



Leadership Training Institute

Call for Trainers ★ Request for Proposal

DEADLINE: August 31 ~ Congressional City Conference

DEADLINE: February 28 ~ Congress of Cities Conference

The National League of Cities Leadership Training Institute invites you to share your knowledge and expertise in leadership development for our upcoming Leadership Training Institute programs. The Leadership Training Institute is designed to meet the education and leadership training needs of our local elected officials and top appointed local government leaders in the United States.



BACKGROUND

The NATIONAL LEAGUE OF CITIES (NLC) is the oldest, largest and most representative organization serving local municipal governments in the United States. The mission of the National League of Cities is to strengthen and promote cities as centers of opportunity, leadership and governance. NLC was established in 1924 by and for reform-minded state municipal leagues. NLC now represents 49 state leagues, more than 1,600 direct member cities, and more than 18,000 cities and towns of all sizes through our 49 state league members.

NLC's diverse membership is one of its greatest strengths, and the organization's non-partisan structure

takes full advantage of the broad base that our membership provides. Acting on behalf of local governments, the National League of Cities is committed to influencing national policy and building understanding and support for cities and towns across the United States. Through a wide range of programs and services, NLC assists local leaders in their roles as policymakers and public servants.

NLC encourages full participation by the entire city leadership team, not just one or two top officials. Through NLC, mayors and city council members join together to establish unified policy positions, advocate those policies forcefully, and share information that strengthens municipal government.





The NATIONAL LEAGUE OF CITIES conducts two annual meetings that combine training, advocacy, communications, policy development activities and exposition opportunities for members. The annual **Congressional City Conference** is a four-day event in Washington, DC in early March focusing on legislative issues and the Federal Budget, along with twelve (12) Leadership Training Institute seminars.

The annual **Congress of Cities Conference & Exposition** is a five-day convention, exhibition and training event held in late November or early December in various cities throughout the United States. At the Congress of Cities, local officials hear prominent national leaders, vote on NLC's National Municipal Policy, and attend leadership training seminars, along with practical and informative technical workshops on critical local government issues. The Leadership Training Institute offers over twenty (20) training seminars for local elected and city officials.

The **LEADERSHIP TRAINING INSTITUTE (LTI)** is the National League of Cities' primary learning and resource center for leadership development and train-



ing for our nation's local municipal leaders. Programs provided by the Leadership Training Institute focus on strengthening leadership skills along with exploring, sharing and recognizing innovative thinking and initiatives in community leadership.

The Leadership Training Institute promotes excellence in municipal leadership by offering high quality education and training programs. Each year the Institute solicits professional trainers and experts in leadership development and related subjects important to local government leaders. Promoting excellence and innovation in leadership of local elected officials is the cornerstone of the Leadership Training Institute.

Nearly 3,000 mayors, council members and local leaders participate annually in more than 30 different LTI leadership seminars and programs designed to explore the nature and practice of local governmental leadership. Leadership Training Institute seminars are designed so that participants will obtain current resources, develop strategies, build skills, and engage in small group discussions and exercises with their peers.



PROPOSAL DEVELOPMENT

A. Leadership Competencies and Seminar Content – The content must be leadership skill based and relevant to local elected officials. The seminar subject content must fit into one or more of the LTI CERTIFICATE OF ACHIEVEMENT IN LEADERSHIP program core competency areas. The five (5) core competency areas of municipal leadership include...

- ★ **CATALYST: Leading Innovation and Managing Change**
Skill in motivating, promoting change, future orientation
- ★ **COLLABORATOR: Building Communities through Inspiration and Empowerment**
Skill in developing and promoting partnerships
- ★ **COMMUNICATOR: Effective Communications and Media Relations**
Skill in aspects of effective interpersonal interaction
- ★ **COMPETENT PRACTITIONER: Leading Effective Governance**
Technical skills and knowledge specific to local government
- ★ **CORNERSTONE: Personal Leadership Growth and Development**
General leadership theory, personal leadership qualities

B. Leadership Development Competencies – Each of the five competency areas of municipal leadership focuses on the essential leadership skills necessary for local elected officials...

1. Catalyst: Leading Innovation and Managing Change:

- ★ *Skill in motivating, promoting change, future orientation...*

Leadership skills that foster innovation within individual leaders and others: ability to identify trends, practices, and opportunities that can affect the future of the community; ability to manage change and be a change agent; ability to stay ahead of changing needs and desires of peers and constituents.

2. Collaborator: Building Communities through Inspiration and Empowerment:

- ★ *Skill in developing and promoting partnerships...*

Leadership skills that bring about the ability to influence and inspire others to build partnerships, resolve conflicts, achieve objectives, and effectively communicate the values and priorities of the governing body and the constituents as a cohesive community. Skills that expand the ability to develop meaningful, relevant and exceptional experiences for peers and constituents while integrating exemplary public service, high quality program and services and personalized benefits.

3. Communicator: Effective Communications and Media Relations:

- ★ *Skill in aspects of effective interpersonal interaction...*

Leadership skills that expand the leader's ability to effectively communicate a clear message. Enhance the leader's ability to communicate crucial values and priorities of the individual as well as the full governing body and entire community. Provides both the tools and the skills to improve personal and interpersonal communications, public speaking and individual listening skills. Presents successful techniques to handle tough interviews and difficult situations, as well as a local official's guide to effective media relations including TV, radio and print.

4. Competent Practitioner: Leading Effective Governance:

- ★ *Technical skills and knowledge specific to local government leaders...*

Technical leadership skills and knowledge needed to assess and understand particular issues, challenges, and opportunities that affect local governance. Proven techniques of effective leadership in municipal government, strengthening council effectiveness, council-manager relations and promoting your community.



5. Cornerstone: Personal Leadership Growth and Development:

- ★ *General leadership theory, personal leadership qualities and characteristics...*

Leadership skills necessary to build personal character, courage and credibility; make decisions and exercise sound judgment. Skills focus on general leadership theory; personal leadership qualities and characteristics including the development of strong values and means to achieve balance in your personal, political and professional life.



and group activities. Seminars will include a comprehensive handout to be used both during the session and as a resource after the training is completed. Morning seminars run from 9 AM to 12 Noon; Afternoon seminars run from 1:30 PM to 5:00 PM. The typical number of participants for each seminar offered for a Leadership Training Institute program, held in conjunction with the two NLC national conferences, ranges from 60-100.

C. Example titles and subjects of past LEADERSHIP TRAINING INSTITUTE seminars include...

- ★ Managing Change for City LeadersCatalyst
- ★ A Strategic Plan That WorksCatalyst
- ★ City Futures: What are the Trends and Changes Affecting Your City?Catalyst
- ★ Collaborative Processes for Public PolicyCollaborator
- ★ Effective Dispute ResolutionCollaborator
- ★ Negotiation Skills and StrategiesCollaborator
- ★ Effectively Communicating Your Ideas to ConstituentsCommunicator
- ★ Elected Officials Guide to Dealing with the MediaCommunicator
- ★ Effective DiplomacyCommunicator
- ★ Guarding the Public CheckbookCompetent Practitioner
- ★ Building Public Trust Through Performance LeadershipCompetent Practitioner
- ★ Leading a High Performance GovernmentCompetent Practitioner
- ★ Effective Parliamentary ProcedureCornerstone
- ★ Successful Strategies for Personal Leadership DevelopmentCornerstone
- ★ Gaining Public Trust: Ethics and Building CredibilityCornerstone

D. Design – LTI seminars must follow an interactive training design, incorporating lecture, discussion, individual

E. Trainers – Trainers must have proven experience conducting interactive seminar programs. Direct experience with training or consulting with local communities and elected officials is preferred. Current or former local elected officials and State Municipal League Staff who meet all other requirements are also encouraged to participate. References are required.

F. NCW Article – All proposals must include a 300-500 word article, which should highlight the primary leadership skills, abilities and key issues that will be addressed in the LTI seminar. **The article should not be a direct promotion** of the seminar or your company, such as “This seminar will...” or “An active and lively seminar, presented by XYZ Company, will give you many tools.” Rather the article should explain the importance of the topic or clarify a particular issue.

After the LTI Seminars are selected, the Leadership Training Institute will feature each of the LTI Seminars in the *Nation’s Cities Weekly* newspaper through a series of articles over the course of several weeks and months prior to both annual conferences. **Please include a recent photo.** If possible, the Editor of *Nation’s Cities Weekly* will run your photo with the article.

REQUIRED CONTENTS OF YOUR LEADERSHIP SEMINAR PROPOSAL

A. Overview – You are required to complete and attach the LTI SEMINAR PROPOSAL COVER SHEET which will provide a brief overview/summary of the proposed seminar including...

1. **Seminar Title...** proposed title for the seminar program.
2. **Seminar Trainer(s)...** identify the actual trainer(s) for the seminar program.
3. **Core Competency...** identify the primary core leadership competency to be addressed.
- 4a. **Seminar Length...** identify the length of the seminar program (half-day/full-day/two-day).
- 4b. **Audience Size...** identify the target size of audience (range if appropriate).
5. **Description...** provide a brief description or executive summary of the proposed LTI seminar that could be used in the NLC conference brochure; the description should highlight the essential subject matter and leadership skills addressed in the seminar program (in 25 words or less).
6. **Budget...** provide a total of the estimated budget costs. The National League of Cities Leadership Training Institute provides trainers with an honorarium, plus reasonable travel related expenses. Expense items not included in the proposals' budget may not be covered after selection. PLEASE NOTE that NLC has established seminar registration fees per participant, based upon the length of a session (\$100 half-day / \$160 full-day / \$295 2-day). Subsequently, this results in set revenue for an LTI seminar based upon the actual audience size.
 - a. **HONORARIUM...** trainer honorarium is based upon demonstrated experience of training local elected officials and prior experience working with the National League of Cities. Typical honorarium for trainers may range from \$500 to

\$2,000 depending upon trainer experience and the length of the seminar program.

- b. **TRAVEL...** NLC provides for coach airfare or other means of travel. Reasonable travel-related expenses are paid as a reimbursable expense if accompanied with receipts. The cost for coach air travel is based upon a 21-day advance airfare purchase. Any airfare that would exceed \$500 must be pre-authorized in writing by the NLC Education and Training Manager for the Leadership Training Institute.
- c. **LODGING...** NLC provides for hotel lodging that will be direct billed to our master account. Each trainer will receive up to one night of lodging per half-day of an LTI Seminar conducted. In addition, meals, taxi fare and reasonable travel related expenses are reimbursed to a maximum of \$50.00 per day when accompanied by receipts.

B. Proposal Document – Please prepare and attach the following items for your seminar ...

1. **CONTENT OVERVIEW...** a summary description of the proposed seminar that identifies the essential subject matter content and leadership skills to be addressed, along with a summary of the seminar goals, learning objectives and interactive activities to be utilized in the seminar program (250-500 words)





2. **LEADERSHIP GOALS...** identify the specific leadership goals of the seminar program
3. **LEARNING OBJECTIVES...** state the specific learning objectives and outcomes that the participant will know or be able to do after completion of the seminar program
4. **CONTENT OUTLINE...** prepare a draft outline that identifies the essential subject matter covered along with the integrated activities of the seminar program
5. **METHODOLOGY/INTERACTIVE LEARNING EXPERIENCES AND ACTIVITIES...** provide a general overview of your delivery method(s) to be used in the seminar. Also identify and describe all of the interactive activities that will be incorporated into the seminar program
6. **OVERVIEW OF HANDOUT MATERIALS...**
Please provide a brief overview of your handout materials and estimate the total number of pages. Final handouts are due a month prior to the seminar. *NOTE: Each participant is provided a bound workbook for your seminar. To present a consistent style for all LTI seminar materials, NLC will duplicate and bind your handout materials contained within a specially designed LTI cover.*

In response to our participants, we ask that the following items be included in your set of handout materials...

- ★ Goals and objectives of the seminar
 - ★ Seminar outline including a summary of the key points or concepts presented
 - ★ Key seminar subject matter content material
 - ★ Copy of all overheads, slides, and/or PowerPoint visual presentations
 - ★ An updated biography of the trainer(s)
 - ★ Relevant published articles or reports with publisher's permission to reprint
7. **ROOM SET-UP DESCRIPTION...** A standard room is set with rounds of six participants to facilitate small group discussions and interactive exercises. A



six (6) foot trainer's table is provided in the front along with an eight (8) foot table in the rear of the room for handouts and other support materials.

Room Set-up... identify your room set-up requirements indicating a standard setup or a different room setup (include diagram if possible)

8. **AUDIO VISUAL REQUIREMENTS...** Standard AV equipment typically includes: wired lavalier microphone, flip charts with markers. Other audio-visual equipment may be made available if requested in advance.
9. **TRAINER RESUMES...** Please provide a complete resume for each proposed trainer including...
 - ★ Experience... summary of training design and delivery experience
 - ★ Client List... listing of past clients, highlighting any local government activities
 - ★ References... identify any specific references that we should contact
10. **Proposed ARTICLE...** All proposals must include a 300-500-word article, which should highlight the primary leadership skills, abilities and key issues that will be addressed in the LTI seminar. It should not directly promote the seminar. Please include photo if possible.



DEADLINES AND CRITERIA FOR SUBMISSION

A. Submitting a Proposal

1. **Proposals...** All proposals must include the Seminar Proposal Cover Sheet and should be submitted to:

Leadership Training Institute
National League of Cities
1301 Pennsylvania Avenue, N.W., Suite 550
Washington, DC 20004

Proposals may be faxed to (202) 626-3043 or emailed to lti@nlc.org, but must be followed by originals (hard copy) and must include the signature of the seminar trainer.

2. **DEADLINE... August 31.** All proposals for LTI Seminars at the CONGRESSIONAL CITY CONFERENCE (to be held in Washington, DC).
3. **DEADLINE... February 28.** All proposals for LTI Seminars at the CONGRESS OF CITIES CONFERENCE (location varies).

B. Proposal Selection Criteria – All of the LTI Seminar proposals will be carefully reviewed by the National League of Cities Leadership Training Institute staff, utilizing the following selection criteria (not necessarily weighted in this order)...

1. **Criterion...** The proposal was submitted on time, prior to the appropriate deadline, with all requested supporting information and materials.
2. **Criterion...** The proposed seminar addresses one of the five core competency areas of municipal leadership and focuses on the essential leadership skills necessary for local elected officials and city leaders.
3. **Criterion...** The seminar content includes informative and relevant material for local city officials that is practical and timely. The subject matter content highlights personal leadership development skills.

4. **Criterion...** The seminar has well-defined and realistic goals and learning objectives that can be met within the time allotted for the seminar. The seminar format includes appropriate interactive exercises and participatory activities for seminar attendees.

5. **Criterion...** The seminar content is well defined and outlined as it relates to local government and elected officials. The content material is based on sound local government principles and practices, proven effective for local elected officials and city leaders, not simply a standard business model that has been slightly modified for government leaders.

6. **Criterion...** The 300-500 word article, submitted with the proposal, is informative and covers the subject matter of the seminar. It is relevant information and material for local city officials that is practical and timely. The article does not directly promote the seminar or the company of the presenter.

7. **Criterion...** The outlined seminar handouts and supporting materials are thorough and well defined; the handouts will address the acknowledged expectations of LTI Seminar participants. The outlined seminar handouts are comprehensive and arranged so they can be used by the participants both during the session and as a resource after the training is completed.

8. **Criterion...** The seminar trainer(s) have prior experiences working with local city officials. The trainer(s) have proven experience as an effective seminar trainer and program facilitator.

Thank you for your support and interest in the NATIONAL LEAGUE OF CITIES LEADERSHIP TRAINING INSTITUTE. For additional information please contact (202) 626-3170 (voice) / (202) 626-3043 (fax).



NATIONAL LEAGUE OF CITIES ★ LEADERSHIP TRAINING INSTITUTE

(This sheet MUST accompany your proposal)

OVERVIEW

1. Seminar Title _____

2. Seminar Trainer(s) _____

3. Core Competency _____

4a. Seminar Length (circle one): half-day full-day two-day 4b. Audience Size _____

5. Short Description (< 25-word highlight) _____

6. Budget Items: (Estimated Total Cost) _____

a. Honorarium: _____

b. Estimated travel expenses: _____

c. Lodging requirements: _____

PROPOSAL DOCUMENT: Please address each of the following items in your LTI seminar proposal...

- 1. Content overview / Description of the seminar (250-500 words)
- 2. Leadership goals
- 3. Learning objectives and outcomes
- 4. Content outline of the seminar program
- 5. Methodology / Interactive learning experiences and activities
- 6. Overview of handout materials (final handouts due 1-2 months prior to seminar)
- 7. Room set-up description
- 8. Audio-Visual requirements list
- 9. Trainer Resume (including biography, experiences, references)
- 10. Article (attach a 300-500 word article that addresses the subject matter of the seminar.)



Name _____ Title _____

Company _____

Address _____ Web Site _____

City _____ State _____ Zip _____

Email _____ Phone _____ Fax _____

Signature _____ Date Submitted _____