



## PADP 4200: Special Topics - Introduction to U.S. Local Government

Spring 2024

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<b>Instructor:</b>	Colt Jensen	<b>Meeting Time:</b>	10:20-11:10 a.m. MWF
<b>E-mail:</b>	<a href="mailto:colt.jensen@uga.edu">colt.jensen@uga.edu</a>	<b>Room:</b>	Baldwin Hall 202
<b>Office:</b>	Baldwin Hall 101x	<b>Office Hours:</b>	11:15-12:30pm on Wednesdays

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**Course description:** Every day, local government workers in the United States carry out vital tasks such as collecting trash and recycling, repairing roads, organizing programs in local parks, responding to 911 calls, offering transit and public health services, constructing public schools, and overseeing elections. This subset of essential services underscores the pivotal role that local governments play in the lives of every American resident. This course delves into the positioning of local governments within the U.S. Federalist system, their organizational structures, effective citizen engagement with local government, and their provision of essential services.

**Credit Hours:** 3

**Required Textbook:** *Managing Local Government Services: An Essential Guide for Municipal and County Managers*

**Authors:** Nelson and Stenberg **ISBN:** 978-0-87326-439-6 **Edition:** 4th (2021)

**Office Hours:** Drop-in office hours from 11:15am-12:30pm on Wednesdays. If those hours do not work for you, appointments can also be scheduled via e-mail.

### Course Objectives:

At the completion of this course, students will be able to:

1. Describe local government's role in the United States federalist system
2. Describe the importance of the Progressive Era (1890-1920) to modern local governments in the United States.
3. Explain how city managers and local government administrators may facilitate cross-boundary coordination, service delivery, and citizen engagement.
4. Identify current and emerging challenges to local governments in the United States

## Course Policies

**Academic Honesty:** Remember the UGA Student Honor Code: "I will be academically honest in all of my academic work and will not tolerate academic dishonesty of others." A Culture of Honesty, the University's policy and procedures for handling cases of suspected dishonesty, can be found <http://www.uga.edu/ovpi>. I expect all work in this course to be your own. Submitting the work of others (i.e., plagiarism) and submitting work done by generative AI (e.g., ChatGPT) is not allowed. I use a combination of Turnitin, [GPTZero](#), and [Grammarly's](#) plagiarism checker to catch plagiarism and the use of generative AI. If these programs indicate a high likelihood of plagiarism or reliance on generative AI, we will have a conversation about the issue, and I reserve the right to give such coursework a zero. Instances of dishonest behavior will be reported to the [Office of Academic Honesty](#).

**Class attendance and participation:** This course requires in-class discussion and participation. As a result, attendance is mandatory. After your unexcused third absence, each additional absence will result in a 10% deduction in your participation grade. Attending class, submitting discussion questions, and participating in in-class discussions will earn you full credit for participation.

**UGA Well-being Resources:** UGA Well-being Resources promote student success by cultivating a culture that supports a more active, healthy, and engaged student community. Anyone needing assistance is encouraged to contact Student Care & Outreach (SCO) in the Division of Student Affairs at 706-542-8479 or visit [sco.uga.edu](http://sco.uga.edu). Student Care & Outreach helps students navigate difficult circumstances by connecting them with the most appropriate resources or services. They also administer the Embark@UGA program which supports students experiencing, or who have experienced, homelessness, foster care, or housing insecurity. UGA provides both clinical and non-clinical options to support student well-being and mental health, any time, any place. Whether on campus, or studying from home or abroad, UGA Well-being Resources are here to help.

- Well-being Resources: [well-being.uga.edu](http://well-being.uga.edu)
- Student Care and Outreach: [sco.uga.edu](http://sco.uga.edu)
- University Health Center: [healthcenter.uga.edu](http://healthcenter.uga.edu)
- University Health Center: [healthcenter.uga.edu](http://healthcenter.uga.edu)
- Counseling and Psychiatric Services: [caps.uga.edu](http://caps.uga.edu) or CAPS 24/7 crisis support at 706-542-2273
- Health Promotion/ Fontaine Center: [healthpromotion.uga.edu](http://healthpromotion.uga.edu)
- Disability Resource Center and Testing Services: [drc.uga.edu](http://drc.uga.edu)

Additional information, including free digital well-being resources, can be accessed through the UGA app or by visiting <https://well-being.uga.edu>.

**Late Submission & Makeup Policy:** Each day an assignment is late will result in 10% deduction in your grade for that assignment. Late work must be emailed to me directly, not submitted through eLC. Legitimate excuses for absence from an exam (e.g., religious holiday, medical emergency, or illness) must be presented in order for a makeup exam/quiz to be administered. When feasible, absence excuses should be submitted prior to the date of the quiz or exam.

### Letter Grade Distribution:

>= 93.00	A	73.00 - 76.99	C
90.00 - 92.99	A-	70.00 - 72.99	C-
87.00 - 89.99	B+	67.00 - 69.99	D+
83.00 - 86.99	B	63.00 - 66.99	D
80.00 - 82.99	B-	60.00 - 62.99	D-
77.00 - 79.99	C+	<= 59.99	F

### Grade Distribution:

Paper & Presentation	30%
Participation	15%
Quizzes	15%
Activities	20%
Final Exam	20%

### Important Deadlines:

- 1) Quizzes ..... 4 Surprise Quizzes
- 2) Presentation of course projects ..... 03.18-22.2024 (in class)
- 3) Term paper ..... 03.29.2024
- 4) Complete Three Activities ..... 04.19.2024
- 5) Final Exam ..... 05.1.2024

Submissions (3) and (4) must be handed in electronically via eLC at 23:59 (the latest) on the respective day. Giving a brief presentation of the course project (2) is expected in class. Details for each assignment are included below the course schedule.

**Course Schedule:** I ask you to submit your assignments (!) before the deadline and to study the **one** required reading (📖) for each class period carefully. Some class sessions are marked with this symbol (📝) which indicates that you will need to submit questions about the readings or prepare a brief summary of one topic covered in the readings. Further details for each week and assignment are provided below. A Study guide for the final will be posted on the week marked with a (💡).

*"In preparing for battle I have always found that plans are useless, but planning is indispensable." - Dwight D. Eisenhower*

The course outline below represents my detailed plans for how I intend for this course to proceed. However, adaptations to this course schedule or syllabus may be necessary.

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### **Week 1: Course Introduction (Jan. 8-12)**

We will use the textbook by Nelson and Stenberg (2021) as a as guide through this course – please read assigned readings carefully!

#### **📖 Required readings**

- ☐ Nelson, Kimberly L. and Stenberg, Carl W. (2021). *Managing Local Government: An Essential Guide for Municipal and County Managers*. SAGE Ch. 3.

#### Optional readings

- \* Grant, Jason (2022). "A Brief Description of Local Government Systems in the United States: An overview of local government structure in the United States". ICMA. URL: <https://icma.org/articles/article/brief-description-local-government-systems-united-states>
  - \* Zeemering, Eric S. and Hanson, Russell L. (2021). *Cooperation and Conflict Between State and Local Government*. Rowman Littlefield Publishers. ISBN: 9781538139318 Ch.3.
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### **Week 2: Antecedents of Early American Administration (Jan. 17-19)**

*There is no class on January 15th for Martin Luther King Jr. Day*

#### **📖 Required readings**

- ☐ Nelson, Kimberly L. and Stenberg, Carl W. (2021). *Managing Local Government: An Essential Guide for Municipal and County Managers*. SAGE p. 17-24.


#### Optional readings

- \* Nigro, Lloyd G. and Kellough, J. Edward (2014). *The new public personnel administration*. Wadsworth Cengage Learning. ISBN: 9781133734284 p.21-25.
- \* Ronquillo, John C. (2011). "American Indian Tribal Governance and Management: Public Administration Promise or Pretense?" *Public Administration Review* 53(2): 285–292. URL: <http://www.jstor.org/stable/41061189>.

- \* Shafritz, Jay M. and Hyde, Albert C. (2015). *Classics of Public Administration*. 8th. Wadsworth. ISBN: 9781305639034 p.3-5.

### Additional Resources

- ☐ [Watch: Vanderbilt Panel Discussion on Local Government](#)

 Group 1: Submit two questions regarding the Vanderbilt Panel Discussion (listed under Additional Resources) video by midnight on Tuesday.

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### Week 3: Progressive Era (1880-1920) Reforms (Jan. 22-26)

#### Required readings


- ☐ Nelson, Kimberly L. and Stenberg, Carl W. (2021). *Managing Local Government: An Essential Guide for Municipal and County Managers*. SAGE p. 24-31.

#### Optional readings

- \* Stivers, Camilla (1995). "Settlement Women and Bureau Men: Constructing a Usable Past for Public Administration". *Public Administration Review* 55(6): 522–529. URL: <http://www.jstor.org/stable/3110343> (visited on 12/21/2023).
- \* Bruce D. McDonald, III (2010). "The Bureau of Municipal Research and the Development of a Professional Public Service". *Administration & Society* 42(7): 815–835. DOI: [10.1177/0095399710386309](https://doi.org/10.1177/0095399710386309).
- \* Hays, Samuel P. (1964). "The Politics of Reform in Municipal Government in the Progressive Era". *The Pacific Northwest Quarterly* 55(4): 157–169. URL: <http://www.jstor.org/stable/40487929>.

### Additional Resources

- ☐ [C-Span: Dr. Katherine Benton-Cohen Lecture on Progressive Era](#)

 Group 2: Submit two questions regarding the Stivers (1995) reading (listed under the Optional Readings) by midnight on Tuesday

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### Week 4: Modern Local Government: Types, Forms, Structures, and Management (Jan. 29 - Feb. 2)

#### Required readings


- ☐ Nelson, Kimberly L. and Svara, James H. (2010). *Managing Local Government: An Essential Guide for Municipal and County Managers*. SAGE Ch. 3.

#### Optional readings

- \* Nelson, Kimberly L. and Svara, James H. (2010). "Adaptation of Models Versus Variations in Form: Classifying Structures of City Government". *Urban Affairs Review* 45(4): 544–562. DOI: [10.1177/1078087409356349](https://doi.org/10.1177/1078087409356349).

### Additional Resources

- ☐ ICMA: Taking Stock of the Council-Manager Form at 100
- ☐ US Census Bureau - 2012: Census Bureau Reports There Are 89,004 Local Governments in the United States

 Group 3: Submit two questions regarding the ICMA reading (listed under Additional Resources) by midnight on Tuesday

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### **Week 5: Service Delivery (Feb. 5-9)**

#### Required readings

- ☐ Nelson, Kimberly L. and Stenberg, Carl W. (2021). *Managing Local Government: An Essential Guide for Municipal and County Managers*. SAGE Ch. 9.


#### **(!) Quiz**

#### Optional readings

- \* Hefetz, Amir and Warner, Mildred E. (Apr. 2011). "Contracting or Public Delivery? The Importance of Service, Market, and Management Characteristics". *Journal of Public Administration Research and Theory* 22(2): 289–317. DOI: [10.1093/jopart/mur006](https://doi.org/10.1093/jopart/mur006).
- \* Mohr, Robert, Deller, Steven C., and Halstead, John M. (2010). "Alternative Methods of Service Delivery in Small and Rural Municipalities". *Public Administration Review* 70(6): 894–905. ISSN: 00333352, 15406210. URL: <http://www.jstor.org/stable/40927106> (visited on 12/21/2023).
- \* Hilvert, C. and Swindell, D. (2013). "Collaborative Service Delivery: What Every Local Government Manager Should Know". *State & Local Government Review* 45(4): 240–254. URL: <http://www.jstor.org/stable/24639176>.

#### Additional Resources

- ☐ Association County Commissioners of Georgia (ACCG): Intergovernmental Agreements and Service Delivery Strategies

 Group 4: Submit two questions regarding the Hilvert and Swindell (2013) reading (listed under Optional Readings) by midnight on Tuesday

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### **Week 6: Citizen Engagement (Feb. 12-16)**

#### Required readings


- ☐ Nelson, Kimberly L. and Stenberg, Carl W. (2021). *Managing Local Government: An Essential Guide for Municipal and County Managers*. SAGE Ch. 8.

#### Optional readings

- \* Nabatchi, Tina and Amsler, Lisa Blomgren (2014). "Direct Public Engagement in Local Government". *The American Review of Public Administration* 44(4\_suppl): 63S–88S. DOI: [10.1177/0275074013519702](https://doi.org/10.1177/0275074013519702).

## Additional Resources

- ☐ [National League of Cities: How to Promote Citizen Engagement and Participation](#)

 Group 1: Submit two questions regarding the Nabatchi and Blomgren (2014) reading by midnight on Tuesday

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## Week 7: Intergovernmental Relations (Feb. 19-23)

### Required readings

- ☐ Nelson, Kimberly L. and Stenberg, Carl W. (2021). *Managing Local Government: An Essential Guide for Municipal and County Managers*. SAGE Ch. 4.

### Optional readings

- \* Bryson, John M., Crosby, Barbara C., and Stone, Melissa Middleton (2015). "Designing and Implementing Cross-Sector Collaborations: Needed and Challenging". *Public Administration Review* 75(5): 647–663. DOI: <https://doi.org/10.1111/puar.12432>.
- \* Lee, In-Won, Feiock, Richard C., and Lee, Youngmi (2012). "Competitors and Cooperators: A Micro-Level Analysis of Regional Economic Development Collaboration Networks". *Public Administration Review* 72(2): 253–262. DOI: <https://doi.org/10.1111/j.1540-6210.2011.02501.x>

 Group 2: Submit two questions regarding the Hilvery and Swindell (2013) readings by midnight on Tuesday

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## Week 8: Council-Manager Roles and Relationships: The Public Policy Process at the Local Level (Feb. 26 - Mar. 1)

### Required readings

- ☐ Nelson, Kimberly L. and Stenberg, Carl W. (2021). *Managing Local Government: An Essential Guide for Municipal and County Managers*. SAGE Ch. 7.


## (!) Quiz

### Optional readings

- \* Shipan, Charles R. and Volden, Craig (2012). "Policy Diffusion: Seven Lessons for Scholars and Practitioners". *Public Administration Review* 72(6): 788–796. URL: <http://www.jstor.org/stable/41688003>.
- \* Svara, James H. (1999). "Conflict and Cooperation in Elected-Administrative Relations in Large Council-Manager Cities". *State and Local Government Review* 31(3): 173–189. DOI: [10.1177/0160323X9903100303](https://doi.org/10.1177/0160323X9903100303).

## Additional Resources

- ☐ [Paul Cairney: Policy Stages Heuristic](#)

 Group 3: Submit two questions regarding the Cairney podcast and reading by midnight on Tuesday

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### **Week 9: Spring Break (Mar. 4-8)**

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### **Week 10: Effective Management (Mar. 11-15)**

#### Required readings


- ☐ Nelson, Kimberly L. and Stenberg, Carl W. (2021). *Managing Local Government: An Essential Guide for Municipal and County Managers*. SAGE Ch. 10.

#### Optional readings

- \* Carr, Jered B. (2015). "What Have We Learned about the Performance of Council-Manager Government? A Review and Synthesis of the Research". *Public Administration Review* 75(5): 673–689. DOI: <https://doi.org/10.1111/puar.12415>.
- \* Fernandez, Sergio and Rainey, Hal G. (2006). "Managing Successful Organizational Change in the Public Sector". *Public Administration Review* 66(2): 168–176. DOI: <https://doi.org/10.1111/j.1540-6210.2006.00570.x>.

#### Additional Resources

- ☐ [ICMA: Practices for Effective Local Government Management and Leadership](#)

 Group 4: Submit two questions regarding the Fernandez and Rainey (2006) reading by midnight on Tuesday

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### **Week 11: Student Presentations (Mar. 18-22)**

**(!) Short Paper: Optional Draft of Course Paper** - Due Friday, March 22nd by 6 PM. Submit via email.

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### **Week 12: The State Giveth, and the State Taketh Away (Mar. 25-29)**

#### Required readings

- ☐ Zeemering, Eric S. and Hanson, Russell L. (2021). *Cooperation and Conflict Between State and Local Government*. Rowman Littlefield Publishers. ISBN: 9781538139318 Ch.5.

**(!) Short Paper: Due Friday, March 29th by 6 PM. Submit via eLC.**

#### Optional readings



- \* Weissert, Carol S et al. (July 2021). "Governors in Control: Executive Orders, State-Local Preemption, and the COVID-19 Pandemic". *Publius: The Journal of Federalism* 51(3): 396–428. DOI: [10.1093/publius/pjab013](https://doi.org/10.1093/publius/pjab013).

### Additional Resources

- ☐ [Slate: Texas Takes Attacks on Austin to New Level With "Death Star" Law](#)
- ☐ [Governing - Less Politics Is Local: States Get Increasingly Aggressive About Pre-Emption](#)

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## Week 13: Other Current and Emerging Challenges (Apr. 1-5)

### Required readings


- ☐ Nelson, Kimberly L. and Stenberg, Carl W. (2021). *Managing Local Government: An Essential Guide for Municipal and County Managers*. SAGE Ch. 11.

### Optional readings

- \* Nalbandian, John et al. (2013). "Contemporary Challenges in Local Government: Evolving Roles and Responsibilities, Structures, and Processes". *Public Administration Review* 73(4): 567–574. URL: <http://www.jstor.org/stable/42003078> (visited on 12/21/2023).
- \* Deslatte, Aaron (2020). "The Erosion of Trust During a Global Pandemic and How Public Administrators Should Counter It". *The American Review of Public Administration* 50(6-7): 489–496. DOI: [10.1177/0275074020941676](https://doi.org/10.1177/0275074020941676).

### Additional Resources

- ☐ [National League of Cities: How Local Governments Can Solve Today's Toughest Challenges](#)

 Group 1: Submit two questions about the Nalbandian et al. (2021) reading by midnight on Tuesday

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## Week 14: Ethical Administration (Apr. 8-10)

*We will not have class on April 12th. I will be traveling to an academic conference.*

### Required readings

- ☐ Nelson, Kimberly L. and Stenberg, Carl W. (2021). *Managing Local Government: An Essential Guide for Municipal and County Managers*. SAGE p.247-254.

### Quiz

#### Optional readings

- \* O'Leary, Rosemary (2017). "The 2016 John Gaus Lecture: The New Guerrilla Government: Are Big Data, Hyper Social Media and Contracting Out Changing the Ethics of Dissent?" *PS: Political Science & Politics* 50(1): 12–22. DOI: [10.1017/S1049096516002018](https://doi.org/10.1017/S1049096516002018)

### Additional Resources

- ☐ [ICMA: Promoting Ethical Local Government](#)

 Group 2: Submit two questions on the O'Leary (2017) reading by midnight on Tuesday

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### **Week 15: Contemporary Reform Efforts (Apr. 17-19)**


*We will not have class on April 15th. I will be at an academic conference.*

#### Required readings

- ☐ Pollitt, Christopher and Bouckaert, Geert (2011). *Public Management Reform: A Comparative Analysis - New Public Management, Governance, and the Neo-Weberian State*. Oxford University Press. ISBN: 9780191618710. URL: <http://bit.ly/41uRfT5> Ch. 1.

### Additional Resources

- ☐ [NYT: A Georgia Town Takes the People's Business Private](#)
- ☐ [AJC: Sandy Springs abandons contract model, hires more than 100 workers](#)
- ☐ [AJC: Sandy Springs, first in cityhood, changes how it does business](#)

 Group 3 & 4: Submit two questions regarding the Sandy Springs readings by midnight on Tuesday

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### **Week 16: Smart Cities — Economic Development — Social Equity (Apr. 15-19)**

#### Required readings

- ☐ Meijer, Albert (2018). "Datapolis: A Public Governance Perspective on "Smart Cities"". *Public Perspectives on Management and Governance* 1(3): 447–470. DOI: <https://doi.org/10.1093/ppmgov/gvx017>.
- ☐ Gooden, Susan T. (2017). "Social Equity and Evidence: Insights from Local Government". *Public Administration Review* 77(6): 822–828. DOI: <https://doi.org/10.1111/puar.12851>
- ☐ Morgan, Jonathan Q., Hoyman, Michele M., and McCall, Jamie R. (2019). "Everything but the Kitchen Sink? Factors Associated With Local Economic Development Strategy Use". *Economic Development Quarterly* 33(4): 267–278. DOI: [10.1177/0891242419857152](https://doi.org/10.1177/0891242419857152)

### **(!) Quiz**


**(!) All three activities must be submitted by April 19th at 6 PM**

### Optional readings

- \* Moynihan, Donald, Herd, Pamela, and Harvey, Hope (Feb. 2014). "Administrative Burden: Learning, Psychological, and Compliance Costs in Citizen-State Interactions". *Journal of Public Administration Research and Theory* 25(1): 43–69. DOI: [10.1093/jopart/muu009](https://doi.org/10.1093/jopart/muu009)
- \* Ostrom, Vincent, Tiebout, Charles M., and Warren, Robert (1961). "The Organization of Government in Metropolitan Areas: A Theoretical Inquiry". *The American Political Science Review* 55(4): 831–842. URL: <http://www.jstor.org/stable/1952530>.
- \* Howell-Moroney, Michael (2008). "The Tiebout Hypothesis 50 Years Later: Lessons and Lingering Challenges for Metropolitan Governance in the 21st Century". *Public Administration Review* 68(1): 97–109. URL: <https://www.jstor.org/stable/25145580>
- \* Steinacker, Annette and Park, Hyung Jun (2009). "Institutional Collective Action and Economic Development Joint Ventures". *Public Administration Review* 69(2): 256–270. URL: <https://doi.org/10.1111/j.1540-6210.2008.01972.x>
- \* Stokan, Eric, Deslatte, Aaron, and Hatch, Megan E. (2021). "Exploring the Trade-Offs Local Governments Make in the Pursuit of Economic Growth and Equity". *Urban Affairs Review* 57(4): 1084–1114. DOI: [10.1177/1078087420926648](https://doi.org/10.1177/1078087420926648)

### Additional Resources

- ☐ [ICMA: Equity Inclusion Toolkit](#)

 **All Students:** Find one local government job posting and email it to me with a brief (i.e., one paragraph) description of why you find it interesting.

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## Week 17: Careers in Local Government (Apr. 22-26)

### Required readings

- ☐ Rainey, Hal and Bozeman, Barry (2000). "Comparing Public and Private Organizations: Empirical Research and the Power of the A Priori". *Journal of Public Administration Research and Theory* 10(2): 447–470. DOI: <https://doi.org/10.1093/oxfordjournals.jpart.a024276>
- ☐ Nelson, Kimberly L. and Stenberg, Carl W. (2021). *Managing Local Government: An Essential Guide for Municipal and County Managers*. SAGE ch. 5.


### Additional Resources

- ☐ [ICMA: Careers in Local Government](#)

 **Study Guide:** I will do my best to post the study guide by Monday, but it will be posted no later than Wednesday, April 24th.

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## Week 18: Course Review (Apr. 29 and May 1st)

 The final Class meeting is on April 29th and **our course final is on May 1st at 8 AM.**

## Assessment criteria

### Final examination

The final exam is cumulative and will consist of 20 multiple-choice questions with varying levels of difficulty as well as three essay questions. As of now, the final exam is scheduled for Wednesday, May 1st from 8:00 - 11:00 am in Baldwin Hall 202. I will publish a study guide for this exam at least one week prior to the final exam.

### Reading and Quizzes

The required readings typically include one chapter of the textbook per week. When any additional readings are assigned, they will be made available electronically on eLC or via the UGA library system (<https://www.libs.uga.edu/>). It is important that you stay current with these readings so that you can follow along with lectures and participate in discussions in your sections. I would strongly recommend you finish the readings before you complete any assignments. Over the course of the semester, there will be 4 short pop quizzes (3-5 short answer questions) based on prior lectures and assigned readings, so make sure you are familiar with each chapter's key terms. The weeks in which quizzes will take place are listed on the syllabus, the days on which the quizzes will happen are not. This is intentional. Finally, during the first week of class, you will be assigned a group number. Each week, one group will be assigned an additional reading.

**Every member of the specified group** is responsible for emailing me two questions related to the assigned supplemental reading by Tuesday at midnight of that week.

### Course Paper

You will complete one paper in this course. This paper will be related to the course presentation that you will give during the week beginning on March 18th. Please make sure to stick with the paper prompt and to rely on factual information and authoritative sources when crafting your argument. Papers can range from 5 to 10 pages (double-spaced) and are due on Friday, March 29th by 6 pm. You can submit a draft of your paper for your instructor to review. This draft is optional. If you choose to submit a draft, this draft must be submitted by March 15th in order to get feedback by March 22nd. Drafts must be submitted via email, while your finalized paper must be submitted via eLC under "Tools>Assignments". The prompt for this paper is listed on p. 15 of the syllabus while the expected structure of the paper is listed on p. 16 of the syllabus. Unauthorized use of artificial intelligence software to write your paper or plagiarized work is considered unauthorized assistance in this course. I conduct regular checks of papers to identify whether an assignment was created using generative AI or plagiarized. If I believe a violation of A Culture of Honesty may have occurred, we have a responsibility to report to the Office of Academic Honesty.

## Activities

*You must complete three of the five activities listed below before April 19th.*

**1. Public Meeting Reflection Essay:** Attend an in-person governing board meeting for a municipal or county government. Compare and contrast the roles and interactions of a) professional public managers, b) elected officials, and c) members of the general public during the meeting. Reflect upon these dynamics in the context of our readings on governing boards. Please include one photograph, you do not need to be in the photo, as evidence of your attendance. If you have health concerns or cannot physically attend a meeting, then you can attend virtually or review two previously recorded governing board meetings. Hyperlinks to the meetings you review must be provided in addition to your essay. Your essay should be 2-3 pages double-spaced.

**Athens-Clarke County has a council meeting on Tuesday, March 5th. If there is interest, we can organize a course trip to this council meeting.**

**2. GovLove Podcast or 3. Reimagining Rural Reflection:** Identify an episode of the GovLove Podcast from ELGL or Reimagining Rural from Brookings that expands your understanding of one of the topics addressed in our syllabus this semester. After listening to a podcast episode, submit a one-page memo to the instructor explaining how the podcast interview expands our understanding of the topic beyond our class reading and discussion. You may only complete one podcast activity.

**4. City Hall Documentary Reflection:** The documentary film City Hall by filmmaker Fredrick Wiseman is available on the streaming service [Kanopy](#) which you have access to through your UGA library credentials. This film lacks a traditional narrative structure and instead chooses to simply observe the mayor and local government employees of Boston during 2019. After watching this film, submit a 2-3 page double-spaced reflection essay explaining what you learned from the film about local government.

Please be aware that this documentary partially follows former Boston Mayor Marty Walsh, who later became the first Secretary of Labor under President Biden. Throughout the film, then-Mayor Walsh expresses criticism towards President Trump. It is important to clarify that while these actions are highlighted for illustrative purposes, they are not a reflection of a personal endorsement, but rather serve as an informative illustration of how national politics can influence local politics.

**5. Local Budget Analysis:** Review the [2024 Budget in Brief](#) as prepared by Athens-Clarke County. Identify the top 5 sources of local government revenue for the general fund. Describe

the general fund and contrast it with at least one other fund type. Identify the department that spends the largest percentage of the general fund. Finally, use the link to the comprehensive budget to identify what expenditures make up "Other General Administration". Conclude with a discussion of your impression of the budgeting documents you reviewed.

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### **Presentation of course projects**

The presentations give you the chance to present your projects, share your findings, and receive constructive feedback from your peers.

These local government presentations should not be longer than 15 minutes (**maximum**) with slides (PowerPoint or L<sup>A</sup>T<sub>E</sub>X (PDF)).

**Deadline:** Mar. 18-22 (in class)

**Formal requirements:** 15 minutes presentation with slides

**Submission:** Presentation (in-class)

#### **Should be included:**

- Which local government did you choose? (i.e., name, location, type, form, etc.)
- What is the demographic profile of the community served by your local government?
- What are three interesting facts about the area your local government serves?
- Which local government meeting (e.g., council) will you be describing?
- What is the composition of the local government board? (e.g., size, partisan or nonpartisan, where administrators present, etc.)
- Describe your experience locating the meeting agenda and meeting notes/recording.
- How long was the meeting?
- What were three agenda items of interest to you? Describe their importance.
- Include a quote, extract from the meeting minutes, or a short (i.e., less than two m
- Were you able to find any local news or social media coverage of the meeting? If so, how would you assess the coverage relative to what you read or observed?
- Brief concluding discussion. Ideas: What did you learn? Based on your research, where do stand on the issues discussed? What might those who did not attend have missed?
- Reference slide: Where can we access the information used for your presentation? (Citations with URLs)

## Term paper

The deadline for the term paper is **Mar. 29 by 6 PM**

You will submit the final draft of this paper through eLC. For the purpose of consistency, please use a *coherent citation style* (see for example the [APA citation guidelines](#)).

## General requirements

### 1. Formal requirements

- Cover page: title of the term paper, course title, name of the instructor, date, name
- Length: 5-10 pages include only the content (*no* cover page, table of content, references, or appendices). Submissions under 5 pages will automatically lose 25% of the possible points for this assignment
- Layout: double line spacing, font size 12, Times New Roman, Page numbers (except for cover page)
- Writing Style and grammar should be at an appropriate level for a senior-level university student.
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- Formatted as a PDF or .docx
- Minimum of seven external sources with in-text and end-text citations.

### 2. Course standards

- Appropriate use and formal correctness of references, e.g. for example according to APA citation style
- Independent Writing
- List of references: coherent citation style, e.g. for example according to APA citation style

### 3. Prompt

- \* For your course presentation, you are asked to identify a municipality or county, find both a meeting agenda as well as meeting minutes or a video for that meeting of their governing board, and describe the topics discussed. Based on your experience with this exercise, how would you describe the accessibility and transparency of the local government you chose? How would assess public engagement in the meeting you evaluated as well as the news or social media coverage of the meeting?

## **Content**

### 1. Introduction

- Relevance (Narrative hook)
- Thesis - Take a clear position on the questions posed in the prompt
- Overview of the paper's structure

### 2. Introduce your Local Government/meeting

- Briefly: Which local government did you choose and what do we need to know about them?
- Which meeting did you choose and what can you tell us about that meeting based on the documents or videos you were able to find?

### 3. Respond to the Prompt

#### 3.1 Accessibility and Transparency

- What do these terms mean? Why are they important to local governments? Use external sources here.
- How would assess the performance of the local government you chose on these two criteria? Where possible, compare and contrast.

#### 3.2 Engagement, News and Social Media Coverage

- Why might public engagement or news/social media coverage be important to local governments? Use external sources here.
- Were you able to find any news articles or social media posts about the meeting you chose? What did public engagement, if it occurred, look like at the meeting?
- If not, what does this indicate? If so, how would you assess the coverage (i.e., adequate depth and breadth, partisan skew, etc.)?
- Based on your findings, do you think this is an isolated or more widespread trend in news or social media coverage? Use external sources to support your argument.

### 4. Conclusion

- Restate your thesis
- Summarize key findings and implications