then. Now: Assistant City Manager	7/13/2017 3:21 PM
20	Director, Strategic Services - Chief of Staff	7/13/2017 11:33 AM
21	When I started LICMA Administrative Services Director	7/13/2017 10:53 AM
22	Then - Asst. to CM.; Now - Deputy City Manager	7/13/2017 7:00 AM
23	Then: Administrative Services Director; Now: City Manager	7/11/2017 7:38 AM
24	Director of Community Development.	7/10/2017 9:35 AM
25	Assistant City Manager (both) but have moved from a city of 35K pop./400 FTEs to 130K pop./900 FTEs	7/6/2017 8:23 AM
26	Then - Director of Finance & Technology Services; Now - added Deputy City Manager to title	7/5/2017 12:02 PM
27	Assistant Town Manager; Deputy City Administrator	7/5/2017 10:34 AM
28	Assistant County Manager - Same	6/30/2017 2:39 PM
29	Same	6/26/2017 8:46 AM
30	Budget Manager (then); Asst. Director (now)	6/23/2017 10:15 AM
31	Assistant to the CM	6/22/2017 1:24 PM
32	Assistant City Manager - same City, expanded responsibilities over the years. Now Credentialed Manager too.	6/19/2017 9:02 AM
33	Town Manager, Town Manager	6/19/2017 8:11 AM
34	Administrative Services Director (same)	6/19/2017 7:46 AM
35	Budget Analyst; Finance Director	6/19/2017 6:48 AM
36	Community Development Director - same	6/16/2017 4:11 PM
37	Assistant to the City Mnaager; Budget & Performance Measurement Director	6/16/2017 1:47 PM
38	Assistant City Manager	6/16/2017 1:01 PM
39	City Administrator, City Manager	6/16/2017 12:27 PM
40	Strategic Services Manager (same)	6/16/2017 12:21 PM
41	Assistant County Manager / Independent Consultant	6/15/2017 9:46 PM
42	City Administrator. City Manager.	6/15/2017 7:15 PM

| 43	City manager, town manager	6/15/2017 3:48 PM
44	Deputy County Administrator, City Manager	6/15/2017 3:27 PM
45	Director of Administration/Finance and Human Resources Manager	6/15/2017 2:13 PM
46	Assistant Village Manager, Deputy Village Manager	6/15/2017 1:46 PM
47	Deputy Town Manager - Town Manager	6/15/2017 1:40 PM
48	Then, Assistant Town Manager. Now, City Administrator	6/15/2017 12:55 PM
49	Then: Strategic Services Manager Now: Assistant City Manager	6/15/2017 12:34 PM
50	Assistant to the City Manager; Managing Director	6/15/2017 11:48 AM
51	Assistant to the City Manager -- City Administrator	6/15/2017 11:37 AM
52	Assistant City Manager/Planning Director to City Manager	6/15/2017 11:04 AM
53	Assistant City Manager/Consultant	6/15/2017 9:11 AM
54	Planning Director then for City of Decatur, Now I work in Philanthropy as a Program Officer.	6/15/2017 8:50 AM
55	Assistant Town Manager....Same	6/15/2017 8:39 AM
56	Assistant to the City Manager - Assistant City Administrator	6/15/2017 8:12 AM
57	Manager in Transition - City Manager	6/15/2017 8:05 AM
58	Membership Director, Alliance for Innovation	6/15/2017 6:53 AM
59	Assistant - City Manager	6/15/2017 6:42 AM
60	City Manager, City of Hillsboro, TX; Assistant City Manager, City of Waco, TX	6/15/2017 6:16 AM
61	Dir. Public Policy/ Same	6/15/2017 6:05 AM
62	Director Policy Integration & Communications	6/15/2017 5:39 AM
63	Acting City Manager - Town Administrator	6/15/2017 5:21 AM
64	ACM	6/14/2017 7:22 PM
65	then Policy and Project Manager and now Deputy County Manager	6/14/2017 3:28 PM
66	Management Assistant-> Director of Administrative Services	6/14/2017 3:11 PM
67	Assistant City Manager, Assistant City Manager	6/14/2017 3:04 PM
#	**Did LICMA play a role in your advancement? If yes, how?**	**Date**
1	Yes, showcasing how I pushed our organization into a HPO direction.	7/24/2017 7:58 AM
2	Yep; I would not have grown as a leader in the same way	7/23/2017 7:07 PM
3	Yes; I gained the confidence to know that I can be a great leader with a network of professionals that I am still connected to and call on for help	7/21/2017 12:41 PM
4	N/a	7/20/2017 11:15 PM
5	Not directly, but indirectly for wanting to move forward in my career	7/20/2017 8:42 AM
6	n/a	7/19/2017 2:40 PM
7	No	7/19/2017 12:43 PM
8	Yes. Helped me develop leadership skills, both leadership of self and others	7/19/2017 6:20 AM
9	n/a	7/18/2017 8:23 PM
10	Not sure. Definitely made me a better me and a stronger overall candidate.	7/18/2017 6:31 PM
11	Without question. In addition to the skills, knowledge and career opportunities in helped me advance in my organization at the time. Also, a LICMA grad helped get me in the door to be considered for my current position.	7/18/2017 12:51 PM
12	Yes because I continued to gain credibility, contacts and self awareness.	7/18/2017 12:04 PM
13	through my network of friends	7/18/2017 10:50 AM

14	Yes. It provided me with aditional managment skills that have helped me to be successful in getting large projects for the city completed.	7/18/2017 9:11 AM
15	NA	7/18/2017 9:09 AM
16	Yes and no. It did with organizations outside where I currently work. I am very stiffled in my position and under my current boss - however - I have been offered 3 positions from organizations that I was exposed to through LICMA that would really launch my career	7/18/2017 9:09 AM
17	N/a	7/14/2017 10:22 AM
18	I believe it did play a small role. I think the experience opened my perspectives on the profession.	7/13/2017 3:21 PM
19	No	7/13/2017 11:33 AM
20	Yes, only because I know it will in the near future.	7/13/2017 10:53 AM
21	Absolutely. Critical leadership skill development, and networking.	7/13/2017 7:00 AM
22	Yes, it helped me identify my short an dlong term goas, apply leadership principles that I believed in and take the next step in my career.	7/11/2017 7:38 AM
23	TBD.	7/10/2017 9:35 AM
24	yes, it gave me more skills, confidence, and credibility with other more experienced managers	7/6/2017 8:23 AM
25	Yes, one on the many experience my continuous growth path	7/5/2017 12:02 PM
26	Yes, by giving me confidence and helping me build a network of connections; fostered an interest in getting more involved in ICMA.	7/5/2017 10:34 AM
27	NA	6/30/2017 2:39 PM
28	Not sure yet!	6/26/2017 8:46 AM
29	Yes. It helped me stand out from other candidates.	6/23/2017 10:15 AM
30	Hope it does	6/22/2017 1:24 PM
31	This was not my main goal in participating in LICMA. I have consciously decided to remain in my current position and City because I continue to grow professionally and personally. I will seek a CM job in the future, as the time is right and the opportunity is right. As a woman, I have to carefully consider taking the CM role when my husband has a successful career also. It is a challenge, but when the time is right I will take that leap. I do believe LICMA is valuable and will continue to be valued in the ICMA program offerings.	6/19/2017 9:02 AM
32	I am in the process of applying for deputy city manager jobs. I approached my boss earlier this year about a title change and that is not possible so I will be transitioning at some point in the next year or two.	6/19/2017 7:46 AM
33	Yes. My current CM is also an alum and saw it on my application and knew I was a good investment.	6/19/2017 6:48 AM
34	n/a	6/16/2017 4:11 PM
35	Probably	6/16/2017 1:47 PM
36	Yes - prepared me to take on larger more visible roles	6/16/2017 1:01 PM
37	Yes, skill development and networking	6/16/2017 12:27 PM
38	Yes, while I'm formally in the same position, my relative role has expanded to a key senior position	6/16/2017 12:21 PM
39	No.	6/15/2017 9:46 PM
40	No.	6/15/2017 7:15 PM
41	I believe yes?	6/15/2017 3:48 PM
42	Yes, it was one more thing that showed progressive training towards my goal.	6/15/2017 3:27 PM
43	Yes, it provided a broad base of experience	6/15/2017 2:13 PM
44	Yes. Confidence to apply for higher position.	6/15/2017 1:40 PM

45	Yes, it hope foster the skills I needed to be successful manager.	6/15/2017 12:55 PM
46	yes, made me more confident in my leadership ability	6/15/2017 12:34 PM
47	Yes, I gained validation from outside the organization, which gave me the confidence to ask for a promotion.	6/15/2017 11:48 AM
48	Yes. Learned and applied several leadership concepts that allowed me to advance in my career	6/15/2017 11:37 AM
49	Yes, it showed me that I wanted to be a city manager and it provided support from my classmates to make that leap.	6/15/2017 11:04 AM
50	no.	6/15/2017 9:11 AM
51	I'm still connected to the local government management field and absolutely thing LICMA will help me go back to local government in a manager position	6/15/2017 8:50 AM
52	Perhaps? It's an excellent resume builder.	6/15/2017 8:12 AM
53	no	6/15/2017 8:05 AM
54	Yes, I recently accepted a new position as strategy and innovation manager where I will apply many skills I learned in the Program	6/15/2017 6:53 AM
55	No	6/15/2017 6:52 AM
56	Yes. Gave me the confidence and skills to know that I could be a City Maanger	6/15/2017 6:42 AM
57	Yes; great practical experience and opportunity	6/15/2017 6:16 AM
58	N/A	6/15/2017 6:05 AM
59	Dont believe so, hard to measure - more my approach than the the formal recognition of the experience	6/15/2017 5:39 AM
60	Yes. It made me a better manager and leader.	6/15/2017 5:21 AM
61	No	6/14/2017 7:22 PM
62	Yes, it was an important credential in terms both of SEI and the value of the project experience (both main reasons I chose to participate)	6/14/2017 3:28 PM
63	Yes, initiative and source of motivation.	6/14/2017 3:11 PM

Q5 Please answer the following questions (Y/N):

Answered: 75   Skipped: 45

Legend: Yes (green), No (blue)
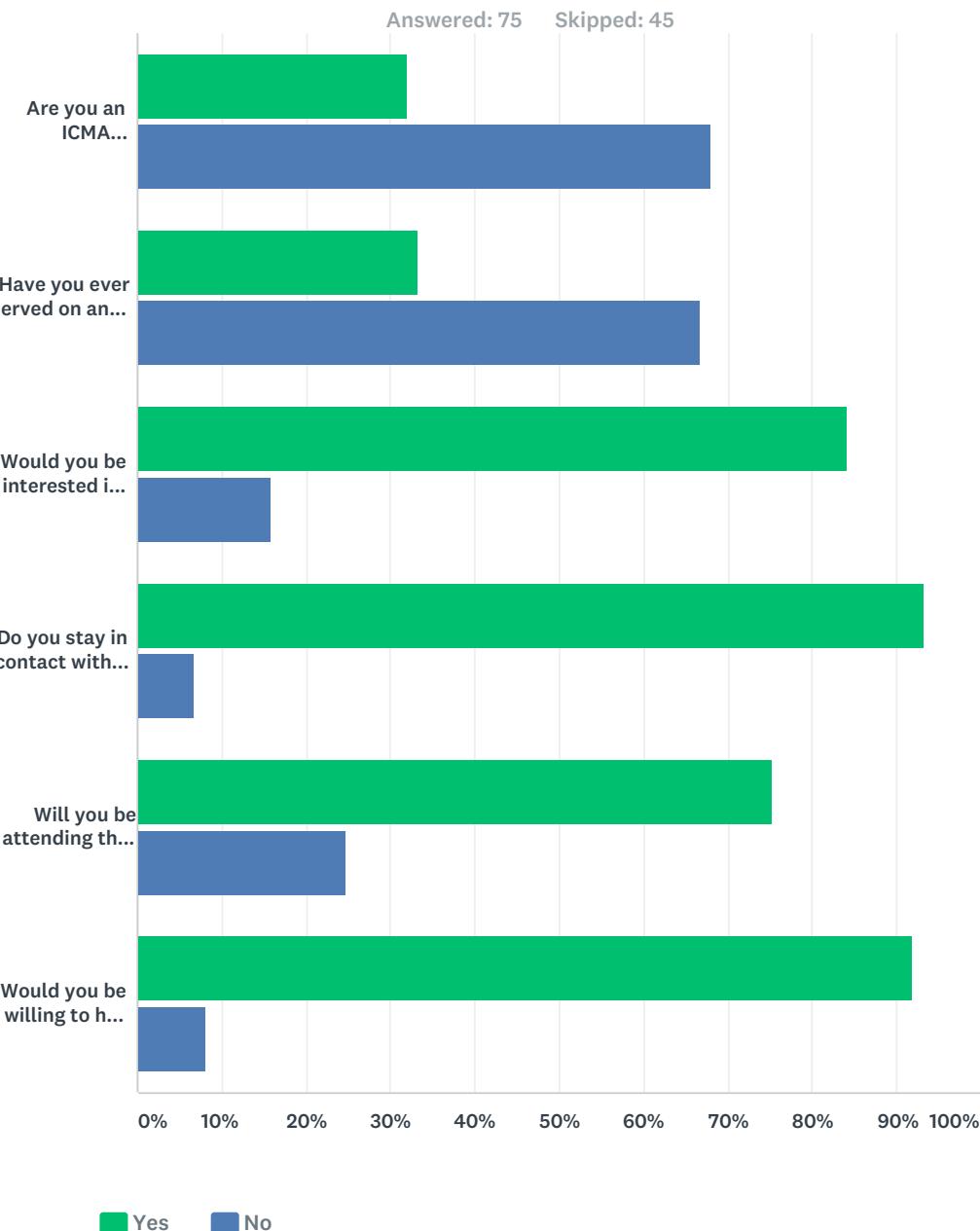
	Yes	No	Total
Are you an ICMA Credentialed Manager?	32.00% 24	68.00% 51	75
Have you ever served on an advisory board?	33.33% 25	66.67% 50	75
Would you be interested in serving on a LICMA Alumni advisory board?	84.00% 63	16.00% 12	75
Do you stay in contact with your LICMA class?	93.33% 70	6.67% 5	75
Will you be attending the 2017 ICMA conference in San Antonio?	75.34% 55	24.66% 18	73

Would you be willing to help ICMA promote the LICMA program (e.g. video interviews, PM articles, etc.)?	91.89% 68	8.11% 6	74

Exhibit B

Capstone Sponsor Survey Results

Q1 How did your organization come to sponsor a project (referral, ICMA, colleague)?

Answered: 8   Skipped: 0

#	RESPONSES	DATE
1	Referral from LICMA member	7/17/2017 6:16 AM
2	Referral through the former City Manager at the City of Edmonton (and former head of ICMA).	7/12/2017 1:06 PM
3	ICMA	7/12/2017 12:06 PM
4	ICMA and colleague.	7/12/2017 12:01 PM
5	A current employee and past participant in LICMA suggested we sponsor a project.	7/5/2017 9:55 AM
6	Repeat participating organization	6/23/2017 1:32 PM
7	Tom Bakaly, our former City Manager, was quite familiar with the program and suggested we apply	6/15/2017 10:13 PM
8	When I was with the City of Palo Alto, one of our employees was a part of Leadership ICMA. We were impressed with the program and decided to be a part of the program as a sponsor of a project as well.	6/15/2017 10:57 AM

Q2 What was your Capstone project?

Answered: 8   Skipped: 0

#	RESPONSES	DATE
1	Employee Engagement Best Practices Handbook	7/17/2017 6:16 AM
2	Helping the organization define the spectrum of partnerships - and how to manage them.	7/12/2017 1:06 PM
3	Analysis of the City's Recreation Department and whether it should be subdivided by function.	7/12/2017 12:06 PM
4	Enterprise Risk Management	7/12/2017 12:01 PM
5	Capital improvement plan process improvement	7/5/2017 9:55 AM
6	Flexible Working Arrangements Study	6/23/2017 1:32 PM
7	Create a long term strategic plan for Park City Municipal: Park City 2030	6/15/2017 10:13 PM
8	We sponsored two teams - one team looked at streamlining our purchasing process and the second team looked at and revamped our new employee on boarding process which is still in use today!	6/15/2017 10:57 AM

Q3 What impact did the experience and final report have on your organization?

Answered: 8   Skipped: 0

#	RESPONSES	DATE
1	Too early to tell, but the product is high quality and management is formulating plans to implement later this summer. The team validating some of what we already knew and providing some incredible insights from their own experiences and research.	7/17/2017 6:16 AM
2	It was instrumental in shaping how we approach partnerships into the future, and has formed the basis of our newly forming Partnership Centre.	7/12/2017 1:06 PM
3	We reorganized the Department into two divisions: Active Living and Children and Youth Services to better define the services offered.	7/12/2017 12:06 PM
4	It helped us kick-off the process.	7/12/2017 12:01 PM
5	Was in part an awakening and catharsis around a broken process; led to finance department making some changes immediately and then more in a future year. Helped the organization create a more team-centered and modern process, with greater transparency to council and more opportunities for public engagement.	7/5/2017 9:55 AM
6	Significant, preparing for implementation	6/23/2017 1:32 PM
7	We got a strategic plan!!! And it has been a guiding document for us ever since -- and we have kept it updated.	6/15/2017 10:13 PM
8	The purchasing project never quite got off the ground. Great work by the Leadership team that ICMA sent out to the City, but internal issues prevented that recommendation from being implemented. The new employee orientation/on-boarding team did a fantastic job and the program they developed and recommended is still in use today.	6/15/2017 10:57 AM

Q4 Did the project team deliver what they promised?

Answered: 8   Skipped: 0

#	RESPONSES	DATE
1	Yes. We provided only loose guidance (interpret survey results and tell us where to go with them) and they exceeded our expectations.	7/17/2017 6:16 AM
2	Yes, absolutely! They were amazing!	7/12/2017 1:06 PM
3	Yes.	7/12/2017 12:06 PM
4	Yes.	7/12/2017 12:01 PM
5	Yes	7/5/2017 9:55 AM
6	Yes and more	6/23/2017 1:32 PM
7	Yes	6/15/2017 10:13 PM
8	Yes	6/15/2017 10:57 AM

Q5 Did your jurisdiction get good value for their investment? Why or why not?

Answered: 8   Skipped: 0

#	RESPONSES	DATE
1	Yes, we suspect a similar study would have cost much more in the professional consulting marketplace.	7/17/2017 6:16 AM
2	I believe so, but as the investment was funded out of another office, I'm not sure of the total costs.	7/12/2017 1:06 PM
3	Yes. The project was well done, it was timely and we were able to implement proposed solutions.	7/12/2017 12:06 PM
4	Yes, it started great conversations around the process of implementing Enterprise Risk Management.	7/12/2017 12:01 PM
5	Yes; LICMA colleagues were trusted experts and not just hired consultants. They were keenly focused on listening and creating a product that could be implemented.	7/5/2017 9:55 AM
6	Yes, first rate study comparable to any more expensive consultant's study and report	6/23/2017 1:32 PM
7	Yes. Could never have done a strategic plan for this price.	6/15/2017 10:13 PM
8	Yes	6/15/2017 10:57 AM

Q6 Have you recommended LICMA or the Capstone opportunity to a colleague? Why or why not?

Answered: 8   Skipped: 0

#	RESPONSES	DATE
1	Yes - great bang for buck. Good for profession. Good for local government.	7/17/2017 6:16 AM
2	Yes, but our involvement with the ICMA has tapered.	7/12/2017 1:06 PM
3	Yes - provide experience to up and comers in the profession, get good work done that is actionable.	7/12/2017 12:06 PM
4	No. I haven't really had the opportunity.	7/12/2017 12:01 PM
5	Yes - I believe in the benefit of LICMA to our profession, organizations and communities, and the capstone is a good value to sponsoring organizations.	7/5/2017 9:55 AM
6	Yes, due to City's valued experiences	6/23/2017 1:32 PM
7	Yes. Because it is value to the City and contributes to the profession	6/15/2017 10:13 PM
8	Absolutely! I am the LICMA and Capstone Programs' biggest cheerleader!	6/15/2017 10:57 AM

Capstone Project Survey

Q7 Have you sponsored (or have you considered sponsoring) another Capstone project? Why or why not?

Answered: 8   Skipped: 0

#	RESPONSES	DATE
1	No, but will consider it in future.	7/17/2017 6:16 AM
2	No, we haven't, for reasons articulated in #6.	7/12/2017 1:06 PM
3	The City of Decatur sponsored two projects. We have not had additional projects available to meet the timing of the program.	7/12/2017 12:06 PM
4	Not at this point, but would consider it again in the future.	7/12/2017 12:01 PM
5	Not yet. Will do so when the right opportunity comes along.	7/5/2017 9:55 AM
6	Yes and we have	6/23/2017 1:32 PM
7	Maybe. The only reason I am not saying yes is that it was a lot of work. And there were a few times during the project when the team decided to do what they wanted to do and not what the organization needed them to do. However, we worked through it and all got back on track.	6/15/2017 10:13 PM
8	In my new city, Santa Barbara, they haven't been as active in ICMA. I aim to change that! We will be sponsoring a LICMA participant this year.	6/15/2017 10:57 AM

Q8 Any other feedback?

Answered: 4   Skipped: 4

#	RESPONSES	DATE
1	None at this time	7/12/2017 12:06 PM
2	None	6/23/2017 1:32 PM
3	Thank you. LICMA is a great program from which we have benefitted.	6/15/2017 10:13 PM
4	Felicia Logan does a fantastic job with this program. It has been her baby from the start and it just gets better and better each year!	6/15/2017 10:57 AM

Exhibit C

Program Sponsor Survey Results

Q1 What was the most noticeable change in the participant's performance or potential after completing the program?

Answered: 14   Skipped: 0

#	RESPONSES	DATE
1	A deeper understanding of the importance of local government was very apparent. He has increased his participation in strategic planning, vision process. I believe his potential increased dramatically as a result of the program.	7/6/2017 2:56 PM
2	Confidence, knowledge, and new skills.	7/3/2017 9:56 AM
3	1	6/30/2017 12:17 PM
4	More attention to the big picture rather than focus on their area of expertise. More willingness to delegate and create a positive work culture	6/30/2017 5:29 AM
5	Participant is still in the program (year 1).	6/29/2017 8:44 AM
6	Confidence level is greatly increased.	6/29/2017 7:16 AM
7	He hasn't completed the program. He is in the current class but he came back from SEI very excited about making improvements to our operation.	6/28/2017 3:59 PM
8	Connecting with like-minded, motivated folks from across the US	6/28/2017 3:24 PM
9	Confidence in my ability	6/28/2017 1:28 PM
10	Enhanced leadership presence and confidence to tackle difficult assignments involving multiple organizations.	6/28/2017 12:46 PM
11	Improved critical and analytic thinking skills	6/28/2017 11:11 AM
12	Seeing a bigger picture.	6/28/2017 11:00 AM
13	Increased self-awareness along with improved understanding of others and their	6/28/2017 10:38 AM
14	a longer term career focus	6/28/2017 8:19 AM

Q2 What interested you in the program in the first place?

Answered: 14   Skipped: 0

#	RESPONSES	DATE
1	I was aware of the program, but hearing about it from other county/city managers got me more interested.	7/6/2017 2:56 PM
2	I was a participant in the second class and was looking to develop my leadership skills. Having had the experience, I wanted the same for other staff on a city management track.	7/3/2017 9:56 AM
3	1	6/30/2017 12:17 PM
4	I went through the program previously	6/30/2017 5:29 AM
5	I am an Alumni.	6/29/2017 8:44 AM
6	While my Assistant has gained a lot of knowledge about all aspects of town government and has earned the respect of our management staff, I believed she lacked confidence in herself and saw this as an opportunity for her to gain additional training, but to also work with people with similar work experience which demonstrated to her how broad her knowledge base and work quality really is and it did end up increasing her confidence level.	6/29/2017 7:16 AM
7	I was a participant. I had a great experience and learned a lot.	6/28/2017 3:59 PM
8	Strong reference from Peggy Merriss	6/28/2017 3:24 PM
9	The opportunity to enhance my leadership skills and network with folks from the US and abroad	6/28/2017 1:28 PM
10	Growing the next generation of leaders in the organization for succession planning purposes.	6/28/2017 12:46 PM
11	The need to prepare the next generation of Managers.	6/28/2017 11:11 AM
12	The investment pays off quickly through the sharing of best practices and having someone on the Executive Team that can look at the overall organization strategically with me.	6/28/2017 11:00 AM
13	It was first referred to me by my former supervisor, and I then attended. After attending, I saw the value that it could provide others in the organization.	6/28/2017 10:38 AM
14	enhancing interest in city manager positions	6/28/2017 8:19 AM

Q3 What value for the organization did you expect to receive?

Answered: 14   Skipped: 0

#	RESPONSES	DATE
1	I believe the program will help my county better establish long-term goals and work as a unified team to accomplish the goals. The program also creates an expanded network for sharing ideas from other government organizations.	7/6/2017 2:56 PM
2	What I experienced - new skills, new knowledge, an expanded network.	7/3/2017 9:56 AM
3	1	6/30/2017 12:17 PM
4	Being a previous participant, I got what I expected	6/30/2017 5:29 AM
5	Education, guidance, networking, desire for the profession.	6/29/2017 8:44 AM
6	An assistant that would be better prepared to fulfill the Manager's role at some point in the future.	6/29/2017 7:16 AM
7	Energy and excitement for improvements.	6/28/2017 3:59 PM
8	I'm unclear on the value of the project consulting portion of the program. There is a significant time commitment and I'm not sure the cities receiving the consulting fully value the end product.	6/28/2017 3:24 PM
9	Ability to manage projects more effectively and efficiently	6/28/2017 1:28 PM
10	We hoped to have the attendee obtain professional contacts in order to collaborate and bring innovation to the organization.	6/28/2017 12:46 PM
11	Performance improvement in assisting the organization develop, review and improve its systems that support our outcomes.	6/28/2017 11:11 AM
12	Same as above.	6/28/2017 11:00 AM
13	Increased leadership capacity.	6/28/2017 10:38 AM
14	intensified staff development	6/28/2017 8:19 AM

Q4 Did your organization get the value you expected?

Answered: 14   Skipped: 0

#	RESPONSES	DATE
1	Yes - I plan to get another employee involved.	7/6/2017 2:56 PM
2	Yes	7/3/2017 9:56 AM
3	1	6/30/2017 12:17 PM
4	Yes	6/30/2017 5:29 AM
5	So far, yes.	6/29/2017 8:44 AM
6	Yes	6/29/2017 7:16 AM
7	Yes we will when it is complete.	6/28/2017 3:59 PM
8	Maybe, still measuring. The costs are very steep. SEI cost is not a problem but the perceived $8,000-$10,000 figure for the whole thing is high and hard to explain externally.	6/28/2017 3:24 PM
9	Yes	6/28/2017 1:28 PM
10	Yes and more so.	6/28/2017 12:46 PM
11	I think so	6/28/2017 11:11 AM
12	Yes	6/28/2017 11:00 AM
13	Yes	6/28/2017 10:38 AM
14	sort of - the candidate we sponsored left for another position of greater responsibility and compensation, we remain in contact with the candidate.	6/28/2017 8:19 AM

Q5 Have you recommended sponsorship to a colleague? Why or why not?

Answered: 14   Skipped: 0

#	RESPONSES	DATE
1	I have - mainly to convince them of the value. I see it helping all local government agencies.	7/6/2017 2:56 PM
2	Yes, because it is a highly effective program at developing talent.	7/3/2017 9:56 AM
3	1	6/30/2017 12:17 PM
4	Yes, because it provides a unique training opportunity and a long term investment in an employee.	6/30/2017 5:29 AM
5	Yes - Alumni.	6/29/2017 8:44 AM
6	Not yet. My Assistant just finished and while I've spoken favorably I wouldn't say that I've "recommended" the program... yet.	6/29/2017 7:16 AM
7	Not specifically, I have spoken very positively about it to many people.	6/28/2017 3:59 PM
8	Yes. A great to energize emerging leaders with a demonstrated work ethic.	6/28/2017 3:24 PM
9	Yes, I have referred numerous folks to the program	6/28/2017 1:28 PM
10	Thus far, we have funded the ability of two young professionals to participate in the program and I have shared our positive experiences with other CAOs.	6/28/2017 12:46 PM
11	Yes, to assist in developing the next generation of City Managers.	6/28/2017 11:11 AM
12	no. Hadn't thought about it and I also know that some of them can't afford the costs or don't think they can.	6/28/2017 11:00 AM
13	Yes. The program has a life changing and lasting impact that any municipal professional could benefit from.	6/28/2017 10:38 AM
14	yes for the reasons stated above.	6/28/2017 8:19 AM

Exhibit D

ICMA 2017 Practices for Effective Leadership

ICMA PRACTICES FOR EFFECTIVE LOCAL GOVERNMENT LEADERSHIP

Revised June 2017; effective November 2017

Reorganization

The CAB proposed, and the LAB and Executive Board agreed, that the ICMA Practices should be organized as a narrative rather than a list. The following is meant to be an organizing tool and not incorporated into the Practices themselves:

"Guided by the principles of…"
1. Personal and Professional Integrity
2. Community Engagement
3. Equity and Inclusion
4. Staff Effectiveness
5. Personal Resiliency and Development

"Lead through…"
6. Strategic Leadership
7. Strategic Planning
8. Policy Facilitation and Implementation

"For the purposes of…"
9. Community and Resident Service
10. Service Delivery

"Using these skill sets…"
11. Technological Literacy
12. Budgeting and Financial Analysis
13. Human Resources Management and Workforce Engagement
14. Communication and Information Sharing.

ICMA PRACTICES FOR EFFECTIVE LOCAL GOVERNMENT LEADERSHIP

Revised June 2017; effective November 2017

ICMA University is the premier resource for local government leadership and management training. Our programs are designed to advance your career, enrich your community, and contribute to your professional fulfillment. ICMA's online workshops and programs bring the latest research from leading experts to your office. Our conferences and in-person workshops allow you to network with colleagues and exchange ideas. All ICMA University programs are drawn from the 14 core competencies that members have determined are essential to local government leadership and management.

ICMA's professional development programs encourage local government professionals to think in terms of leading the organization and not just managing the organization. Leadership is engaging with and inspiring others to participate in developing, achieving, articulating, and embodying a shared set of values, shared sense of purpose, and shared vision of the desired community outcome. Leadership requires professionals who are highly interpersonally competent as well as self-aware. Their personal competencies extend to a well-developed understanding of fundamental concepts such as judgment, emotions, power, resistance to change, and trust.

ICMA also recognizes the leadership role of local government managers in creating and maintaining resilient and livable communities. Through the responsible stewardship of public resources, our communities will retain the economic, environmental, and social capital needed to prosper for future generations.

{GRAPHIC BEING CREATED FOR PLACEMENT HERE. The graphic will give members and others something shorter and inspiring, and then when they are ready to read the detail, they can.}

1. PERSONAL AND PROFESSIONAL INTEGRITY

Being fair, honest, and ethical in all personal and professional relationships and activities

Leadership dimensions that contribute to this core content area are:
A. Fostering ethical behavior throughout the organization through exemplary personal actions
B. Ensuring the decision-making model reflects integrity, honesty, and openness.

Management dimensions that contribute to this core content area are:
A. Conducting professional relationships and activities fairly, honestly, ethically, and in conformance with the ICMA Code of Ethics and the policies of your local government to maintain public confidence in the profession and local government
B. Performing official and personal affairs in a manner that clearly conveys that you cannot be improperly influenced
C. Fostering ethical behavior throughout the organization through staff training on administrative ethics and the ICMA Code of Ethics
D. Holding staff accountable and instilling accountability into operations
E. Communicating ethical standards and guidelines to others.

2. COMMUNITY ENGAGEMENT

Ensuring and managing community involvement in local government to support good decision making

Leadership dimensions that contribute to this core content area are:
A. Building relationships among local, state, and federal elected and appointed officials to advocate for the community
B. Ensuring robust public outreach in the policy-making process
C. Respecting the governing body's role in setting direction and vision, and helping staff and the community understand the governing body's role in the democratic process
D. Working to promote civility in public discourse
E. Advocating for diverse viewpoints to be considered and helping the organization seek them out when they appear to be missing.

Management dimensions that contribute to this core content area are:
A. Understanding the perspectives of elected officials and being mindful of competing public values in policy recommendations
B. Learning and respecting a community's history with various political, social, and economic issues
C. Engaging with and understanding the viewpoints of key stakeholders in the community; committing to ongoing communication about expectations, decisions, and outcomes
D. Understanding emerging technologies that are designed to promote open dialogue between local government and constituents

E. Employing a range of engagement, positive communication, and conflict resolution methods.

3. EQUITY AND INCLUSION

Creating an environment of involvement, respect, and connection of diverse ideas, backgrounds, and talent throughout the organization and the community

Leadership dimensions that contribute to this core content area are:

    A. Authentically bringing everyone, including traditionally excluded individuals and groups, into processes, activities, and decision making

    B. Taking a proactive approach to service delivery and decision making that accounts for underlying differences in opportunities, burdens, and needs, in order to equitably improve the quality of life for all.

Management dimensions that contribute to this content area are:

A. Driving measures, goals, and plans around diversity, equity, and inclusion within your organization and community; communicating the vision for why and how achieving these goals will improve the organization and service delivery

B. Understanding and championing sustainable support mechanisms such as affinity groups, mentoring programs, and cultural celebrations

C. Educating the organization on common behaviors that advance diversity and inclusion efforts and address implicit biases

D. Being aware of and acknowledging culturally significant events and holy days for employees and community members

E. Creating opportunities for employees and community members to learn about each other's cultural backgrounds, lives, and interests; building relationships through increased understanding.

4. STAFF EFFECTIVENESS

Taking responsibility for the development, performance, and success of employees throughout the organization

Leadership dimensions that contribute to this core content area are:

    A. Energizing the team to reach a higher level of performance

    B. Providing the team with a sense of direction and purpose, and balancing the big picture framework with day-to-day operations

    C. Prioritizing collaboration and efforts that create a shared sense of success

    D. Being a role model and demonstrating behavior expected by others

    E. Developing an environment where staff are encouraged to learn new skills and try new ideas

F. Developing meaningful connections with people at all levels of the organization
G. Facilitating teamwork.

Management dimensions that contribute to this core content area are:
A. Setting clear expectations for the organization and work groups
B. Creating an empowering work environment that encourages responsibility and decision making at all organizational levels
C. Delegating: assigning responsibility to others and relying on staff
D. Coaching and mentoring: providing direction, support, and feedback to enable others to meet their full potential
E. Conducting effective performance evaluations, reviewing success and opportunities for achievement of goals and work objectives, providing constructive feedback, and identifying others' developmental needs and available ways to address those needs
F. Creating a positive atmosphere where interactions are based in respect and professionalism.

5. PERSONAL RESILIENCY AND DEVELOPMENT

Demonstrating a commitment to a balanced life through ongoing self-renewal and development in order to increase personal capacity

Leadership dimensions that contribute to this core content area are:
A. Modeling healthy work habits to your employees
B. Modeling a healthy lifestyle to your employees
C. Actively encouraging a personal and professional growth and development mindset throughout the organization
D. Seeking and providing support when career setbacks occur.

Management dimensions that contribute to this core content area are:
A. Periodically establishing personal development goals
B. Successfully integrating work and personal responsibilities; periodically assessing yourself and seeking input from trusted others on their assessment of your work-life balance or integration
C. Continually practicing mindfulness of your stress levels
D. Identifying areas where you would like to gain knowledge or skills and developing a plan to acquire those skills and knowledge.

6. STRATEGIC LEADERSHIP

Defining and communicating a vision and leveraging all resources and tools to achieve it

Leadership dimensions that contribute to this core content area are:
A. Creating, conveying, and instilling a unified vision and purpose by illustrating and providing examples of what the future will look like

B. Fostering a safe place to take risks and initiative; serving as an example to others by applying lessons learned to future initiatives, decision making, and risk taking
C. Examining the full scope of factors that influence an issue, determining calculated risks, and developing and using relationships and interpersonal skills to build consensus
D. Implementing integrated solutions to complex problems that address the needs of all stakeholders
E. Creating new and innovative strategies to deal with rapid change by assessing the environment, synthesizing strategies and plans, ensuring organizational direction and alignment, generating excitement in the workforce, and celebrating new ideas
F. Thinking and acting to instill a culture of continuous improvement; moving the organization forward through consistent examination of methods and integration of new and innovative business trends
G. Demonstrating high interpersonal competence and educating yourself on fundamental concepts such as self-awareness, judgment, emotions, power, resistance to change, and trust.

Management dimensions that contribute to this core content area are:
A. Sharing, supporting, and advocating the organization's mission and vision by developing and communicating the vision to staff and others
B. Creating an environment through coaching that encourages others to address complex problems using a strategic approach
C. Providing resources and training to support creative innovation and problem-solving and seeking opportunities for improvement as well as new initiatives.

7. STRATEGIC PLANNING

Developing a plan of action that brings the community together, provides clarity of purpose and priorities, and guides the organization's actions in achieving its goals and objectives

Leadership dimensions that contribute to this core content area are:
A. Ensuring the organization is focused on the core mission, plans are implemented, and resources are available to achieve the plan's goals and objectives.
B. Ensuring that the social responsibility of the organization is well understood and forms part of the planning process
C. Making sure the plan ties all parts of the organization together and that everyone sees themselves in the plan and is invested in the plan
D. Making sure that the planning process is highly participative, involves all levels of the organization, has strong support from the elected officials and the community, and coalesces everyone around the plan
E. Building an integrated planning system that begins with the community and flows to corporate, operational, and individual plans. Plan examples include short- and long-term financial, human resource and workforce, enterprise-wide technology, capital improvement and asset management, and community.

Management dimensions that contribute to this core content area are:

A. Carrying out the planning process incorporating the needs of all stakeholders, including input from the community, elected officials, and staff

B. Completing an environmental scan and assessment of organizational strengths, weaknesses, opportunities, and threats including major economic, social, and competitive factors

C. Developing a vision and mission for the organization that are aspirational and reflect the organization's social responsibility

D. Ensuring that organizational values are incorporated into strategy and plans at all levels

E. Determining goals and key strategic objectives and indicators

F. Completing a strategic planning document

G. Implementing the strategic plan

H. Assessing the results of the planning effort through data collection and measurement and benchmarking of performance

I. Ensuring necessary improvements to processes and systems so that attainment of goals and objectives is possible.

8. POLICY FACILITATION AND IMPLEMENTATION

Engaging with elected officials and other community stakeholders to create and execute policies that achieve common goals and objectives

Leadership dimensions that contribute to this core content area are:

A. Assessing the environment to determine the best approach or style for championing a project to success
B. Maintaining perspective and focus on both short- and long-term outcomes
C. Listening to identify core interests and build cooperation and consensus among and within diverse groups
D. Helping diverse groups identify common goals and act effectively to achieve them
E. Energizing a group: acting as a stimulus for group action
F. Demonstrating courage and taking responsibility for advancing the policy discussion
G. Knowing when to lead others and when to follow the lead of others
H. Accepting and implementing elected officials' decisions that run counter to your recommendations
I. Being politically savvy: recognizing and navigating relationships to influence and achieve positive results
J. Understanding the political environment and the impact of decision making on diverse groups.

Management dimensions that contribute to this core content area are:

A. Helping elected officials develop a policy agenda that can be implemented effectively and that serves the best interests of the community
B. Understanding the policy cycle, including problem definition, data gathering, development and analysis of alternatives, and ranking and recommendations
C. Communicating sound information and recommendations
D. Developing fact sheets, issue briefs, and other materials to provide information to decision makers and other stakeholders
E. Respecting the role and authority relationships between elected and appointed officials
F. Recognizing interdependent relationships and multiple causes of community issues
G. Anticipating the consequences of policy decisions and their link to strategy
H. Acting as a neutral party in the resolution of policy disputes; using mediation and negotiation techniques
I. Identifying core initiatives, long-term trends, and policy issues to support and enhance the success of local government
J. Participating in national, state, provincial, regional, and local policy discussions.

9. COMMUNITY AND RESIDENT SERVICE

Discerning community needs and providing responsive, equitable services

Leadership dimensions that contribute to this core content area are:
A. Convening, encouraging, and ensuring that all facets of the community are represented and have physical or technological access to engage in and be informed about community discussions and issues
B. Celebrating participation and engagement of the community
C. Building a culture of transparency throughout the organization
D. Making difficult funding recommendations and building consensus when needed, taking service equity into consideration
E. Understanding that different approaches are needed to account for different needs.

Management dimensions that contribute to this core content area are:
A. Adopting a variety of data collection methods to determine community and resident needs and to inform decision making
B. Using technology to build an open and engaging relationship between residents and their government
C. Employing various communication methods, including social media, to ensure transparency and to tell the story of local government services and performance
D. Providing complete, accurate, and timely information.

10. SERVICE DELIVERY

Understanding the basic principles of service delivery, using strategic decision making and continuous improvement to serve the organization and community, and influencing the components and relationships between operational areas

Leadership dimensions that contribute to this core content area are:

A. Championing and supporting comprehensive plans and quality standards for service delivery and efficiency
B. Anticipating the probability and impact of external influences on the organization, community, and individual service levels; initiating change to harness positive impacts and mitigate negative impacts
C. Identifying strategic decisions required to pivot current resources and policies to achieve a desired future state
D. Holding managers and staff accountable for measuring performance, using data to improve services, sharing data with other communities, and using data to communicate with constituents and tell a story
E. Building a culture that values high performance and continuous improvement.

Management dimensions that contribute to this core content area are:

A. Understanding the basic principles of service delivery in functional areas
B. Systems planning: Understanding the processes by which functional and operational systems can impact the ability to grow jobs and improve the economy, to control cost of government, and to improve quality of life; recognizing that systems are interrelated and interdependent and must work in a coordinated fashion in order to maintain long-term community vitality
C. Asking the right questions of functional experts to ascertain service delivery needs and corresponding solutions
D. Understanding the roles and responsibilities of all levels of management and aligning those with the broader mission and vision of the organization
E. Identifying the interconnectivity within the organization and with other levels of government—horizontal integration and collaboration—to create opportunities to improve service or efficiency
F. Identifying, gathering, and reporting performance measures in a manner that is meaningful, understandable, and efficient; using data to lead and manage the organization and deliver results.

11. TECHNOLOGICAL LITERACY

Demonstrating an understanding of information technology and ensuring that it is incorporated appropriately in service delivery, information sharing, and public access

Leadership dimensions that contribute to this core content area are:

A. Remaining future oriented to anticipate how new developments in technology can be applied to local government

B. Being a change agent, role model, and advocate for technology innovation that improves the organization and community

C. Engaging the users of technology in decision making about the tools they use to serve the community and accomplish tasks

D. Sharing data and technology with other communities to improve delivery of service and, ultimately, quality of life.

Management dimensions that contribute to this core content area are:
A. Identifying the organization's technology needs and devising strategic plans to meet those needs

B. Managing technology resources to maintain up-to-date systems, software, and infrastructure; establishing a business continuity plan

C. Ensuring security of information technology systems

D. Continually exploring work process and process improvements; automating only effective processes.

12. FINANCIAL MANAGEMENT AND BUDGETING

Implementing long-term financial analysis and planning that integrates strategic planning and reflects a community's values and priorities; preparing and administering the budget

Leadership dimensions that contribute to this core content area are:
A. Supporting transparency in financial planning and budget development by involving the community to identify goals and prioritize spending

B. Building financial resiliency by analyzing risk, anticipating future trends and challenges, and planning for the unexpected

C. Using the budget to tell a story and as a vehicle to connect with and inform the community

D. Understanding the community and governing body's priorities and advancing them through the budget and short- and long-term financial planning and management

E. Communicating and working collaboratively with departments and stakeholders throughout the budget process and through ongoing financial management

F. Ensuring the governing body is well informed about its fiduciary responsibilities.

Management dimensions that contribute to this core content area are:
A. Implementing short- and long-term financial analysis and planning

B. Preparing accurate and understandable capital and operating budgets

C. Providing information for effective budget and financial planning decisions by elected officials and other stakeholders

D. Administering the adopted budget and ensuring accountability for spending

E. Taking responsibility for preventing fraud in the system

F. Engaging in strategic planning to direct the development of goals and the budget document

G. Engaging employees across the organization in strategic planning, budget development, and ongoing budget management
H. Measuring performance and assessing the results of spending
I. Understanding investments and best practices of government finance officers
J. Interpreting financial information to assess the short- and long-term fiscal condition of the community, determine the cost-effectiveness of programs, and compare alternative strategies.

13. HUMAN RESOURCES MANAGEMENT AND WORKFORCE ENGAGEMENT

Ensuring that the policies and procedures of the organization are applied consistently and fairly, and motivating and engaging the workforce to its highest potential

Leadership dimensions that contribute to this core content area are:
A. Encouraging each employee to be focused on personal growth; proactively providing professional and leadership development opportunities for staff
B. Modeling the organization's values
C. Building a culture of trust and inclusiveness in which employees understand the big picture and how their positions fit within it
D. Ensuring that hiring practices are open and transparent and that diversity goals are acted upon
E. Actively engaging employees in the development of a high-performance organization
F. Forecasting the needs of the workforce and institutionalizing succession planning.

Management dimensions that contribute to this core content area are:
A. Understanding the organization's policies and procedures, making sure that they remain current, and ensuring that they are applied consistently
B. Understanding the collective bargaining process
C. Keeping current on trends in human resources management
D. Understanding employee and employer rights and responsibilities and applicable laws and regulations
E. Providing for continuous education and improvement, including coaching, mentoring, and access to professional and leadership development
F. Recruiting, retaining, and developing a talented workforce
G. Aligning the organization's human capital with the strategic objectives of the governing body.

14. COMMUNICATION AND INFORMATION SHARING

Effectively facilitating the flow of ideas, information, and understanding

Leadership dimensions that contribute to this core content area are:
A. Articulating personal support for policies, programs, or ideas that advance organizational and community objectives
B. Practicing emotional intelligence, including understanding and managing your own and others' emotions and harnessing emotions to apply them to tasks like thinking and problem solving

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C. Using verbal and nonverbal communication and cues to inspire and motivate
D. Effectively communicating with elected officials
E. Maintaining poise and composure while presenting in emotionally charged and crisis situations
F. Understanding your environment; knowing when to engage and when not to engage
G. Building a culture of transparency in the organization that facilitates effective information sharing across the entire organization and community
H. Strategically supplementing the organization's communication tools to provide the most effective outreach opportunities.

Management dimensions that contribute to this core content area are:
A. Clearly and articulately conveying a message to diverse audiences who have different levels of understanding of the content
B. Selecting the most effective communication methods and using interesting and compelling tools to share information, including story telling
C. Communicating and sharing information respectfully, credibly, and confidently
D. Communicating complex material in a nontechnical way
E. Anticipating things that can go wrong and preparing accordingly
F. Demonstrating a solid grasp of the subject matter
G. Understanding, appreciating, and interacting with persons from cultures or belief systems other than one's own
H. Providing accurate information in a timely manner
I. Training staff on how to appropriately and effectively communicate with various stakeholders, including traditional and social media, with one message and one voice, and in compliance with community protocols
J. Preparing a crisis communication protocol
K. Establishing positive working relationships with the media and other key information-sharing outlets
L. Understanding and training staff on the importance of appropriate compliance with public records requests.

Exhibit E

University of North Texas MPA Advisory Board By-Laws

B Y L A W S
Public Administration Advisory Board
of the University of North Texas
Adopted: June 14, 1993
Revised: March 13, 1998
Revised: May 24, 2017

I. Purpose

The Public Administration Advisory Board of the University of North Texas is made up of alumni of the Master of Public Administration program and friends of the Department of Public Administration whose interests include promoting the reputation of the MPA program and the professional success of its graduates.   The board may advise the department faculty on matters pertaining to curriculum, recruitment of students, fund raising, internships and placement, continuing education initiatives for those in public service, and other issues that may be presented by the faculty for board consideration.

II. Organization and meetings

1. Membership
The board shall consist of twelve (12) representatives whose careers included service in the public or non-profit sectors or whose interests include promoting the reputation of the MPA program.   At least eight representatives must be alumni of the MPA program at UNT, and the MPA Student Association chair (or that person's designee) shall serve as an ex officio member.   Representatives shall be nominated by the faculty in the Department of Public Administration and confirmed by the board.   The term of office shall be three years and staggered such that no more than four representatives' terms expire in any year.   Representatives may serve more than one term.

Previous chairs of the board who no longer hold a seat on the board may serve as ex officio members to the board as a member of the "Past Chair Council." In an effort to retain historical board knowledge and experience this council will receive meeting agendas and minutes as well as invitations to attend all meetings. They may serve on sub-committees with active board members if assigned to do so.

2. Meetings
A regular meeting of the board shall occur at least once each year, usually in conjunction with the annual alumni-student luncheon and at other times as called by the chair of the board.

3. Meeting procedures
Each year at its regular meeting, the board shall elect from its membership a chair whose terms shall be for the following academic year. The chair must be an alumnus/alumna of the MPA program.   Chairs may be reappointed for more than one term.   The chair is responsible for preparing an agenda and distributing it to all members of the board in advance of meetings. The chair, in consultation with the members of the board, is responsible for selecting the time and location of meetings.   Minutes of all meetings shall be kept and distributed to board members, faculty, and any other individuals wishing to be kept apprised of the board's recommendations.   The chair of the Department of Public Administration shall serve as the secretariat to the board.

III. Committees
The board shall accomplish its work through standing and ad hoc committees. Each standing committee shall be co-chaired by two persons, at least one of whom must be

a member of the board.   Committee nominations shall be made by the chair for confirmation by the board at its annual meeting.   Standing committees of the board can be created for any area deemed necessary by the board from year to year and may include, but not limited to, areas such as:

MPA program development and support
Committee activities may include:

- Make recommendations to the board on curriculum, admission requirements, internship and placement development, and accreditation.
- Assist in recruiting especially promising students into the MPA program through telephone calls or letters to such prospects.
- Assist the department in locating internship and career opportunities for current students and alumni.

Advancement and fund raising
Committee activities may include:

- Assist the department in fund raising efforts and in making recommendations to the board on the use of contributions from alumni and friends of the department.
- Assist in the solicitation of funding from private foundations and other sources.

Professional education, alumni events and alumni engagement
Committee activities may include:

- Assist the board and department in planning various professional development opportunities for students and alumni including the annual spring luncheon and lecture.
- Assist in the development of other educational opportunities for current MPA and undergraduate students including the possible development of a mini-course series taught by alumni.
- Assist in the development of events to support alumni engagement including networking opportunities, events featuring guest speakers, and receptions.

Executive liaison
Committee activities may include:

- Provide advice and expertise to the board and its committees as the need arises.
Note: This committee composed of individuals with executive-level experience in government, business, non-profit, educational, or appropriate private sector organizations. Membership in this committee shall be by nomination of the faculty in the department.

Marketing, public relations and communications
Committee activities may include:

- Prepare semi-annual newsletter and promotion of the MPA program with campus officials and others who may have an impact on the program.
- Meet with students on a regular basis to keep them informed of PAAB/alumni activities.

Other ad hoc committees may be appointed by the chair of the board as the need arises.

IV. Amending the by-laws
Amendments to the by-laws may be proposed by the faculty or any member of the board. After circulating the proposal, the amendment must be ratified by a simple majority of the board.

Exhibit F

90 Day Implementation Plan

90 Day Implementation Plan – LICMA 2.0

The Project Team identified five key recommendations that will serve as a guide for Leadership ICMA staff to enhance, promote, and grow the program for many years to come. The recommendations outlined below represent a collaborative effort to develop an action plan to enhance and strengthen LICMA program sustainability, with near immediate effect.

The genesis of LICMA 2.0 will be the 2017 ICMA Annual Conference and with the presentation of this report. The report will ignite the conversation and bring awareness to the importance of maintaining LICMA class relationships and garnering support and motivation to join the LICMA Advisory Board.

The Project Team will make special effort to engage all LICMA alumni at the conference. In order to do so, it would be very helpful to have special LICMA Alumni conference nametag ribbons (examples below) indicated a graduate of the program. This will serve as a conversation starter for the alumni and quickly identify the graduates amongst the conference participants.

The Project Team will also engage its current X and upcoming XI classes to also engage in LICMA alumni.

The goal of our efforts at the 2017 ICMA Conference is to bring awareness to the LICMA Advisory Board and seek out motivated volunteers to be a member of the board. Also, we will engage other Participants on the benefits of the program, being a program sponsor, and sponsoring a capstone.

The recruitment for the Leadership ICMA Advisory Board should begin now. Seek out LICMA Ambassadors (program alumni) who can engage folks at the conference and discuss the benefits of supporting (through capstone or program sponsor / budgetary measures) the program and participating in the program. These Ambassadors should be motivated LICMA Alumni who are high E's on the Myers Brigg scale, folks that can engage and sell the program throughout the 4 day conference.

Also, it may be beneficial for ICMA Staff to consider pulling together a focus group to convene at some point during the Annual Conference. ICMA Staff would need to email the LICMA Alumni to ask who would like to participate in the focus group and make arrangements during the Conference for the group to meet. We, the Project Team, would facilitate this focus group, take notes, and report on the findings. To maximize effectiveness of the Focus Group, we would like to send those who respond to ICMA Staff this final report.

From there, creation of the LICMA Advisory Board would be the next step in the 2.0 process. The LICMA AB can generate and adopt by-laws necessary for the board to operate. Then they can focus on working with ICMA staff in developing LICMA Strategic Plan, Mission, and Vision Statements as well as the Marketing Strategy and Outreach Plan. Also, the Board can be tasked with developing the alumni engagement strategy and outreach plan (which is recommended to begin prior to the 2017 ICMA Conference with selection of LICMA Ambassadors). Utilizing PM magazine, highlighting the Danvers Capstone Project and this report, will also help get the word out about LICMA. Finally, tackling revenue enhancement and diversification options.

90 Day Implementation Plan:

1. ICMA Staff to email / engage alumni to ask for volunteers to serve LICMA Focus Group
2. ICMA Staff to coordinate responses and send Focus Group volunteers LICMA Capstone Report
3. ICMA Staff to reserve conference room for Focus Group meeting, reserve time and date and notify Focus Group of meeting and agenda
4. Project Team to facilitate Focus Group discussion, take notes, and report on outcomes.
5. ICMA Staff to engage Focus Group and other alumni, program sponsors, and capstone sponsors to begin creation of LICMA Advisory Board

Recommended Action Items:

1. Create a Leadership ICMA Advisory Board – *Advisory Boards for leadership programs and non-profit organizations, such as alumni groups have successfully been used to enhance the programs and provide valuable insight, guidance, collaboration, and direction to the staff serving that Board. The Advisory Boards fulfills roles and responsibilities that leadership program staff do not have the adequate time to focus on.*

2. Develop LICMA Strategic Plan, Mission, and Vision Statements – As recommended by thought leaders in the leadership field, such as Patrick Lencioni and David Marquet, mission and values statements provide organizational clarity and purpose to stakeholders. Adopted planning documents will guide the program along its way, from both Advisory Board and Staff areas.

3. Develop LICMA Marketing Strategy and Outreach Plan – Developing a marketing strategy and outreach plan will help expose the program to a broader audience of potential stakeholders and highlight the clear benefits of program participation and sponsorship.

4. Develop Alumni Engagement and Networking Strategy– Organizations like Teach For America are persistent in their efforts to retain and engage alumni through multi-faceted efforts (annual survey, personal outreach, magazine, etc.); a LICMA strategy in this area will help retain future Advisory Board members and "keep the program alive" in many jurisdictions as the alumni base grows.

5. Explore Revenue Enhancement and Diversification– A stated goal of ICMA Staff during the pre-survey phase, the concepts and ideas proposed in the report will serve as a conversation starting point as the Advisory Board considers the benefits and costs of each.

   - Investigate increasing class sized to 24 through the focus group discussion with program alumni and / or the LICMA Advisory Board. Increasing class size may generate additional revenue and capstone projects.

   - The larger class size recommendation is admittedly detached from any survey result and stemmed entirely from the early conversations with ICMA Staff about the need to bring in more revenue, thus easing the financial pressure the program puts on the ICMA operating budget.

   - If larger class size doesn't undermine the "connection-before-content", which is a stated positive in general, then the larger classes could (a) grow the alumni / capstone sponsor network (b) enhance revenue, and (c) elevate awareness of the program.