



**LGHN Board of Directors'
Biennial Goal Setting Workshop**

May 3, 2024

2:00 pm to 5:00 pm PT/5:00 pm to 8:00 pm ET

Via Zoom

Agenda

- 1. Review Agenda and Opening Comments – *Robert Harrison, Former Acting LGHN President***
 - a. Why are we here?
 - b. Board workshop ground rules
 - i. Use raised hand icon to join the conversation
 - ii. Mute yourself
 - iii. Store electronics during the meeting
- 2. (2:15 pm/5:15 pm) Learning About One Another and Connect to the Board Workshop – *Marcus Steele, Acting LGHN President***
 - a.
- 3. (2:45 pm/5:45 pm) Discussion of Board of Director Multiyear Goals - *All***
 - a. Review Board of Directors' Workshop Report of September 2021 – *Christine Butterfield*
 - b. Review Annual Membership Meeting Slide Deck of December 1, 2023 – *Christine Butterfield*
 - c. Reflect on the Past Two Years - *All*
 - i. (3:00 pm/6:00 pm) Discuss **Successes**
 - 1) Membership quadrupled since 2021
 - 2) Revenues grew by 30%
 - 3) Launched new partnerships with NACA, GFOA, MMANC and many state ICMA associations
 - 4) Launch of the Annual Conference 2024
 - 5) New and evolving Caribbean and Latin America partnerships

- ii. (3:30 pm/6:30 pm) Discuss **Challenges**
 - 1) Members expect more programming
 - 2) Sustaining corporate sponsorship remains in its infancy
 - 3) Strategic identification of LGHN members to serve in ICMA leadership positions
- d. (4:00 pm/7:00 pm) Establish **Goals for the Next Three to Five Years - All**

4. Discuss Next Steps – Marcus Steele

- a. Prepare a meeting summary and implementation action plan for board review and approval
- b. Next meeting topic, *how will we implement the plan and engage members? And, draft for review committee chair position descriptions.*
- c. One word takeaway from today's workshop

5. Consent Items - All

- a. Approve the Financial Reports Dated April 29, 2024
- b. Receive Resignation from Robert Harrison, President-Elect Dated April 26, 2024
- c. Receive Thank you from the City Manager in Golden Beach, FL
- d. Receive Convening 2023 Report Dated January 2024
- e. Reminder: Board members joining the GFOA Annual Meeting LGHN sessions June 9-12, 2024 Orlando, FL



LGHN Annual Membership Meeting Welcome

**Zoom Webinar
December 1, 2023
9:00 am PT/Noon ET**

NFBPA

 **mmanc**
Municipal Management Association of Northern California



I-N A P A
INTERNATIONAL NETWORK OF
ASIAN PUBLIC ADMINISTRATORS



ICMA

NACA

Our Affiliates



LGHN 2023 Sustaining Corporate Partners



Program Services Review



- Sponsored and presented at **NFBPA** in Minneapolis in April 2023
- Networked and presented at **GFOA** in Portland in May 2023
- Hosted sold out LGHN annual dinner, Affiliates' reception with record attendance and presented at an array of sessions at **ICMA** in Austin, TX September 2023
- Finalizing the **LGHN Biennial Conference program January 17-19, 2024** and delivering 36 hours of professional development opportunities for our members, partners and affiliates
- Developed and delivered about **30 hours** of virtual professional development content for members with our chapters, partners and affiliates (NACA, NFBPA and I-NAPA)
- Reignited the LGHN E-newsletter this spring and distributed **12 issues** so far in 2023
- Launched our **second cycle of the reimagined Madrinas y Padrinos program** facilitating 13 pairs of mentors and mentees that include LGHN and GFOA members

Member Services Review



- Welcomed **Jenny Sudo** to the staff team to focus on member care and available to help you register your members in the new membership management system to take full advantage of the benefits
- Updated and circulated the LGHN **chapter development manual**
- LGHN **membership doubled** in 2023 to about 1,600
- Welcomed the **Illinois** chapter in November 2022 at our meeting hosted by GFOA
- Welcomed new members in our **Florida** chapter - tripled in membership in 2023 now totaling 200
- Kicked off emerging chapters in **Washington** and **California**
- Welcome to reimagined chapters of **Central Texas** and **Michigan**
- **Juntos Colorado** doubled membership in 2023 and will host its first state conference in April 2024

Strategic Services Review



- LGHN led the **ICMA Equity Affiliates** working relationship review, goal setting conversation and written report including one on one interviews, preparation of an agenda and slide deck as well as facilitating the meeting
- **LGHN and ICMA cobranded local government leadership programming** offered in Spanish and English beginning in 2024
- New partnerships with **GFOA** and **MMANC**
- Kicked off **collaborative webinar series** and **ICMA conference sessions** with **NACA, NFBPA** and **I-NAPA**
- Fostered new private partnerships with **Republic Services, Polco, Cigna** and **Gallagher**
- **Legacy partners** continue to support LGHN members, and we thank
 - **MissionSquare**
 - **GovHR USA**
 - **Baker Tilly**

Welcome Members and Chapter Highlights



**CHAPTER
NEWS**





Local Government Hispanic Network (LGHN)
Board of Directors' Retreat
Held September 11, 2021

September 2021

**Management
Partners**



Table of Contents

LGHN Board of Directors Retreat Report 1

 Board Retreat Overview 1

 Opening Comments 3

 Review of Recent Accomplishments 3

 Discussion of LGHN Future Opportunities 3

 Discuss Membership Management Services and Website Enhancements 6

 Preview the Long-Range Financial Plan and Review Budget Issues and Assumption for
 2021 and 2022 7

 Wrap Up 7

LGHN Board of Directors Retreat Report

Board Retreat Overview

Members of the LGHN Board met on Saturday, September 11, 2021, from 8:00 am to 2:00 pm to conduct a review of the previous year's accomplishments and discuss upcoming workplan for the year and long-term goals. The Board met at the Adams County Government Center in Brighton, CO. The agenda and key discussion points are summarized the in this report.



Agenda

- A.** Overview of the day
- B.** Review recent accomplishments
 - 1. Accomplishments
 - 2. Improvements
 - 3. Board interests and ideas for 2022 and 2023
- C.** Discussion of future opportunities
 - 1. Staffing/Management Partners contract
 - 2. Website and membership management service agreement (discuss in greater detail later in the conversation)
 - 3. Membership/chapter growth strategy
 - 4. Committee work plans and member engagement
 - 5. Multi-year corporate sponsorships
 - 6. Scholarship development
 - 7. Relationship with state associations

8. Other
- D. Discuss initial review of membership management services and website enhancements
 1. Review summary of options reviewed by staff
 2. Website updates/enhancements/upgrades
- E. Preview the long-range financial plan and review budget issues and assumptions for 2021 and 2022
 1. Assumptions regarding the 2021 and 2022 budget cycles
 2. Plan distributed to the Board in October 2021
- F. Wrap-up

LGHN Board of Directors in attendance

- Raymond Gonzales, President /Executive Committee
- Rolando Fernandez, Immediate Past President/ Executive Committee
- Samantha Tavares, President-Elect/Executive Committee
- Ramiro Inganzo, Vice President for Professional Development/Executive Committee
- Bob Harrison, Vice President for Membership/Executive Committee
- Gricelda Estrada, Vice President for Career Advancement/Executive Committee *(via Zoom)*
- Carlos Baia, Past ICMA Board Member
- Noel Bernal, Director at Large
- Mariana Priscilla Bojorquez, Director at Large *(via Zoom)*
- Raoul Lavin, Director at Large
- Ramón Pérez-Goizueta, MBA, Director at Large *(via Zoom)*
- Matt Rivera, Director at Large
- Ramiro Salazar, Director at Large
- Marcus Steele, Director at Large

LGHN Board of Directors not in attendance

- Maria De Leon, Director at Large

LGHN Staff

- Karen Davis, Executive Director
- Christine Butterfield, LGHN staff

Workshop Preparation

In preparation for the retreat, staff prepared an agenda and PowerPoint presentation to guide the discussion. Both documents are available at the LGHN website.

Opening Comments

The Board President opened the meeting and welcomed the attendees. He invited the Board to share reflections of the 2021 LGHN Biennial Conference to kick-off the retreat. Ray then turned the meeting over to Karen Davis to provide an overview of the retreat agenda and recent LGHN accomplishments.

Review of Recent Accomplishments

Karen Davis, the Executive Director, verbally summarized the documentation of accomplishment and results over calendar year 2020 and 2021. The accomplishments include:

- Membership grew from 400 to 836 (and expected to grow to 1,000 in 2022)
- Career Advancement Committee
 - Designed structured mentorship program
 - Kick-off planned October 2021 and program will run through June 2022
- Creation of *new* International Committee
- Professional Development Committee
 - 2020 offered 14 original content webinars and 10 collaborative sessions with Strategic Government Resources
 - 2021 offered 10 original content webinars and collaborated with NFBPA, I-NAPA, GFOA and ICMA to provide six additional webinars
- LGHN Biennial 2021 Conference Committee
 - Developed hybrid program with 15 sessions, five keynote presentations and an array of networking events
 - 100 attendees (of these 27 virtual)
- Kick-off LGHN Biennial Conference planning for 2023

The Board discussed and acknowledged the accomplishments presented by staff over the past two years.

Discussion of LGHN Future Opportunities

Each Board member then shared their thoughts about upcoming opportunities to include on the LGHN work plans. The opportunities are listed below.

1. LGHN value proposition
 - a. Think through member capacity as we plan for the future
 - b. Clarify the purpose of LGHN
 - i. Vision
 - ii. Mission
 - iii. Value Statement
 - c. Find a way to connect with previous members

- d. Consider outreach to large companies through diversity equity and inclusion programming
 - e. Outreach to Hispanic elected official
 2. Consider creating a strategic plan and explore other partners to include and build new relationships
 - a. Better define relationships with and opportunities for participating in programs offered by LGHN affiliates (NFBPAA, I-NAPA, NACA, GFOA)
 - b. Engage affiliates (i.e., NFBPA, INAPA, NACA & GFOA) in a discussion of methods and contacts to grow staff associations
 - c. Develop program to stay connected with retired LGHN members
 3. Review and update committee responsibilities and goals for 2022; set schedule for meetings.
 4. Develop an agenda and schedule an ICMA leadership meeting with LGHN after the ICMA conference
 - a. Develop an agenda along with a strategy to engage ICMA in a focused discussion of diversity equity and inclusion conversation and outcomes
 - b. Kick off joint membership drive
 - c. Discuss funding assistance from ICMA
 - d. What does it mean to be an 'affiliate' of ICMA?
 - i. Review agreement terms
 - ii. Establish expectations of ICMA
 - e. Participate in ICMA program
 5. Track membership growth and report results to the Board of Directors and members regularly
 6. Establish Chapter Advisory Council Committee
 - a. Develop strategic plan to engage chapters on an ongoing basis
 - b. Recognition for chapters that have been active
 7. Prepare thank you letters to committee members for their services over 2020/2021
 8. Improve social media platform
 - a. Communications strategy including marketing and branding (Marcus Steele offered staff from City of Mesa to assist)
 - b. Post webinars and training sessions on website by theme if recorded
 9. Review and update the Board of Directors commitments
 - a. Attendance at webinars
 - b. Promote webinars, trainings, and conferences
 - c. Post the same information on LinkedIn and other communication mediums
 - d. Attend trainings and webinars
 - e. Consider adding professional development opportunities to personal calendars

- f. Offer and agree to serve on webinar and conference panels
 - g. Consider member sponsor approach
- 10. Target membership outreach to Hispanic city managers
- 11. Target membership outreach to states and chapters
 - a. Florida
 - b. Colorado
 - c. Western Michigan
 - d. Texas
 - e. California
 - f. Work with NACA and NACO to grow membership of counties
 - g. Illinois and work through Northern Illinois University
 - h. Kansas and work through Kansas University
- 12. Improve state association membership partnerships (i.e., M.O.U.s)
- 13. LGHN Board engagement of school chapters and other state programs add to board commitments
- 14. Foster youth/student engagement through various resources including,
 - a. ICMA fellows
 - b. ELGL inspire
 - c. Tap non-traditional programs
 - d. Interested universities/colleges
- 15. Plan 10-year conference schedule
 - a. Brownsville, TX (BTX 2022 – virtual half session as part of the annual meeting on off-conference years)
 - b. Orlando/Miami – 2023
 - i. Explore cancellation of Orlando location
 - ii. Board authorized terminating the contract if it's less than \$6,000
 - iii. Check availability of facilities in the Miami Beach area
 - iv. Raoul, Ramiro, Sam, Carlos, Victor agreed to assist with research to find a new Florida location near the Miami Beach area. In addition, the group will work to promote and enroll statewide professionals to attend and participate in the planning of the 2023 conference and sessions. Ramiro requested that LGHN select a regular time for the biennial conference that doesn't conflict with other annual conferences such as ICMA, APA, APWA or GFOA.
 - c. Yakima, WA – 2025
 - d. San Antonio, TX
 - e. Grand Rapids, MI
 - f. Portland, OR
- 16. Offer forums, other conferences and ensure LGHN representation at each (include in the Board of Directors' Commitments)

Discuss Membership Management Services and Website Enhancements

Karen asked Christine to walk through the data collected pertaining the assessment of membership management software and services. The figure below displays the array of applications available to LGHN.



Christine walked through the overview of the system functionality requirements and the results of the preliminary service provider assessment as well as reference checks. The membership management service providers reviewed are listed in the table below.

Software	Fee Model	Monthly Cost	Annual Cost	Initial Setup Fees	Reference Comments
Your Membership	Total contacts	<ul style="list-style-type: none"> \$385 Annual contract 	\$4,620	\$2,890	<ul style="list-style-type: none"> Little assistance with initial setup and data transition. Ongoing support is poor.
i4a	Number of licenses	<ul style="list-style-type: none"> \$99 Month to month 	\$3,876 (based on 12 months of service plus \$1,500 flat fee)	\$2,799	<ul style="list-style-type: none"> Provided a good plan for initial setup and data transition. Good ongoing support. Reference said this is a smaller company. Plan to talk with another reference.
iMIS	Requires three licenses	<ul style="list-style-type: none"> Paid annually. Three-year contract Normal cost is \$235/user/mo. 	\$8,310 (slightly discounted rate) includes required \$810 for a learning subscription annually. Cost increases 2.9% each year.	\$8,500	TBD
<i>Pending reference checks for all to be completed through September 2021.</i>					

She noted that staff will continue to review the service options and present a final recommendation to the Board of Directors in October or November 2021. The Board did not ask any clarifying questions and encouraged staff to continue the assessment process.

Preview the Long-Range Financial Plan and Review Budget Issues and Assumption for 2021 and 2022

Karen and Christine walked through the steps staff has taken to date to prepare the foundational information to develop the long-range financial plan. Karen shared several assumptions regarding the current and next year's budget cycle and requested Board input related to each. The issues and assumptions are listed below.

The 2021 budget amendment will include:

- Amendment to the Management Partners' service agreement as it is estimated to exceed 2-year budget
- Revenue transfer will be necessary from 2021 Biennial Conference to augment operational revenue deficit
- Consider entering into a mid-year website/membership management service contract to improve operational efficiency

The 2022 budget modifications will include:

- Consider transitioning to a two-year budget cycle that aligns with the LGHN Board President term
- Growth in membership is expected in 2022 and beyond
- Consider an update to LGHN membership and job posting rates (no record of fee adjustment in recent history)
- Continue and enhance scholarship fund
- Explore new corporate support (as ICMA-RC likely to decline through 2025)
- Review the 2022 – 2023 LGHN budget at the Board of Directors meeting November 5, 2021

Karen reminded the Board of Directors that a draft of the long-range financial forecast will reflect the assumptions noted above and the plan will be prepared for their review in October. The information will also be included for consideration as part of the November LGHN Board Meeting agenda.

Rolando requested that the Board consider creating a strategic fundraising plan to attract LGHN sponsors to address long term revenue needs. Rolando offered to lead the effort.

Wrap Up

Christine asked each of the Board members to share a one-word reflection from the day. They are listed below.

- Relieved
- Inspired

- Encouraged
- Focused
- Energized
- Engaged
- Refreshed
- Hopeful
- In-person/connected and
- Synergized

The LGHN Board of Directors gathered for a group photo and the retreat concluded at 2:00 pm.

Local Government Hispanic Network

Profit & Loss Budget vs. Actual

January 1 through April 24, 2024

	Jan 1 - Apr 29, 24	Budget
Ordinary Income/Expense		
Income		
43400 · Direct Public Support		
43455 · Corporate Support	55,000.00	65,000.00
43457 · Scholarship	1,023.95	4,000.00
Total 43400 · Direct Public Support	56,023.95	69,000.00
46400 · Other Types of Income		
46410 · Advertising Sales	52,100.00	191,250.00
46430 · Miscellaneous Revenue	700.00	1,959.00
Total 46400 · Other Types of Income	52,800.00	193,209.00
47200 · Program Income		
47209 · Annual Meeting Sponsorship	0.00	2,000.00
47230 · Membership Dues		
47231 · Local Chapters	10,000.00	11,000.00
47233 · Individual	7,095.00	5,000.00
47234 · Local Government	12,000.00	7,500.00
47237 · Regional Chapter Florida	7,000.00	8,000.00
47239 · Regional Chapter Illinois	2,825.00	3,700.00
47240 · Regional Chapter Central Texas	1,000.00	2,800.00
47241 · Regional Chapter Colorado	9,000.00	8,500.00
Total 47230 · Membership Dues	48,920.00	46,500.00
47270 · LGHN Dinner Registrations	0.00	8,000.00
Total 47200 · Program Income	48,920.00	56,500.00
49000 · Special Events Income	0.00	5,000.00
Total Income	157,743.95	323,709.00
Gross Profit	157,743.95	323,709.00
Expense		
60900 · Business Expenses		
60920 · Business Registration Fees	0.00	120.00
60960 · Merchant Services Fees	2,892.91	10,000.00
Total 60900 · Business Expenses	2,892.91	10,120.00
62100 · Contract Services		
62110 · Accounting Fees	0.00	1,200.00
62150 · Outside Contract Services	75,799.65	225,000.00
Total 62100 · Contract Services	75,799.65	226,200.00
65000 · Operations		
65009 · Computer Software	155.16	1,600.00
65020 · Postage, Mailing Service	106.52	2,000.00
65030 · Printing and Copying	0.00	500.00
65040 · Supplies	93.45	50.00
65050 · Telephone, Telecommunications	191.17	2,000.00
65060 · Website	5,007.14	12,000.00
Total 65000 · Operations	5,553.44	18,150.00
65100 · Other Types of Expenses		
Board of Directors Retreat		
Retreat	0.00	1,500.00
Total Board of Directors Retreat	0.00	1,500.00
65110 · Advertising/Marketing Expenses	912.94	4,000.00
65120 · Insurance - Liability, D and O	909.00	1,000.00
65140 · Contributions	0.00	1,500.00
65160 · Other Costs	559.23	500.00
65170 · Scholarships Awarded	0.00	2,000.00

Local Government Hispanic Network

Profit & Loss Budget vs. Actual

January 1 through April 29, 2024

	Jan 1 - Apr 29, 24	Budget
65180 · Special Events	0.00	7,000.00
65185 · Program Activities		
Catering	0.00	12,000.00
Entertainment	0.00	1,500.00
Other Costs	0.00	16,888.00
Postage/Shipping	0.00	500.00
Printing/Copy/Mktg	0.00	500.00
Stipends and Speaker Fees	0.00	1,600.00
Total 65185 · Program Activities	0.00	32,988.00
65190 · Special Projects, Chap Support	0.00	5,000.00
Total 65100 · Other Types of Expenses	2,381.17	55,488.00
68300 · Travel and Meetings		
68310 · Conf, Conv, Meeting-Nat'l	0.00	5,000.00
68320 · Meeting Travel-Reg'l	0.00	1,000.00
68330 · ICMA Conference Committee	921.22	2,400.00
Total 68300 · Travel and Meetings	921.22	8,400.00
Total Expense	87,548.39	318,358.00
Net Ordinary Income	70,195.56	5,351.00
Net Income	70,195.56	5,351.00

Local Government Hispanic Network
Account Listing
April 29, 2024

Account	Type	Balance Total	Description
10000 · US Bank - checking		264,854.94	LGHN Checking
10000 · US Bank - checking:Frances Gonzalez Scholarship		21,333.99	
10000 · US Bank - checking:Joel Valdez		428.03	
10000 · US Bank - checking:LGHN Conference		0.00	
10000 · US Bank - checking:Operating Cash		168,092.92	
10000 · US Bank - checking:Operating Reserves		75,000.00	
25001 · Florida Chapter Payable	Other Current Liability	3,749.10	LGHN owes to the LFLG chapter
25003 · Illinois Chapter Payable	Other Current Liability	1,117.87	LGHN owes to the IL-LGHN chapter
25004 · Colorado Chapter Payable	Other Current Liability	500.00	LGHN owes to the Jutos Colorado chapter
25005 · Central TX Chapter Payable	Other Current Liability	2,838.95	LGHN owes to the CTX Chapter.
Actual Operating		159,887.00	



TOWN OF GOLDEN BEACH

One Golden Beach Drive, Golden Beach, FL 33160

Office (305) 932-0744 • Fax (305) 933-3825

www.goldenbeach.us

Alexander Diaz
Town Manager

April 15, 2024

LGHN Board of Directors
1730 Madison Road
Cincinnati, OH 45206

Dear LGHN Board of Directors,

I want to take a moment to express my heartfelt gratitude for the stunning flower arrangement you sent in honor of my mother's Maritza Diaz passing. Your thoughtfulness and kindness during this difficult time mean the world to me and my family.

Please convey our deepest appreciation to all the members of the Board of Directors. Your generosity and compassion have touched our hearts in ways words cannot adequately express.

With sincere thanks and warm regards,

Alexander Diaz
Town Manager

From: [Robert Harrison](#)
To: [Christine Butterfield](#); [Karen Davis](#); [Samantha Tavares](#); msteele@scottsdaleaz.gov
Subject: Resignation
Date: Thursday, April 25, 2024 3:24:02 PM

Christine, Sam, Karen, and Marcus:

Attached is my letter of resignation from the LGHN Board. Thank you for our recent conversations on this matter. I have enjoyed the service I have provided the organization and am confident with our current board and administrative leadership that the organization is in a great position for continued success. Please share this letter with the Board.

All the best,

Bob

From: [Jillian McGuffey](#)
To: [Ron Holifield](#); [jalbizo@planning.org](#); [sgrayson@apwa.net](#); [dlafrance@awwa.org](#); [pbassi@cpse.org](#); [scottl@3cma.org](#); [davis@boulder.colorado.gov](#); [Paula Macilwaine](#); [cassie@elgl.org](#); [Shayne Kavanagh](#); [ccurtis@IAFC.org](#); [Amber Snowden](#); [Genesis Gavino](#); [Kevin Shrawder](#); [chuck.wemple@h-gac.com](#); [Franzel@nlc.org](#); [Kyle Simpson](#); [Shamichael Hallman](#); [bnamey@naco.org](#); [Wally Bobkiewicz](#); [Julia Novak](#) ([jnovak@raftelis.com](#)); [Joseph Mitchell](#); [Terry Gerton](#); [Amanda Mullan](#); [Michael Biedenstein](#); [Chris Morrill](#); [rbrown@iafc.org](#); [Marc Ott](#); [nohle@iedconline.org](#); [Chris Shalby](#); [Amanda Karras](#); [Butterfield, Christine](#); [Matt Chase](#); [Isteward@envivio.com](#); [Rob Carty](#); [oceo@naccho.org](#); [erich@narc.org](#); [Academy Calendar](#); [Clarence E. Anthony National League of Cities \(NLC\)](#); [Marcia Conner](#) ([mconner1@nfbpa.org](#)); [Kristine Stratton](#); [Mary Davis Fournier](#); [cwelch@ipma-hr.org](#); [Brooks Rainwater](#); [sbaerg@envivio.com](#)
Cc: [Gavino, Genesis](#); [Johnson, Cassie - B1529](#); [Scott Grayson](#); [mccright@nlc.org](#); [Gaherty@nlc.org](#); [Christine Butterfield](#)
Subject: Re: LG2030 Associations Convening
Date: Wednesday, April 24, 2024 1:14:27 PM

Good Afternoon,

Thank you so much to everyone who took the time to join today's meeting. I have summarized the information that was shared during the call below. As always, please reach out to me or Joe Mitchell if you have any questions or would like to be connected with someone. We plan to host our next meeting in late July or early August- I will send out a Doodle Poll at a later date so please be on the lookout for that.

Overview of the [3 LG2030 Initiatives](#) for anyone who was unable to attend the convenings.

Programs

- **GFOA and Envisio:** [Rethinking Budgeting](#) involves how governments should reapproach their budgets to appropriate funds towards addressing specific challenges (such as the Grand Challenges)
 - GFOA also has an online platform for us to use to share resources and connect with one another as well as with delegates
 - Contact: Chris Morrill, cmorrill@gfoa.org
- **NLC:** Second Chance Program is focused on connecting formerly incarcerated individuals with the local government space
 - [Municipal Reentry Leadership Network Meeting](#)
 - Learn more about the Municipal Reentry Leadership Network [here](#).
 - [Brief on the Challenges & Promise of Reentry in Municipalities](#).
 - NAPA will connect NLC with the delegates involved in the Promised Pathways initiative.
 - Contact: Tony McCright, mccright@nlc.org
- **Envisio:** Action Planning, involves bringing together associations, delegates to provide coaching for and tracking of progress on the initiatives
 - Will begin with Promised Pathways, they are already connected with Kirsten who is leading that initiative
 - NAPA is excited to be involved where needed

- Preet would like to be involved once Envisio begins work on GROW (Email: pbassi@cpse.org)
 - Contact: Liz Steward, lsteward@envisio.com
- **AWWA:** [Water 2050](#), includes identifying achievable goals to shape the long-term vision of the future of water and connecting water utilities to the communities they serve
 - Contact: Paula Macilwaine, pmacilwaine@awwa.org

Upcoming Conferences

- NLC's [100 Anniversary Event](#)
 - The focus is on how the local gov workforce will change in the next 100 years
 - This topic ties in nicely with the efforts of the GROW team, who Josh is already connected with
 - Contact: Josh Franzel, franzel@nlc.org
- ICMA's [Annual Conference](#)
 - Pittsburgh, Sept 21-25th
 - There is a presentation slot reserved to discuss the GROW initiative
 - Contact: Amber Snowden, asnowden@icma.org
- PSHRA's [Annual Conference](#)
 - Washington, DC, Sept 4-6th
 - There is a presentation slot reserved to discuss LG2030 if anyone is interested
 - Contact: Cara Woodson Welch, cwelch@ipma-hr.org

Looking ahead, as I mentioned above, we plan to schedule a 1-hour meeting of this group in late July or early August, to keep a quarterly cadence. I will send out a Doodle Poll to schedule this. This meeting will involve associations discussing the progress they have made on these initiatives and related projects, as well as how they may have collaborated with other associations. Joe and I will also present an overview of the Grand Challenges, so we can spend some time connecting your projects back to the GCs.

It is such a pleasure to get to work with you all. We are so grateful that you took the time out of your very busy schedules to meet with us today. If you have anything you want us to add to these notes, or any questions about where your association might fit into this work, please don't hesitate to reach out.

Best regards,
Jillian

From: Jillian McGuffey

Sent: Thursday, March 28, 2024 4:42 PM

To: Ron Holifield <ron@governmentresource.com>; jalbizo@planning.org <jalbizo@planning.org>; sgrayson@apwa.net <sgrayson@apwa.net>; dlafrance@awwa.org <dlafrance@awwa.org>; pbassi@cpse.org <pbassi@cpse.org>; scottl@3cma.org <scottl@3cma.org>; davis@bouldercolorado.gov <davis@bouldercolorado.gov>; Paula Macilwaine <pmaclwaine@awwa.org>; cassie@elgl.org <cassie@elgl.org>; Shayne Kavanagh <skavanagh@gfoa.org>; ccurtis@IAFC.org <ccurtis@IAFC.org>; Amber Snowden <asnowden@icma.org>; Genesis Gavino <genesis.gavino@dallascityhall.com>; Kevin Shrawder <kshrawder@naco.org>; chuck.wemple@h-gac.com <chuck.wemple@h-gac.com>; Franzel@nlc.org <Franzel@nlc.org>; Kyle Simpson <KSimpson@nrpa.org>; Shamichael Hallman <shallman@urbanlibraries.org>; bnamey@naco.org <bnamey@naco.org>; Wally Bobkiewicz <wallyb@issaquahwa.gov>; Julia Novak (jnovak@raftelis.com) <jnovak@raftelis.com>; Joseph Mitchell <jmitchell@napawash.org>; Terry Gerton <tgerton@napawash.org>; Amanda Mullan <amullan@napawash.org>; Michael Biedenstein <mbiedenstein@nrpa.org>; Chris Morrill <cmorrill@gfoa.org>; rbrown@iafc.org <rbrown@iafc.org>; Marc Ott <mott@icma.org>; nohle@iedconline.org <nohle@iedconline.org>; Chris Shalby <chriss@iimc.com>; Amanda Karras <akarras@imla.org>; Butterfield, Christine <Christine.Butterfield@bakertilly.com>; Matt Chase <mchase@naco.org>; lsteward@envisio.com <lsteward@envisio.com>; Rob Carty <rcarty@icma.org>; oceo@naccho.org <oceo@naccho.org>; erich@narc.org <erich@narc.org>; Academy Calendar <AcademyCalendar@napawash.org>; Clarence E. Anthony National League of Cities (NLC) <anthony@nlc.org>; Marcia Conner (mconner1@nfbpa.org) <mconner1@nfbpa.org>; Kristine Stratton <KStratton@nrpa.org>; Mary Davis Fournier <mfournier@ala.org>; cwelch@ipma-hr.org <cwelch@ipma-hr.org>; Brooks Rainwater <brainwater@urbanlibraries.org>; sbaerg@envisio.com <sbaerg@envisio.com>

Cc: Gavino, Genesis <genesis.gavino@dallas.gov>; Johnson, Cassie - B1529 <CaJohnson@Scottsdaleaz.gov>; Scott Grayson <sgrayson@apwa.org>; mccright@nlc.org <mccright@nlc.org>; Gaherty@nlc.org <Gaherty@nlc.org>; Christine Butterfield <cbutterfield@LGHN.org>

Subject: LG2030 Associations Convening

When: Wednesday, April 24, 2024 1:00 PM-2:30 PM.

Where: <https://us02web.zoom.us/j/86926476537?pwd=U2g3ajF4SjJWaWdsV3NRM1Bqcjkydz09>; Kenai

Good Afternoon,

Thank you so much for filling out the Doodle Poll. We will meet virtually on April 24th, from 1-2:30 pm ET, using the Zoom link below. This updated invite includes the PowerPoint slides the Associations worked on at the Convening and the summary report written by Julia Novak. Please look both of these resources over before April 26th. In addition, we would appreciate it if you could please be prepared to discuss your association's plans for involvement in the Local Government 2030 initiative, and what you would like to see from a collaboration between the associations. Please do not hesitate to reach out if you have any questions or concerns. We look forward to seeing you all then.

Best regards,
Jillian

Events NAPA (Kenai) is inviting you to a scheduled Zoom meeting.

Join Zoom Meeting

<https://us02web.zoom.us/j/86926476537?pwd=U2g3ajF4SjJWaWdsV3NRM1Bqcjkydz09>

Meeting ID: 869 2647 6537

Passcode: 814027

One tap mobile

+13017158592,,86926476537# US (Washington DC)

+16465588656,,86926476537# US (New York)

Dial by your location

- +1 301 715 8592 US (Washington DC)
- +1 646 558 8656 US (New York)
- +1 646 931 3860 US
- +1 305 224 1968 US
- +1 309 205 3325 US
- +1 312 626 6799 US (Chicago)
- +1 253 215 8782 US (Tacoma)
- +1 346 248 7799 US (Houston)
- +1 360 209 5623 US
- +1 386 347 5053 US
- +1 507 473 4847 US
- +1 564 217 2000 US
- +1 669 444 9171 US
- +1 669 900 9128 US (San Jose)
- +1 689 278 1000 US
- +1 719 359 4580 US
- +1 253 205 0468 US

Meeting ID: 869 2647 6537

Find your local number: <https://us02web.zoom.us/j/kc6BDFVq5E>



Action for the Future

Summary Report

January 26-27, 2024



Table of Contents

EXECUTIVE SUMMARY	1
PROMISED PATHWAYS	1
THE COMMUNICATIONS CONTINUUM	2
GROW A RESILIENT WORKFORCE	2
PROFESSIONAL ASSOCIATIONS AND ACADEMICS CONVERSATIONS...	2
INTRODUCTION.....	3
BACKGROUND	3
SETTING THE STAGE	5
A SHARED UNDERSTANDING.....	6
THE THREE INITIATIVES	8
THE ASSOCIATIONS.....	9
FEEDBACK AND NEXT STEPS	10
INITIATIVE OPEN HOUSES	10
PROCESS THE FEEDBACK / INFORMING A RESEARCH AGENDA (DUAL TRACK).....	10
SHARE THE INTENTION	11
FINALIZE THE INITIATIVES	12
THE GRAND FINALE.....	13
PRESENTING THE FINAL INITIATIVES	13
Promised Pathways	13
The Communications Continuum.....	15
GROW A Resilient Workforce	17
DISCUSSING WHAT'S NEXT FOR LOCAL GOVERNMENT 2030	19
Commitments to Support the Initiatives	19
Limitations for Supporting the Initiatives	20
Things to Ponder	20

The Continuing Legacy of Local Government 2030.....	20
APPENDIX A:	22
Promised Pathways Final Presentation	23
Communications Continuum Final Presentation	30
GROW A Resilient Workforce Final Presentation	36
Associations and Academics Final Presentation	40
APPENDIX B:	46
Delegates, Associations and Convening Sponsors	47
APPENDIX C:	50
EXECUTIVE SUMMARY	1
GROW a Resilient Workforce	1
Promised Pathways	1
The Art of Public Service – the Communication Continuum.....	1
INTRODUCTION	2
BACKGROUND	2
INTRODUCTIONS AND HOPES FOR THE FUTURE.....	3
TRENDS	5
POLITICAL	5
ENVIRONMENTAL	6
SOCIAL.....	6
TECHNOLOGICAL	6
ECONOMIC.....	7
WORKFORCE.....	7
INTER-DISCIPLINARY CONVERSATIONS	8
JURISDICTION A.....	8
Challenge: Workforce Challenges	9
Challenge: Public Engagement and Trust	10
Challenge: Innovation and Modernization of Service Delivery	11
Actions to Move Forward	12

JURISDICTION B.....	15
Challenge: Antiquated & Unfit Systems.....	15
Challenge: An Exclusive Culture of Governance	16
Challenge: Current Workforce Lacks Capacity, Support, and Trust	17
Actions to Move Forward	18
JURISDICTION C.....	20
Challenge: Recruiting and Retaining the Workforce.....	20
Challenge: Evolving Community Engagement.....	21
Challenge: Process Improvement and Innovation	22
Actions to Move Forward	24
DEFINING THE FUTURE	26
IMPLEMENTATION PLANNING: GROW A RESILIENT WORKFORCE	27
IMPLEMENTATION PLANNING: PROMISED PATHWAYS.....	29
Resources	29
Challenges and Barriers	30
Bold Steps	30
IMPLEMENTATION PLANNING: THE ART OF PUBLIC SERVICE – THE COMMUNICATION CONTINUUM.....	31
Resources	31
Challenges and Barriers	32
Bold Steps	32
CLOSING AND COMMITMENTS.....	33
Delegate Commitments	33
Parting Thoughts from Super Delegates.....	35
The Three Bold Steps	36

Table of Figures

Figure 1: One-word expectations5

Figure 2: Elected officials’ shared understanding6

Figure 3: Carbondale Councilperson Clare Killman presents
on the “Grand Challenges”7

Figure 4: Peoria Councilperson Andre Allen presents on the “Grand Challenges”7

Figure 5: Delegates present the three initiatives8

Figure 6: Day two intentions and input.....11

Figure 7: Delegate Yuri Hattersley and Elected Delegate Anna Stout present
Promised Pathways Initiative14

Figure 8: Delegates Lauren Rose and Danielle Burke present the
Communications Continuum initiative16

Figure 9: Delegates Stephanie Santana, Dan Bardzell, Michael Zeller, and Elizabeth
McDonald (left to right) present the Grow a Resilient Workforce initiative18

Figure 10: Convening Co-Chair and Local Government 2030 Architect Wally Bobkiewicz
presents the final takeaway21

Executive Summary

Local Government 2030 – Action for the Future took place January 26-27, 2024, on the Arizona State University Downtown Campus in Phoenix, Arizona. The event reconvened 50 practitioners delegates under the age of 40 from cities, counties, and regional councils around the United States to serve as delegates in defining and shaping the future of local governance. This convening also introduced 10 elected official delegates under the age of 40 to serve as delegates representing local government jurisdictions around the United States. The inclusion of elected officials as delegates in Phoenix provided valuable perspective from those working in the policy making and oversight roles of local government. The super delegates, which included senior leaders over the age of 40 working in the local government around the United States, rounded out the delegation. The super delegates served the delegates in a mentorship role, providing guidance, insight, and perspective throughout the duration of Local Government 2030.

In addition to the delegation, association representatives from the professional associations that support the disciplines within local government, and academics with an interest in local government were also present and participated in various roles. The full roster of delegates, professional associations, and sponsors can be found in Appendix B.

Local Government 2030: Action for the Future followed Local Government 2030: Lessons for the Future, which took place November 4-5, 2022, on the University of Nebraska Omaha Campus in Omaha, Nebraska. The report summarizing Convening One is included as an attachment to this report in Appendix C. In 2022, delegates engaged in a series of interdisciplinary conversations and exercises that ultimately lead to the development of three initiatives addressing the National Academy of Public Administration “Grand Challenges of Public Administration.”¹ Delegates then worked to research and develop the three initiatives between November 2022 and January 2024, before the reconvening in Phoenix where they were presented, workshopped, and finalized. The three initiatives are described in further detail below. Full presentations of the three initiatives are included in Appendix A.

Promised Pathways

The Promised Pathways initiative set out to address the dual challenge of developing a resilient local government workforce and supporting Justice-Impacted Individuals through employment opportunities in the public sector. This action focuses on building trust, removing barriers, and creating employment opportunities across departments at different levels. Delegates envision establishing policy that create the pathways for these individuals to join the local government workforce and become contributing members of the communities where they live. The path forward includes explicitly permitting the employment of previously incarcerated low-level offenders via changes to local ordinances, codifying policies to include the private sector, and workforce development initiatives to help fill positions with high turnover.

¹ National Academy of Public Administration “Grand Challenges of Public Administration”: <https://napawash.org/grand-challenges/the-12-grand-challenges>

The Communications Continuum

The Communications Continuum initiative focused on the challenge of decline in the public's trust in local government, particularly over the last several years. To address this challenge, the initiative calls for rethinking community engagement by developing an approach that incorporates best practices and innovative solutions.

GROW a Resilient Workforce

This initiative was designed to address one of the consistent challenges facing local government: recruiting, developing, and retaining talented, dedicated employees. Delegates recognized the need to reframe local government as an employer of choice and to address these persistent challenges by increasing exposure to public service careers, supporting inclusion and belonging, offering opportunities for mentorship and leadership development, and pursuing wage equity and innovative benefits.

In addition to the three initiatives that were finalized in Phoenix, the professional association and academic representatives worked together to determine how they could collaborate to deliver a research agenda, as well as commitments to support their success. These conversations broke ground on interdisciplinary and inter-association collaboration, including 16 professional associations and two universities, that may be the first of its kind in the council-manager era of local government in the United States. These conversations are described in further detail below.

Professional Associations and Academics Conversations

The association representatives described three areas of support for the three Local Government 2030 initiatives. These included supporting the implementation of the initiatives by promoting them through association platforms, serving as a bridge between practitioners and academics to support a research agenda, and continuing to identify current and emergent issues to be researched to adequately address the “Grand Challenges of Public Administration.” Full commitments and conversation details were documented in a presentation that is attached in Appendix A.

The following report details the proceedings of the Convening and provides more details of the initiatives and next steps for implementation.

Introduction

Background

In 2022, delegates and super delegates answered the National Academy of Public Administration (NAPA) call to all government professionals to address the “Grand Challenges of Public Administration” (“Grand Challenges”) facing our nation. The convening, known as “Local Government 2030 – Lessons for the Future: A Convening of Practitioners,” occurred in Omaha, Nebraska in November on the University of Omaha campus. The convening was modeled after the Minnowbrook Conferences, which started in 1968 and also occurred in 1988 and 2018, as forums for reimagining how academics would prepare students for careers in public administration. The 50 practitioners under the age of 40 (delegates) were charged with breaking down silos and creating the groundwork for change. The delegates were drawn from the following seven local government disciplines:

- General Administration (Managers, Attorneys, and Clerks)
- Finance or Budgeting
- Public Works or Utilities (including Water, Wastewater, and Transportation)
- Administrative Services (including Human Resources, Information Technology, Communications, Equity, and Sustainability)
- Community Services (including Parks, Recreation, Library, and Arts)
- Public Safety and Human Services (including Police, Fire, Public Health, and Social Services)
- Planning and Economic Development (including Community Development and Housing).

What emerged from the convening were three ideas for initiatives to address the “Grand Challenges.” These included:

- Promised Pathways: Integrating Justice-Impacted Individuals into Public Service
- The Communications Continuum: The Art of Public Service
- GROW a Resilient Workforce: A Path Towards Making Local Government a Choice Employer

Delegates formed teams by initiative and selected Team Leaders to be responsible for the organization and development of each initiative. The premise was that each initiative needed to move from concept to an implementable and actionable initiative by local governments across the country. These teams met virtually throughout the 2023 calendar year to research, discuss, and develop each initiative in preparation for the second convening, which took place in January of 2024 in Phoenix, Arizona on the Arizona State University Downtown Campus. These efforts were supported by super delegates, which included senior leaders over the age of 40 working in the local government around the United States. The super delegates served in a mentorship role, providing guidance, insight, and perspective throughout the duration of Local Government 2030 between 2022 and 2024. Prior to the second convening, groups and individuals of delegates and super delegates also solicited input from practitioners, published articles and spoke at various professional association conferences discussing and promoting Local Government 2030.

In July 2023, 10 elected officials were selected to participate in the second convening. The organizers of Local Government 2030 recognized that the ideas and initiatives of practitioners can only be implemented if there is support from policy makers – local elected officials who serve on governing bodies of local jurisdictions. The elected delegates contributed to the development of the three initiatives in preparation for the second convening. Delegates, super delegates, elected official delegates, and the convening organizing team also met quarterly throughout 2023 to discuss

general updates on progress related to the development of each initiative. In November and December 2023, each team hosted virtual open houses to present progress, answer questions, and receive feedback. Ultimately, each team brought a draft initiative to the second convening with the intention of workshopping and finalizing the initiative during their time together in Phoenix.

To begin the second convening, elected delegates and representatives from various government associations were given the opportunity to present how the “Grand Challenges” impacted their communities and the work of their associations. This was followed by presentations from the initiative teams showcasing the work they had done in 2023. The professional association representatives and academics in the field of public administration were then given the opportunity to provide feedback to each initiative before the teams reconvened to finalize the initiatives. Presentations of the final initiatives were given along with defined next steps and concrete calls to action. Initiative Team Leaders, professional association leaders, and academics continue to work together to bring the initiatives to life to address the “Grand Challenges” toward a better future in 2030.

Setting the Stage

All participants, including delegates, elected delegates, super delegates, professional association representatives, and academics were welcomed to Phoenix and given the opportunity to set expectations for the convening. These expectations were captured in one-word responses represented in the following graphic map.



Figure 1: One-word expectations

A Shared Understanding

After setting the stage with shared expectations, elected delegates were invited to share their experience with and perspective on the “Grand Challenges.” The elected delegates gave presentations highlighting their communities, including respective successes and hardships addressing the challenges. Their presentations addressed a range of diverse topics, including natural resource use (e.g., safe and secure water, protecting the natural environment, and addressing climate change), systemic issues (e.g., structural inequities, limited revenue streams, and State government influence), innovation (e.g., working with AI, finding alternative solutions to existing problems, how to measure and communicate impact, intersectional collaboration, and supporting justice impacted people), workforce and education challenges (e.g., school systems, youth engagement, STEM jobs, and early childhood education), quality of life issues (e.g., development and land use, affordable housing, and walkability), and the erosion of democratic institutions and public trust (e.g., election integrity, the impact of federal politics at the local level, and the decline in public trust and decorum). The reflections of the elected delegates are represented in the following graphic map.



Figure 2: Elected officials' shared understanding



Figure 3: Carbondale Councilperson Clare Killman presents on the “Grand Challenges”



Figure 4: Peoria Councilperson Andre Allen presents on the “Grand Challenges”

The Three Initiatives

The groups representing the three initiatives then presented the solutions they had worked on since the first convening in Omaha. These presentations were an opportunity for all present to listen, engage, and ask questions. The association and academic representatives were given an opportunity to provide feedback to each initiative in a later session. The three initiatives included:

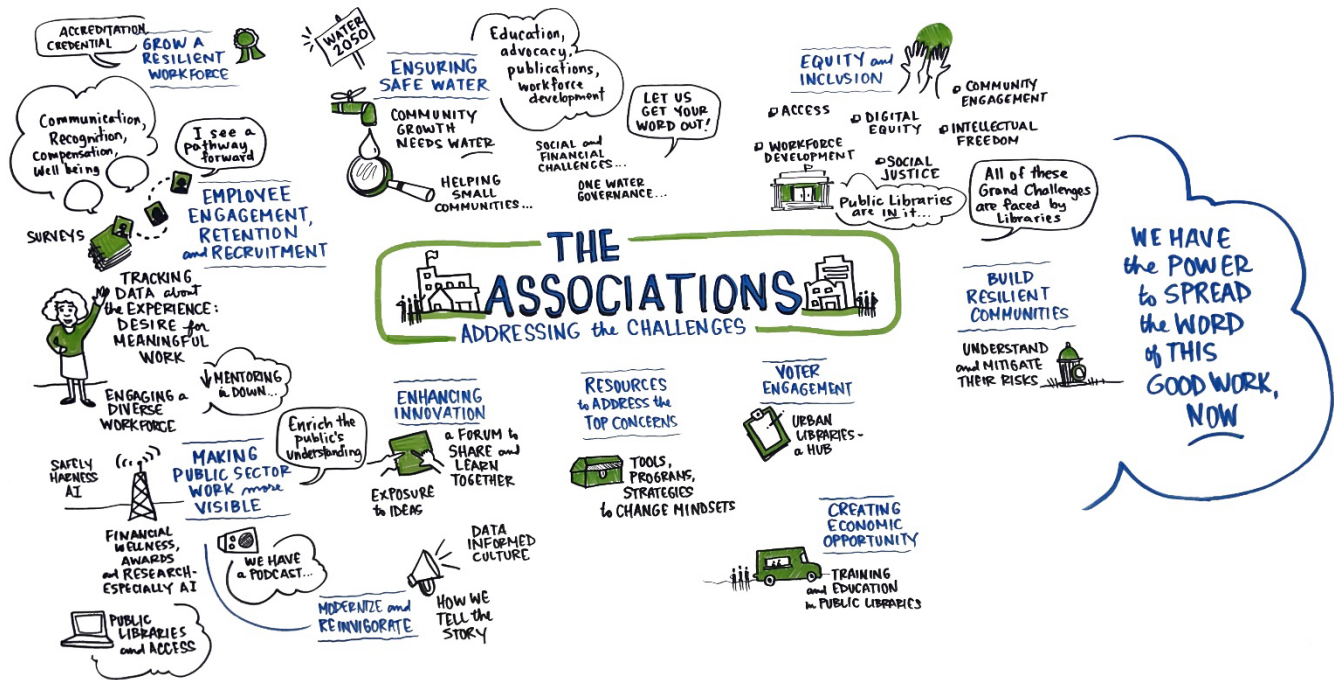
- Promised Pathways: Integrating Justice-Impacted Individuals into Public Service
- The Communications Continuum: The Art of Public Service
- GROW a Resilient Workforce: A Path Towards Making Local Government a Choice Employer



Figure 5: Delegates present the three initiatives

The Associations

Association representatives were then invited to share their remarks on how they support their members as they engage with the “Grand Challenges” and other industry specific issues. These examples ranged from providing various resources (e.g., tools, programs, strategies, data, and research), to providing accreditation and professional development opportunities (e.g., training, education, and conferences), to promotion of membership activities (e.g., articles, podcasts, and public engagement). Examples of support provided by the association representatives are clustered around the relevant challenges in the following graphic map.



Feedback and Next Steps

Initiative Open Houses

Association representatives and academics were then invited to visit with each of the initiative teams for 30 minutes to provide constructive feedback on how to make their final product actionable and implementable. Members of the initiative teams were able to discuss the feedback and provide clarification and consider what, if any, adjustments they would make to their initiative.

Process the Feedback/Informing a Research Agenda (Dual Track)

Following the initiative open houses, the initiative teams and association representatives and academics moved into different activities.

The initiative teams worked together to process the feedback they heard from the association representatives and academics to determine if and how to incorporate new learning into their final product.

The association representatives and academics were asked to identify a potential research agenda coming out of the Local Government 2030 Convening to carry forward to 2030.

Participants adjourned for the day following these activities.

Share the Intention

At the beginning of day two, each of the initiative teams shared how they intended to incorporate the feedback from day one as they worked to finalize their initiatives. Delegates from the Promised Pathways initiative identified four areas of feedback to address, including determining how to communicate the benefits of the initiative, developing a multi-part marketing plan, defining specific deliverables, and developing details around a two- to three-year pilot program. Delegates from the Communications Continuum initiative identified three areas of feedback to address, including further refining the output of the initiative, ensuring that the initiative uses clear and shared definitions, and elevating the importance of culture and shared values. Finally, delegates from the Grow a Resilient Workforce initiative identified four areas of feedback to address, including providing clarity as to which model (i.e., certification or award) the initiative would use, determining how to verify results of the self-assessment tool by engaging employees, defining the “so what,” meaning why this initiative is important, and identifying opportunities for partnership.

The association representatives and academics were also asked to share their initial thoughts on a potential research agenda and solicit input from the delegates. Initial thoughts from association representatives and academics on a potential research agenda included ideas for how to link students and researchers to the right resources, questions about how to build trust, further ideas for how to bridge practitioners with academic researchers, and further opportunities to research the broader scope of the “Grand Challenges.”

In response, delegates provided input as to what might help the research agenda the initiatives to succeed. Input from the delegates included a desire for logistical support (e.g., who, what, when, and how to further the initiatives), radical candor, quality and open-source data, a commitment to collaboration, access to trial memberships to their respective associations, time, and advocacy. Both of these activities are represented in the following graphic map.

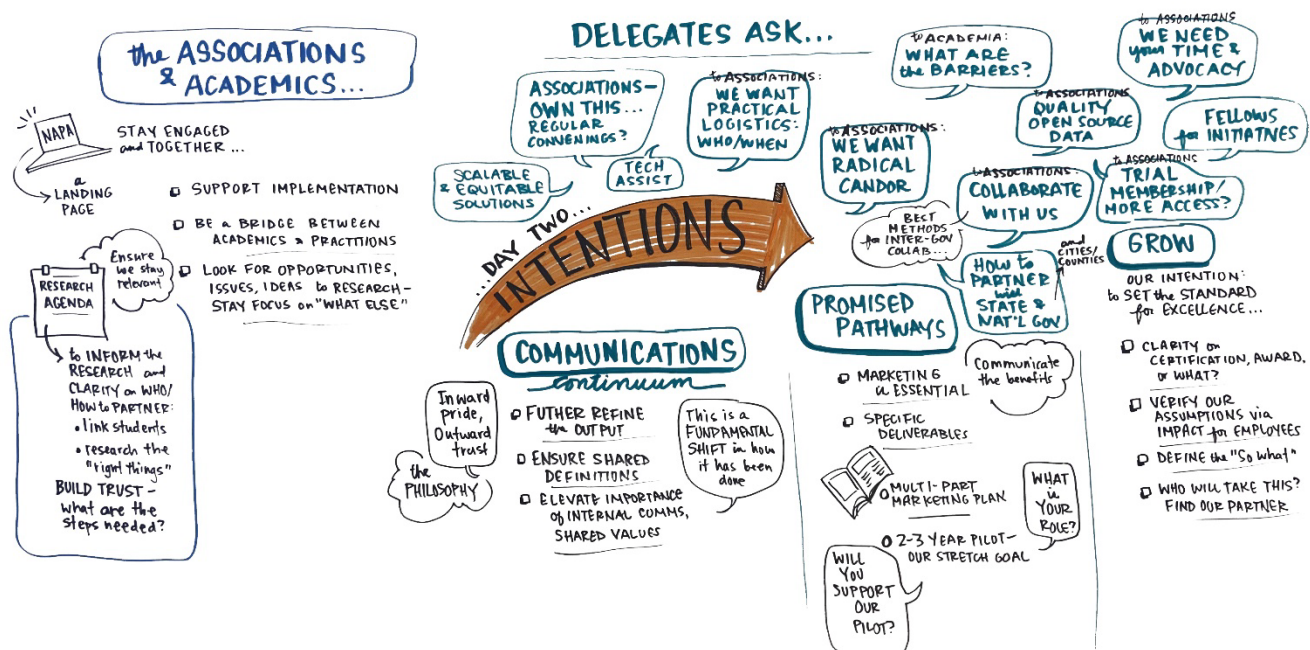


Figure 6: Day two intentions and input

Finalize the Initiatives

Each initiative team then worked together to process the feedback they heard from association representatives and academics to determine if and how to incorporate new learning into their final product. They then prepared final presentations for The Grand Finale.

During this same time period, the association representatives and academics were asked to identify a potential research agenda coming out of the Local Government 2030 Convening to carry forward to 2030. They also prepared a final presentation for The Grand Finale.

The Grand Finale

Presenting the Final Initiatives

Final presentations were given by each of the three initiative groups. The groups presented for 20 minutes each, demonstrating final products and potential next steps to operationalize their initiatives within local government. The full version of the final presentations for each initiative can be found in Appendix A.

Promised Pathways

The Promised Pathways initiative set out to address the dual challenge of developing a resilient local government workforce and supporting justice-impacted individuals through employment opportunities in the public sector. This action focuses on building trust, removing barriers, and creating employment opportunities across departments at different levels. Delegates envision establishing policy that creates the pathways for these individuals to join the local government workforce and become contributing members of the communities where they live. The path forward includes explicitly permitting the employment of previously incarcerated low-level offenders via changes to local ordinances, codifying policies to include the private sector, and workforce development initiatives to help fill positions with high turnover.

The Promised Pathways initiative team presented two solutions within their final presentation. The first (1.0) includes three tiers of commitments, or charges, to associations. These include:

- Tier 1: Be the Messenger
 - This tier charges associations to disseminate material within their networks related to the initiative.
- Tier 2: Champion Fair Chance
 - This tier charges associations to champion the initiative within their membership.
- Tier 3: Advocate for Change
 - This tier charges associations to commit to advocacy for legislative change at the State level.

The second solution (2.0) includes creating a playbook for success. This involves utilizing an interdisciplinary team working with three pilot communities to implement a three-year pilot program reintegrating justice-impacted individuals by hiring them in their organizations. The outcome of the three-year pilot program would be the development of a playbook for communities demonstrating best practice for how to develop and implement Fair Chance Hiring practices in their organizations.

The final asks from the initiative team defined what is needed from five constituent groups, including:

- Associations: Grant opportunity incentives for member organizations
- Communities: Participation in a three-year pilot program
- Advisors: Serve in the role of technical experts for systems change
- Researchers: Develop research initiatives that study Fair Chance Hiring in communities
- Storytellers: Create and present stories of impact for Fair Chance Hiring



Figure 7: Delegate Yuri Hattersley and Elected Delegate Anna Stout present Promised Pathways Initiative

The Communications Continuum

The Communications Continuum initiative focused on the challenge of decline in the public's trust in local government, particularly over the last several years. To address this challenge, the initiative calls for evolving community engagement and developing an approach for community engagement that incorporates emotional intelligence, best practice, and innovative approaches.

The Communications Continuum initiative team presented short-, medium-, and long-term solutions spanning zero to six years. These included:

- Short-term (zero to one year): Utilizing opportunities and platforms to promote inward pride and outward trust, informal communication, shared values, and organization culture.
- Medium-term (one to three years): Identify core competencies to inform pilot programs and associated research initiatives.
- Long-term (three to six years): Development training programs while continuing pilot programs and research initiatives.

The final asks from the initiative team defined what is needed from academics and professional associations to succeed. These included:

- Academics
 - Connecting practitioners to existing resources
 - Credibility through association
 - Connecting research to practice
 - Validity of concept through research initiatives
- Professional Associations
 - Credibility through association
 - Reconsidering applicability of existing structures within organizations
 - Package and market the initiative
 - Create a conference track for initiative team members to present the Communications Continuum



Figure 8: Delegates Lauren Rose and Danielle Burke present the Communications Continuum initiative

GROW a Resilient Workforce

One of the consistent challenges faced in local government relates to recruiting, developing, and retaining talented, dedicated employees. Delegates recognized the need to reframe local government as an employer of choice and to address persistent challenges by increasing exposure to public service careers, supporting inclusion and belonging, offering opportunities for mentorship and leadership development, and pursuing wage equity and innovative benefits.

The GROW initiative team presented a certification program in their final presentation. The GROW Certification program includes a researched and developed self-assessment tool for local government organizations to evaluate various elements of their organization culture. These elements include:

- Recruiting, hiring, and onboarding practices
- Employee recognition
- Succession planning and leadership development
- Learning and development
- Employee engagement and retention
- Performance management
- Justice-impacted hiring practices (i.e., incorporating the Promised Pathways Initiative)
- Communications practices (i.e., incorporating the Communications Continuum Initiative)

The certification also includes a confidential employee survey to evaluate how local government employees feel about their workplace. The underlying premise of the confidential employee survey is to validate if current organizational practices are leading to a more resilient workforce.

Once the self-assessment tool is completed, the responses will be evaluated by an independent team to determine the success of the application. Local government applicants who do not receive certification will be given feedback for how to improve to obtain the Grow Certification in the future.

The final asks from the initiative team defined what is needed for success. These included:

- Partnerships with associations, academics, and practitioners
- Association support in the form of resources and technical expertise to refine, brand, and implement the initiative
- Academic support in the form of research to validate and improve the certification program over time



Figure 9: Delegates Stephanie Santana, Dan Bardzell, Michael Zeller, and Elizabeth McDonald (left to right) present the Grow a Resilient Workforce initiative

Discussing What's Next for Local Government 2030

Following the final initiative presentations, association representatives and academics gave a final presentation that outlined their thoughts, commitments, limitations, and things to ponder. The presentation also discussed the continuing legacy of Local Government 2030, three buckets of potential impact, and their collective takeaway from the Phoenix convening. The full presentation can be found in Appendix A.

There was a sense that Local Government 2030 was a movement, and that everyone was better informed about the future because of the convening. Association representatives and academics expressed a need and desire to focus beyond the initiatives to continue the legacy of Local Government 2030.

Commitments to Support the Initiatives

Association representatives offered commitments to support the initiative moving forward. These commitments came in the form of resource support, speaking opportunities, and promotion. The commitments from each professional association are summarized as follows:

The National Academy of Public Administration (NAPA) wants to be the hub that keeps Local Government 2030 going. They will promote the work presented, do research addressing the Grand Challenges, and manage the process of bringing people together. They will also use NAPA Fellows Standing Committees to participate in conversations about the initiatives and identify pilot communities to beta test the initiatives. ENVISIO will offer their platform to NAPA to track implementation and progress.

The Government Finance Officers Association (GFOA) determined that collaboration was a major value of Local Government 2030 and why they want to stay involved. GFOA will help to connect the three initiatives and the various disciplines of local government moving forward.

The National Association of Regional Councils (NARC) has offered a speaking spot at their National Conference in June 2024 for delegates to speak on Local Government 2030 and the three initiatives.

The Houston/Galveston Area is committed to a conversation with Promised Pathways to determine if and how to become a pilot community. They will work with the National Association of Workforce Boards to see if they would be interested in joining this conversation.

The National Association of Counties (NACo) is committed to sharing information about the initiatives and helping with connections to county officials who work in the areas related to the initiatives. They will also use their publications to help with convening more conversations and developing action plans.

The National Association of County Administrators (NACA) is committed to allowing delegates to share articles and white papers on their website and quarterly journals. They are also committed to allowing delegate participation during their internal idea exchanges.

Emerging Local Government Leaders (ELGL) is committed to offering personal branding opportunities and messaging for the initiatives.

The Public Sector Human Resources Association (PSHRA) has invited delegates to participate in their September 2024 Annual Conference. Additionally, they commit to discussing the initiatives with their Board and publishing articles within their various publications.

The International Institute of Municipal Clerks (IIMC) is committed to offering ideas and opportunities for marketing, including magazines, conferences, and exhibitions. They are also willing to provide case studies.

The Urban Libraries Council (ULC) is committed to promoting the initiatives and providing speaking opportunities at their conferences.

The Public Library Association (PLA) is committed to promoting the initiatives and has offered this opportunity to the delegates representing public libraries. This could include podcasts, blogs, and other forms of media promotion.

Mission Square Research Institute is committed to offering open source and time series data, as well as data for future needs.

Limitations for Supporting the Initiatives

The association representatives identified various limitations that inhibit their ability to support the initiatives. These included the need to focus on their own conferences, limited staff resources available to take on more work, and the need to address the directive from their association members first.

Things to Ponder

The association representatives and academics offered things to ponder, which included thoughts ideas, questions, and comments related to the initiatives and Local Government 2030 generally. There was a discussion about how to support and connect with the delegates moving forward, including how to amplify their voices to support the success of the initiatives. Other thoughts included ideas for how to integrate the initiatives into graduate level education, including within the classroom and in research opportunities. Finally, there was a question about how to access foundation partnerships to support the initiatives financially moving forward.

The Continuing Legacy of Local Government 2030

Association representatives and academics also discussed the continuing legacy of Local Government 2030. There was acknowledgment of the work by the delegates to develop operational initiatives addressing the “Grand Challenges,” as well as the recognition that there is more work to be done on the broader issues identified by the “Grand Challenges.” Local Government 2030 brought local government professionals, associations, and academics together to start an interdisciplinary conversation across traditional siloes. This opened the door for developing a structured system for looking at the future of local government across different disciplines. The challenge and legacy moving forward will be to develop a mechanism for continued and expanded collaboration towards a better future for local government within three areas of potential impact, including: (1) supporting the implementation of the initiatives, (2) associations serving as a bridge to connect practitioners with academics, and (3) continuing to stay focused on how to address the “Grand Challenges.” Reflecting on their collective experience of Local Government 2030, association representatives and academics offered the following final takeaway: “We feel better about the future of local government because of you!”

APPENDIX A:
Final Presentations (Full)

Promised Pathways

Integrating Justice-Impacted Individuals into Public Service



We heard you.



TODAY, WE CAN

Spotlight Fair Chance Hiring



Charge to Associations (1.0)

TIER 1: BE THE MESSENGER

Disseminate series of articles* provided by this working group to membership via email and print newsletters and other active communication channels.

TIER 2: CHAMPION FAIR CHANCE

Champion of Fair Chance Hiring culture by providing education to membership, hosting working group members at conferences and educational opportunities, updating best practices documents to reflect Fair Chance Hiring principles, and hosting resources on your association website.

TIER 3: ADVOCATE FOR CHANGE

Commit to including Fair Chance Hiring legislation in association legislative priorities for the next realistic state legislative session and commit advocacy and lobbying resources to the effort.

*Sample Tier 1 Messaging (Provided By Us)

1

Introducing Fair Chance Hiring to Members (EDUCATION)

Focuses on the WHAT and the WHY, especially why local governments are uniquely situated to both implement policies and benefit from hiring Justice Impacted Individuals.

2

Storytelling about Fair Chance Hiring (INSPIRATION)

Shares a narrative inspiration, including a case study summary and a testimonial from a Lived-Experience professional.

3

Tailored Actionable Takeaways for your Membership (ACTION)

“Listicle” summarizing policy, operational, and advocacy actions that local government organizations can take to move Fair Chance Hiring forward.

5

Charge to Associations (1.0)

TIER 1: BE THE MESSENGER

Disseminate series of articles provided by this working group to membership via email and print newsletters and other active communication channels.

TIER 2: CHAMPION FAIR CHANCE

Champion of Fair Chance Hiring culture by providing education to membership, hosting working group members at conferences and educational opportunities, updating best practices documents to reflect Fair Chance Hiring principles, and hosting resources on your association website.

TIER 3: ADVOCATE FOR CHANGE

Commit to including Fair Chance Hiring legislation in association legislative priorities for the next realistic state legislative session and commit advocacy and lobbying resources to the effort.

We need you.



7

TOGETHER, WE CAN

Keep Our Promises



Create a Playbook for Success (2.0)

Build a cross-disciplinary team of professional associations, academics and practitioners who share a commitment to creating meaningful pathways for Justice Impacted Individuals to rejoin their communities as Lived Experience Professionals.

THREE COMMUNITIES

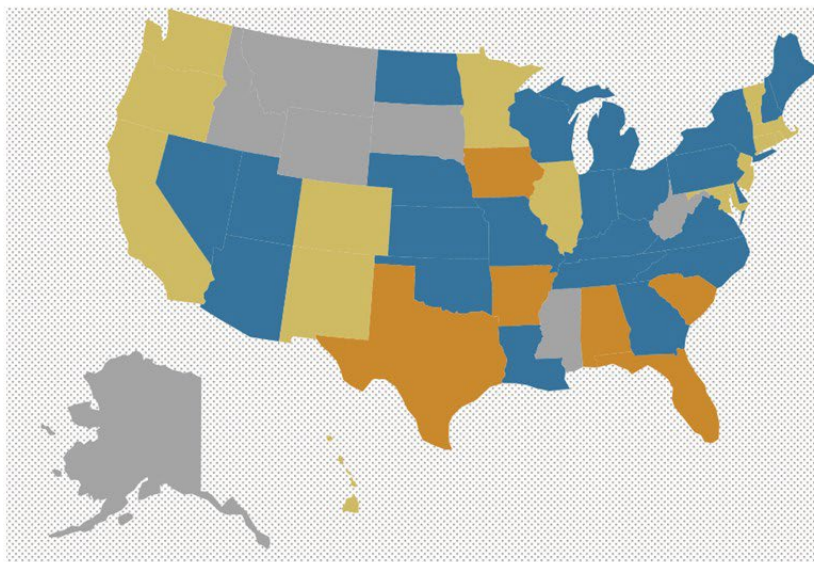
Who are willing to work with technical and professional associations to design a three year pilot program integrating Justice-Impacted Individuals into their public service agencies.



ONE GOAL

To create municipal laboratories where we can pilot, evaluate and iterate Fair Chance Hiring practices and, ultimately create a playbook for how communities can successfully adopt.

Amenable Environments



- State covers public employers
- State covers private employers
- Other local policies, no state law or policy
- No state or local policy

P: City/county covers public employers
Pr: City/county covers private employers
C: City/county covers private contractors



Role Clarity is Essential

This is a multi-year, multi-disciplinary commitment to changing the way our communities operate.

Professional Associations are the resource that local government officials look to in setting best practice - and we need you to exercise that agency to create promised pathways for Justice Impacted Individuals.



11

WHO will it take

Associations	Communities	Advisors	Researchers	Storytellers
To create grant opportunities that incentivize your member organizations to engage in Fair Chance Hiring.	To open your doors and build municipal laboratories for Fair Chance Hiring over the course of a three-year pilot program.	To serve as the technical experts in supporting participant communities in reimagining the systems that are riddled with more barriers than opportunities.	To conduct the short term evaluations and longitudinal exploration of the impact of Fair Chance Hiring on the key issues facing our communities.	To visualize and present the data in a way that is impactful - creating stories of impact for Fair Chance Hiring.

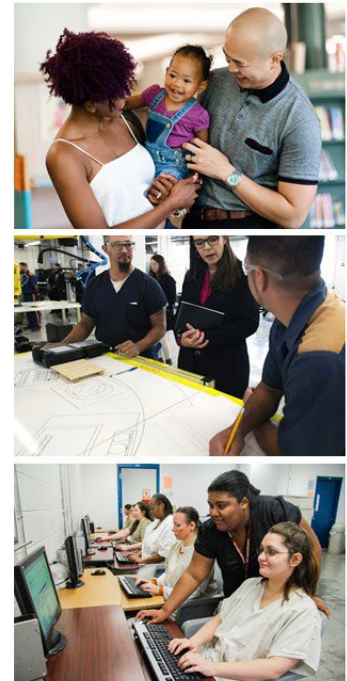


Perhaps most importantly, Remember:

Promised Pathways recognizes that a group of people, Justice-Impacted Individuals, have key needs that must be met for them to feel:

- Included
- Supported
- Set up for Success

As we navigate this work together, we cannot forget the humans at the core. Our language must be precise. Our intentions clear. Our efforts united.



13

REACH OUT:



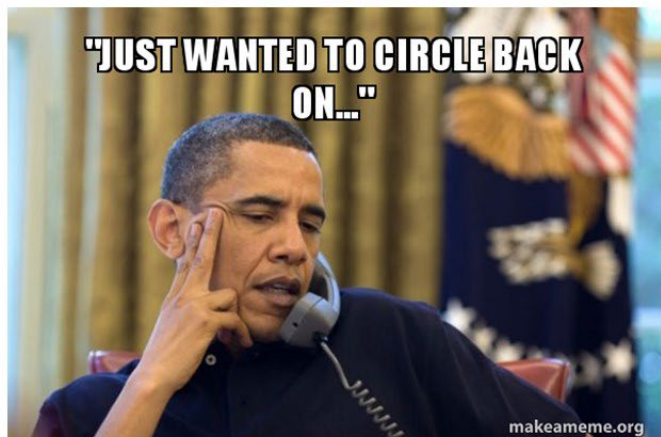
Kirsten Decker
kdecker@denverlibrary.org



Yuri Hattersley
YHattersley@bellevuewa.gov



Patsy Diaz
Patsy.Diaz@chicagoparkdistrict.com



14

Communications Continuum Final Presentation

Local Gov 2030 Convening Two
Phoenix, Arizona,
1/27/24

THE COMMUNICATIONS CONTINUUM

THE ART OF PUBLIC SERVICE



THE COMMUNICATIONS CONTINUUM: THE ART OF PUBLIC SERVICE



TAKE ONE

TAKE TWO

TAKE THREE

ALL LOCAL GOVERNMENT EMPLOYEES ARE COMMUNICATORS.

WHAT WE KNOW TO BE TRUE

Everyone in your org is communicating the message whether you're aware of it

We are public servants but we are also the employers

Current model isn't working for us

Continued decline in public trust

Sporadic To low engagement

Misunderstanding of what we do as local governments

Everything we do is reactive and transactional

OUR ASSERTION

If we give everyone the **tools** to be communicators in their role, they will better **trust** and have internal **pride** in the organization.

This renewed sense of purpose will make us **force multipliers** in building public trust in local government.

THE COMMUNICATIONS CONTINUUM: THE ART OF PUBLIC SERVICE

**FIRST,
EQUITY**

**THINK ABOUT
A SPECTRUM OF
ENGAGEMENT**

**START WITH
YOUR STAFF
and internal
organization**

OUR PATH FORWARD

Short term: 0 - 1 Yr

**Opportunities and Platforms through Associations and Ac.
Inward Pride and Outward Trust
Intentionally Elevate Informal Communication
Reinforce Importance of Shared Values & Organizational Culture**

Medium Term: 1 - 3 yrs

**Identify Core Competencies
Pilot Programs
Research**

Long term: 3 - 6 yrs

**Training Program with Implementation Arc
Pilots and Research**

WHAT WE NEED FROM YOU

Academics

- **Connection practitioners to existing resources**
- **Lend credibility**
- **Link existing research on culture, communication, and emotional intelligence to local government**
- **Validate assertion from practitioners**

Professional Associations

- **Lend credibility**
- **Reconsider applicability of existing structures**
- **Package and market**
- **Create a conference track**

The local government professional is a(n)...



DATA SCIENTIST ADVOCATE ANALYST
GRAPHIC DESIGNER STRATEGIST
RECORD-KEEPER
TECHNICIAN WRITER ENGINEER SERVANT
INSPECTOR MANAGER MARKETER
EXPERT FIRST RESPONDER LEADER
STORYTELLER

KEEP TELLING YOUR
STORIES

LG2030:GROW

A path towards making Local Government a choice employer



Our Why

We need to recruit, retain, and **GROW** talented employees now and for the future



Responding to Feedback

1. Refine your initiative
2. Define your why
3. Determine who will own it

Our Final Product



The Self Assessment Tool

- Organizations Ready to GROW
- Recruiting, Hiring and Onboarding Practices
- Employee Recognition
- Succession Planning and Leadership Development
- Learning and Development
- Employee Engagement & Retention
- Performance Management
- **Confidential Employee Survey***
- **Incorporate other LG2030 Initiatives***

The screenshot shows the 'SELF ASSESSMENT TOOL: GROW CERTIFICATION' interface. At the top is the 'LOCAL GOVERNMENT 2030' logo. Below the title, it shows a user profile for 'ja.jerkovich@gmail.com' with a 'Switch account' link. A note states: 'The name and photo associated with your Google account will be recorded when you upload files and submit this form. Only the email you enter is part of your response.' The main section is titled 'Employee Engagement & Retention' and includes the instruction 'Please answer all questions and subsequent questions'. The first question is 'How does your organization measure employee engagement?' with a text input field labeled 'Your answer'.

Our Ask

We need YOU...

- **Partnerships** - Associations, Academics, and Practitioners
- **Associations** - give GROW your technical expertise and resources to refine, brand, and implement the initiative
- **Academics** - give GROW your research and review to validate and iterate over time



Next Steps

Contact 1) **Stephanie Santana** and 2) **Michael Zeller** for:

- Conference presentations
- Questions
- Moving forward!

Associations and Academics Final Presentation



Associations and Academics

What's Next

1



Thoughts from Associations & Academics

- Thank you!
 - › We feel BETTER about the future of Local Government because of YOU
- We Recognize that...
 - › Local Government 2030 is a movement – we need to be able to message the relevance of the movement to our associations in order to get traction
 - › Associations and Academics need to focus on issues beyond the initiatives – the process is a catalyst for more research and more collaboration
 - › Value of the Convening is not JUST the three initiatives
 - Collaboration
 - Connection
 - Momentum
 - Focus
 - › We are better INFORMED about the future because of this work
 - › This need to be celebrated as an incredible first step – creating momentum to work differently together

2

What we will do...



- **NAPA** – wants to be the hub to keep it going – we will promote the work, do research in these areas and manage the process of bringing people together. **ENVISIO** will offer their platform to NAPA to track implementation and progress
 - › Use NAPA Fellows Standing Committees to participate in conversations about the initiatives and identify Pilot communities to beta test the initiatives
- **GFOA** – collaboration is a major value and why GFOA is interested in staying with the work of Local Government 2030 – the three initiatives AND connecting the various disciplines of local government as we move forward
- **NARC** - Spot at our National Conference in June – Chuck will facilitate that conference
- **Houston/Galveston Area**
 - › Willing to commit to a conversation with Promised Pathways and possible Pilot
 - › Will work with National Association of Workforce Boards to see if they would be interested in joining this conversation
- **NACO** – willing to commit to sharing information about these things and helping with connections to County officials who work in these spaces; will use our publications to help with convening more conversations and continuing to flesh out the action plans
- **National Association of County Administrators** – willing to allow individuals to share articles and white papers on their website and quarterly journals, and participate during our idea exchanges
- **ELGL**
 - › Personal brand opportunities
 - › Messaging on the initiatives

3

What we will do...

- **Public Sector HR Association** – we will share the messaging with our Board – invite your participation at our September Conference; articles in our publications
- **IIMC** – offered ideas for organic marketing ideas; magazines, conferences; exhibiting – providing case studies, etc.
- **Urban Libraries** – will also promote the ideas, provide conference speaking opportunities
- **Public Library Association** – will promote the ideas; would like to hear the voice of the Library Director from the group to spread the word to our group (podcast, blog, etc.)
- **Mission Square Research Institute** - Open Source and Time Series Data is available; research agenda is constantly updated and if they have specific data needs Mission Square would be happy to be part of the discussions

4

Our Limitations...

- Associations are focused on their own conferences – hard to take on another program; have directives from their members they need to meet first – staff capacity limitations
- AWWA – programs need a little more definition before we can endorse; how are these initiatives different from other similar initiatives – how is this different, better, etc.
- ELGL – expectation setting for what we are able to do as individuals who report to Boards; need Board buy-in; may come quickly, but we cannot commit “today”
- National Association of Regional Councils – We want our support to be meaningful and impactful. Need to find a way to weave this into what we do and how it intersects with our programs – there are pathways, we are working to identify them

5

Things to ponder...

- How would each group define “success” for their initiative – if we know that we can better support it
- Who do we talk to, to connect the right people in?
- What is next for you? Do you want to hand it over and let someone else build it up, or do you want to stay involved to “finish” this?
- Do the initiatives need multiple endorsers or a few strategic partners? Who are the right partners? Is there a place for secondary endorsers
- **PSHRA** - Need more statistics and data to see where we could play

6

Things to ponder...

- How can the INDIVIDUALS who contributed (delegates) be supported – personally – by the Associations
 - › How can we amplify the voices of the people who participated?
 - › Mentors/coaches – can WE offer that?
- Research Opportunities
 - › Graduate education – some of the initiatives have best practices and trends; work with groups to identify opportunities to integrate this work into graduate education – integrate LG 2030 content in the graduate classroom; support the branding
- How can we tap Foundation money to support these initiatives going forward – need a good proposal and a good Foundation partner; Associations will collaborate to further this conversation

7

The Continuing Legacy of Local Government 2030

- Delegates have taken existing research and identified ways to operationalize it as specific initiatives local communities can participate in
- Associations and Academics will continue to support those initiatives AND is committed to:
 - › Work on the broader issues identified by the Grand Challenges
 - Developing a mechanism for continuing the focus on the future.
 - Create a structured way of looking at the future across different disciplines
 - › Intentionally explore the grand challenges as associations so we can integrate them into the future work of the various associations
 - › Weave the grand challenges into the research associations are focused on and committed to as part of their mission
 - › Invite OTHER associations into the conversation using the Grand Challenges as context for their work (APWA, APA, NLC, IACP, etc.)

8

Three Buckets

Support Implementation of Initiatives

- Use Association Platforms to promote implementation of the three initiatives.

Serve as a Bridge that connects Academics and Practitioners

- Use the Associations to connect theory and practice – helping academics understand the real issues – and real successes – happening in communities.

Stay Focused on What ELSE

- Identify current and emerging issues that need to be researched and addressed to keep local governments future ready.

9

We Feel Better Because of you!



APPENDIX B:
**Delegates, Associations, and
Sponsors**

Delegates, Associations, and Convening Sponsors

Delegates

- Aisha Krieger, Fire Department Battalion Chief, City and County of San Francisco, CA
- Alex Sanchez, Community Development Analyst, Pitkin County, CO
- Alexis Hermosillo, Mayor, City of El Mirage, AZ
- Amanda Graor, Chief Innovation Officer, Mid-America Regional Council, MO
- Andre Allen, Council Member, City of Peoria, IL
- Angel Encinas, Council Member, City of Chandler, AZ
- Anna Stout, Mayor, City of Grand Junction, CO
- Anthony Ladd, Public Works Division Manager, City of Kalamazoo, MI
- Bianca Alvarez, Public Art Project Manager, City of San Antonio, TX
- Claire Killman, Council Member, City of Carbondale, IL
- Colton Hattersley, Performance and Process Analyst, City of Bellevue, WA
- Crystal Smitherman, Council President Pro Tem, City of Birmingham, AL
- Dale Markey-Crimp, Assistant to the City Administrator, City of Issaquah, WA
- Daniel Bardzell, Assistant City Attorney, City of South Lake Tahoe, CA
- Danielle Burke, Assistant City Manager, City of Garden City, KS
- Danielle Dulin, City Manager, City of Warrensburg, MO
- Derrick Stanford, Police Department Corporal, City of Coppell, TX
- Elizabeth McDonald, Senior Civil Engineer, City of Savannah, GA
- Elle Camerena, Recreation Supervisor, City of Encinitas, CA
- Emily Blakeslee, Assistant City Administrator / Human Resources Director, City of Port Washington, WI
- Erika Lopez, Development Review Analyst, City of Portland, OR
- Genesis Gavino, Chief of Staff, City of Dallas, TX
- Gil Rebollar, Council Member, City of Brawley, CA
- Gordon Okumu, Environmental Investigator, King County, WA
- Gyasi Gomez, Commissioner, City of District Heights, MD
- Henrietta Weaver, Budget Director, City of Danville, VA
- Janani Yates, Deputy Budget Director, City of Detroit, MI
- Jeannetta Maxena, Program Manager - City Manager's Office, Ft. Lauderdale, FL
- Jessica Hudson, Library Director, Fairfax County, VA
- Joey Garcia, Dir. of Strategic Int., Dept. of Civil Human Rights & Equity, City of Los Angeles, CA
- Jordan Jerkovich, Consultant, Raftelis
- Josh Morgan, City Engineer, City of Danville, KY
- Kaelan Boyd, Senior Program Manager - Research, ICMA
- Kevin Fitzgerald, ARPA Coordinator, Town of Groton, CT
- Kirsten Decker, Manager, Strategy & Evaluation, Denver Public Library, CO
- Krystle Lindberg, Dep. Finance Director & Budget Officer, City of Providence, RI
- Lauren Rose, Assistant City Manager, City of Sachse, TX
- Lindsay Buhler, Council Member, City of Sachse, TX
- Lisa Brown, Director of Economic and Urban Development, City of Rock Hill, SC
- Lisa Henty, Director of Finance and Administration, Cortland, NY

- Lorizelda Stoeller, Deputy Public Works Director, City of Phoenix, AZ
- Marcus Scott, Accreditation Manager, Fire Department, City of Hickory, NC
- Marcus Haynes, Firefighter Paramedic, City of Phoenix, AZ
- Marcus Thomas, CAP, Director, Community Engagement, Truliant Federal Credit Union, NC
- Megan Caron, Strategic Initiatives Analyst, City of Nashua, NH
- Megan Gideon, Permit Services Manager, City of West Sacramento, CA
- Michael Zeller, Assistant Library Director, Town of Shewsbury, MA
- Molly Wetta, Library Services Manager, City of Santa Barbara, CA
- Myles Johnson, Commissioner, Ingham County, MI
- Nimasheena Burns, Commissioner, Durham County, NC
- Noor Shaikh, Deputy Budget Director, City of Chicago, IL
- Patsy Diaz, Cultural Partnerships, Chicago Park District, IL
- Phil Green, Transportation and Long Range Planner, Village of Hoffman Estates, IL
- Roberto Santamaria, Director of Health and Human Services, Town and County of Nantucket, MA
- Ryan Webb, Engineering and Community Development Director, The Confederated Tribes of Grand Ronde, OR
- Sarah Stoeckel, Council Member, City of Titusville, FL
- Stephanie Santana, Finance Director/Assistant Chief Finance Officer, Township of West Orange, NJ
- Stephanie Prindle, Police Department Investigations Corporal, City of Warrensburg, MO
- Steve King, Economic and Workforce Development Administrator, City of Richmond, VA
- Taylor Galusha, Assistant to Town Manager - Communications Coordinator, Town of Shrewsbury, MA
- Teanna Thompson, TPW Superintendent, City of Fort Worth, TX
- Trenten Robinson, Senior Innovation Specialist, City of Commerce City, CO
- Trevor Hogan, Fire Department Captain, City of Rockford, IL
- Zach Hall, Council Member, City of Issaquah, WA

Super Delegates

- Aaron Deslatte, Associate Professor, Indiana University
- Aimee Kane, Equity Officer, City of Boulder, CO
- Bill Stogsdill, Public Works Director, City of Fairway, KS
- Chris Hsuing, Undersheriff, San Mateo County, CA
- Craig Owens, City Manager, City of Lawrence, KS
- Doug Crane, Library Director, Palm Beach County, FL
- David Mitchell, Associate Professor, University of Central Florida
- Jacquelyn Morrison, Deputy Chief of Staff, City of Omaha, NE
- Jeanette Green, Human Resources Director, Loudoun County, VA
- Jonathan Gano, Public Works Director, City of Des Moines, IA
- Kim Nelson, Professor, University of North Carolina - Chapel Hill
- Kimberly Richardson, Assistant City Manager, City of Peoria, IL
- Ramiro Salazar, Library Director, City of San Antonio, TX
- Sue Schwartz, Planning Director, City of Greensboro, NC
- Talia Lomax-O'dneal, Deputy Finance Director, Metro Nashville - Davidson County, TN
- Tanya Ange, County Administrator, Washington County, OR
- Trisha Wolford, Fire Chief, Anne Arundel County, MD

Convening Team

- Wally Bobkiewicz, City Administrator, City of Issaquah, WA
- Julia Novak, Executive Vice President, Raftelis

Associations

- Alliance for Innovation
- American Water Works Association
- Center for Public Safety Excellence
- Engaging Local Government Leaders
- Government Finance Officers Association of the United States and Canada
- International City/County Management Association
- International Institute of Municipal Clerks
- League of Women in Government
- National Academy of Public Administration
- National Association of Counties
- National Association of County Administrators
- National Association of Regional Councils
- Public Libraries Association
- Public Sector HR Association
- Urban Libraries Council
- Urban Sustainability Directors Network

Sponsors

- Raftelis
- Arizona State University – School of Public Affairs
- Mission Square Retirement
- Government Finance Officers Association of the United States and Canada
- International City/County Management Association
- National Academy of Public Administration
- POLCO
- Alliance for Innovation
- SGR
- Bakertilly
- GHR
- Envisio
- The League of Women in Local Government

APPENDIX C:

**Summary Report - Lessons for
the Future: A Convening of
Practitioners**



Lessons for the Future: A Convening of Practitioners

Summary Report

November 4-5, 2022



Table of Contents

EXECUTIVE SUMMARY	1
INTRODUCTION.....	2
BACKGROUND	2
INTRODUCTIONS AND HOPES FOR THE FUTURE	3
TRENDS	5
POLITICAL.....	5
ENVIRONMENTAL	6
SOCIAL	6
TECHNOLOGICAL	6
ECONOMIC	7
WORKFORCE.....	7
INTER-DISCIPLINARY CONVERSATIONS	8
JURISDICTION A.....	8
JURISDICTION B.....	15
JURISDICTION C.....	20
DEFINING THE FUTURE	26
IMPLEMENTATION PLANNING: GROW A RESILIENT WORKFORCE	27
IMPLEMENTATION PLANNING: PROMISED PATHWAYS.....	29
IMPLEMENTATION PLANNING: THE ART OF PUBLIC SERVICE – THE COMMUNICATION CONTINUUM.....	31
CLOSING AND COMMITMENTS.....	33

Executive Summary

Local Government 2030 – Lessons for the Future: A Convening of Practitioners (the Convening) took place November 4-5, 2022, on the University of Nebraska Omaha Campus in Omaha, Nebraska. The event brought together 50 practitioners under the age of 40 from cities, counties, and regional councils around the United States to serve as delegates in defining and shaping the future of local governance.

Delegates were responsible for coordinating with others in their local government discipline to define and research common challenges and develop white papers and presentations prior to the Convening. While at the Convening, delegates engaged in a series of cross-discipline conversations and exercises that ultimately built to the development of three actions that the delegates have committed to advancing and implementing in their disciplines and communities. The three actions are highlighted below.

GROW a Resilient Workforce

One of the consistent challenges faced in local government relates to recruiting, developing, and retaining talented, dedicated employees. Delegates recognized the need to reframe local government as an employer of choice and to address persistent challenges by increasing exposure to public service careers, supporting inclusion and belonging, offering opportunities for mentorship and leadership development, and pursuing wage equity and innovative benefits.

Promised Pathways

The third action also builds a resilient local government workforce by supporting justice-impacted individuals, specifically low-level offenders and those formerly incarcerated, as well as their families, through employment opportunities in the public sector. This action focuses on building trust, removing barriers, and creating employment opportunities across departments at different levels. Delegates envision creation or changes related to promised pathways in local ordinances, codifying policies to include the private sector, and workforce development initiatives to help fill positions with high turnover.

The Art of Public Service – the Communication Continuum

Delegates across the disciplines also noted a decline in the public's trust in local government, particularly over the last several years. To address this challenge, the second action calls for evolving community engagement and developing an approach for community engagement that incorporates emotional intelligence. This will be accomplished through a toolkit of resources specifically designed to support local governments of different sizes and types in deploying best practices, incorporating inclusive storytelling, and building on-going dialogues with meaningful follow-up.

The following report details the proceedings of the Convening and provides more detail and initial implementation steps on the three actions to carry forward.

Introduction

Background

In 2019, the National Academy of Public Administration (NAPA) issued a call to all government professionals to address the “Grand Challenges” facing our nation. In response, an ad hoc group of local government professionals around the country started meeting in 2020 to develop actionable projects to meet these Grand Challenges. One consistent message emerged from these discussions: We need individuals from all local government professions to come together to provide leadership in implementing solutions.

Local Government 2030 – Lessons for the Future: A Convening of Practitioners was modeled after the Minnowbrook Conferences, which started in 1968 and continued in 1988 and 2018, as forums for reimagining the field of public administration. The 50 practitioners under the age of 40 (delegates) were charged with breaking down silos and creating the groundwork for change. The delegates were drawn from the following seven local government disciplines:

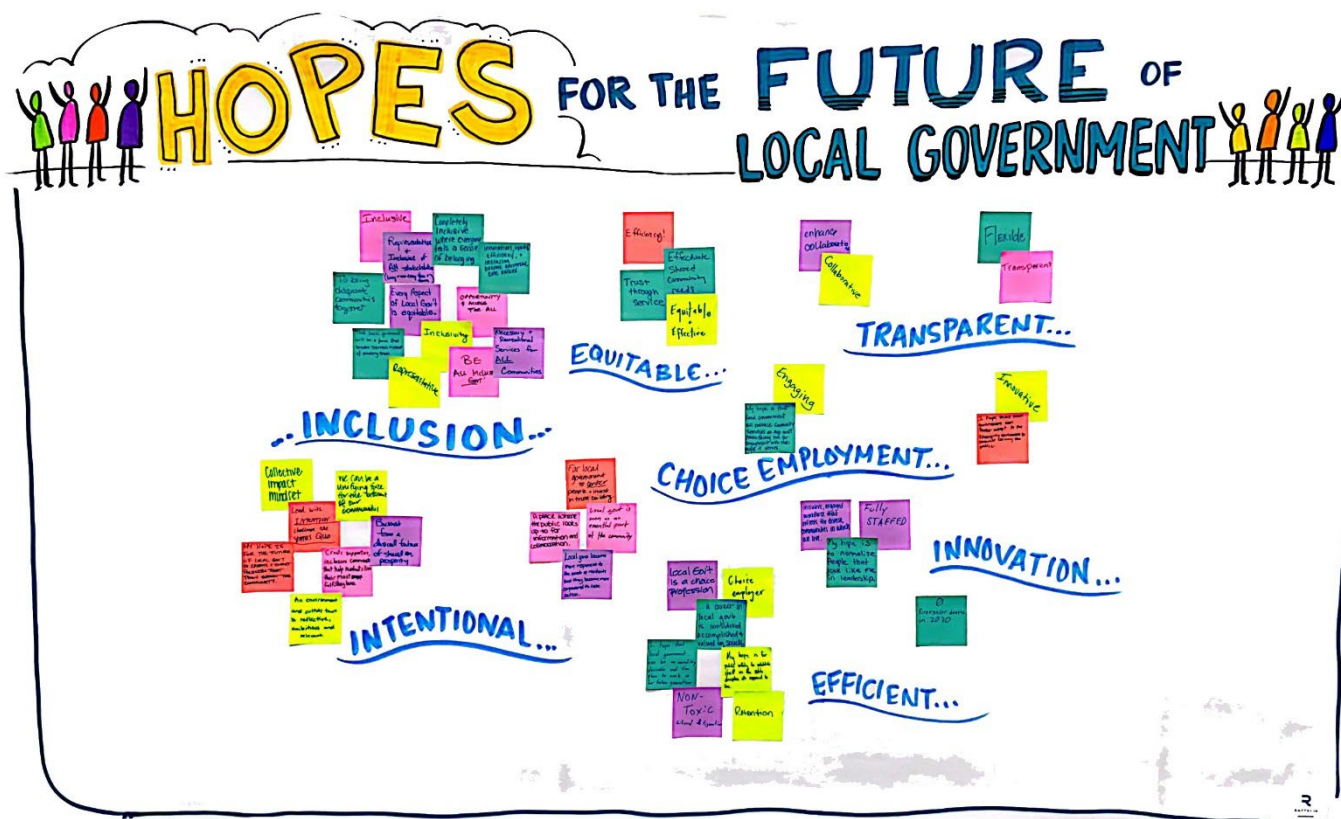
- General Administration (Managers, Attorneys, and Clerks)
- Finance or Budgeting
- Public Works or Utilities (including Water, Wastewater, and Transportation)
- Administrative Services (including Human Resources, Information Technology, Communications, Equity, and Sustainability)
- Community Services (including Parks, Recreation, Library, and Arts)
- Public Safety and Human Services (including Police, Fire, Public Health, and Social Services)
- Planning and Economic Development (including Community Development and Housing)

Prior to the Convening, delegates worked within their disciplines to develop short white papers to encapsulate their visions for the future of local government, which were subsequently circulated to all delegates. Generally, the papers described the array of services provided by each of the disciplines; trends related to what each discipline is asked to do and how it is asked to do it; what they feel properly equipped to handle and where they struggle to provide service; the role of professional associations in meeting these challenges; the changing needs between now and 2030; and how the challenges they experience connect to the NAPA Grand Challenges. Super delegates, leaders within their professions who participated in the Convening as coaches and support for the delegates, reviewed and provided input on the papers.

Delegates also worked within their disciplines to create 20-slide, seven-minute presentations summarizing their findings and white papers. This PechaKucha style of presentation allows for presenters to embrace a storytelling framework that encourages less telling and more showing through thoughtful imagery and few (or no) words on each slide. The delegates’ PechaKucha presentations were delivered to the full group on the morning of the first day of the Convening, to help the full group understand the challenges and opportunities faced by each of the disciplines.

Introductions and Hopes for the Future

Participants introduced themselves at their tables and shared their hopes for local government in 2030. Their hopes were then presented to the full group and captured in the following graphic map.



Hopes included:

- Representative and inclusive of all stakeholders
- Completely inclusive, where everyone feels a sense of belonging
- Innovation, equity, efficiency, inclusion become universal core values
- Opportunity and access for all
- Necessary and recreational services for all communities
- Be all inclusive government
- Inclusivity
- Representative
- Every aspect of local government is equitable
- To bring disparate communities together
- Inclusive
- Local government will be a force that breaks barriers instead of creating them
- Trust through service
- Effective shared community needs
- Equitable and effective
- Efficiency
- Enhanced collaboration

- Collaborative
- Flexible
- Transparent
- Engaging
- Innovative
- Local government can better adapt to the changing needs of the public
- Enhance community services and have a public-facing tool for engagement with the people it serves
- Collective impact mindset
- We can be a unifying force for the betterment of our communities
- Lead with intention and challenge the status quo
- Create supportive, inclusive communities that help residents live their most fulfilling lives
- Create impact
- An environment and culture that is reflective, ambitious, and relevant
- A desired future based on shared prosperity
- Local government is a choice profession
- Choice employer
- A career in local government is considered accomplished and valued by society
- A desirable and fun place to work for future generations
- Non-toxic (literally and figuratively)
- Retention
- Normalize people who look like me in leadership
- Inclusive, engaged workforce that reflects the diverse communities in which we live
- Fully staffed
- Zero firefighter deaths in 2030

Trends

After each group completed its PechaKucha presentation, each table was assigned a mega trend to discuss as it related to the future of local government. Trends included:

- Political
- Environmental
- Social
- Technological
- Economic
- Workforce

Each group was asked to discuss how each trend was being experienced in the community, as well as the challenges that each trend presented for local government service delivery. After each group shared their thoughts, the larger group responded with how local government might respond to the trend in the future. The report-out and subsequent discussion is captured in the following graphic map.



Political

Top trends in this area included:

- Increased engagement and awareness around politics
- Increased polarization (City, County, State, Federal)
- Combatting lack of public trust (greater need for transparency)
- Increased expectations at the local level
- Political violence
- Politicization of the apolitical
- Global partnerships

In response, local governments need to:

- Address past orientation to top-down government
- Recognize that the future is participatory processes
- Create big changes fast to avoid crashing democracy
- Make government services more accessible and less complicated

Environmental

Top trends in this area included:

- Resource scarcity/stress (water, energy, food, etc. while there's also a desire for more)
- Interaction of facts and narratives (politics, information representation, politicization)
- Lack of systems thinking (considering negative externalities)
- Environmental justice
- Lack of inter-jurisdictional governance response

Social

Top trends in this area included:

- Equity and social justice
- Budgeting, revenue, comprehensive DEI, ADA, etc.
- Transparency, public trust
- Communication and engagement with the community
- Lack of civility, entitled members of the public

In response, local governments need to:

- Be intentional about meeting people where they are
- Build awareness and intentionality
- Rethink who is facilitating public engagement
- Reframe the obligation of addressing community belonging
- Break down departmental silos
- Remain curious
- Be multilingual
- Set boundaries on what's appropriate
- Work with local practitioners/end-users

Technological

Top trends in this area included:

- Maintaining cyber security and aging infrastructure (costs)
- Digital divide (hardware, skills, etc.)
- Technological innovation – different models (in-person and virtual) maintained with few new resources
- Online public square
- Technology/information literacy
- Human factor, training needs
- Automation

In response, local governments need to:

- Be curious (things are changing fast)
- Get bolder in addressing misinformation
- Be less afraid of failure
- Identify where information gaps exist between local governments and communities
- Train the workforce
- Reduce technology resistance
- Recognize necessary investments

Economic

Top trends in this area included:

- Supply chain
- Inflation/wealth gap/increasing inequality/food deserts
- Workforce (compensation, work experience, etc.) – drive to expand services without desire to pay additional costs
- Communication and public engagement/awareness
- Regional competition
- Income stagnation

In response, local governments need to:

- Be thoughtful about how/what we chose to invest in
- Maximize infrastructure (vertical vs. sprawl)
- Increase collaboration (regionally/private partners)
- Do more with less (process improvements/efficiencies)
- Hold developers accountable for affordable housing and equity

Workforce

Top trends in this area included:

- Pay and benefits aren't aligned with worker preferences
- Lack of diversity and inclusion
- Compassion fatigue (hard to retain people)
- Trust issues – no one trusts their government, and people don't always believe that their employer has their best interests at heart
- Work-life balance
- Hybrid/remote work
- Non-traditional pathways to the workforce
- Generational values
- Want to hire experienced people as quick fixes, rather than training folks

In response, local governments need to:

- Get expert advice/training on topics like DEI
- Incentivize people to enter local government
- Create roadmaps to succession
- Reduce barriers to hiring

Inter-disciplinary Conversations

After concluding the discussion of the trends, participants broke into three rooms; each room represented a separate jurisdiction. Jurisdictions were charged with diving deeper into the papers and presentations that had been generated by each of the discipline groups, reflecting on the mega-trends and their impacts on local government, and reimagining local government for 2030.

Specifically, groups were asked to identify three major challenges that local government will face over the next several years. Once the challenges were identified, the groups worked to analyze the challenges through several lenses and come to consensus on tangible actions that can and should be taken now to prepare for the future.

Delegates and Super Delegates split into three groups to think through each challenge from a programmatic, technological, political, financial, and structural standpoint. Each sub-group was charged with developing three potential actions that might be advanced on behalf of the Jurisdiction to the larger convening.

Jurisdiction A

Jurisdiction A was comprised of participants who were generally from municipalities in the eastern United States. Each participant was asked to introduce themselves, share a key takeaway from the morning's activities, and share the top challenges that they would like to spend their time addressing. Potential challenges to address included:

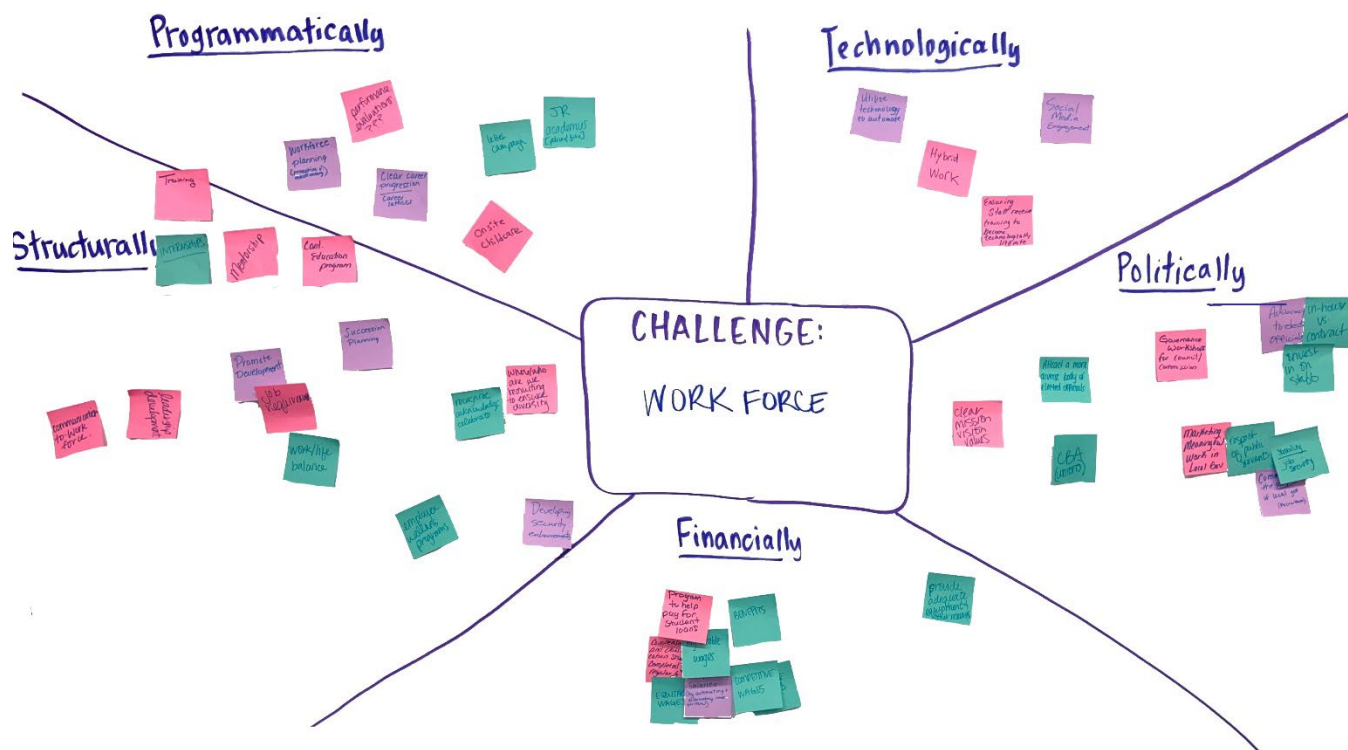
- Workforce challenges
- Innovation and modernization of service delivery
- Increasing demand for services
- Public engagement and trust
- Equity and representation
- Use of technology

Ultimately, the three challenges that the group elected to focus on were:

- Workforce challenges
- Public engagement and trust
- Innovation and modernization of service delivery

Challenge: Workforce Challenges

Initial brainstorming and conversation related to workforce challenges is shown in the graphic map below.



The subgroup identified three focus areas:

- Equitable and competitive pay
- Detoxifying workplace culture
- Developing an engaged and resilient workforce

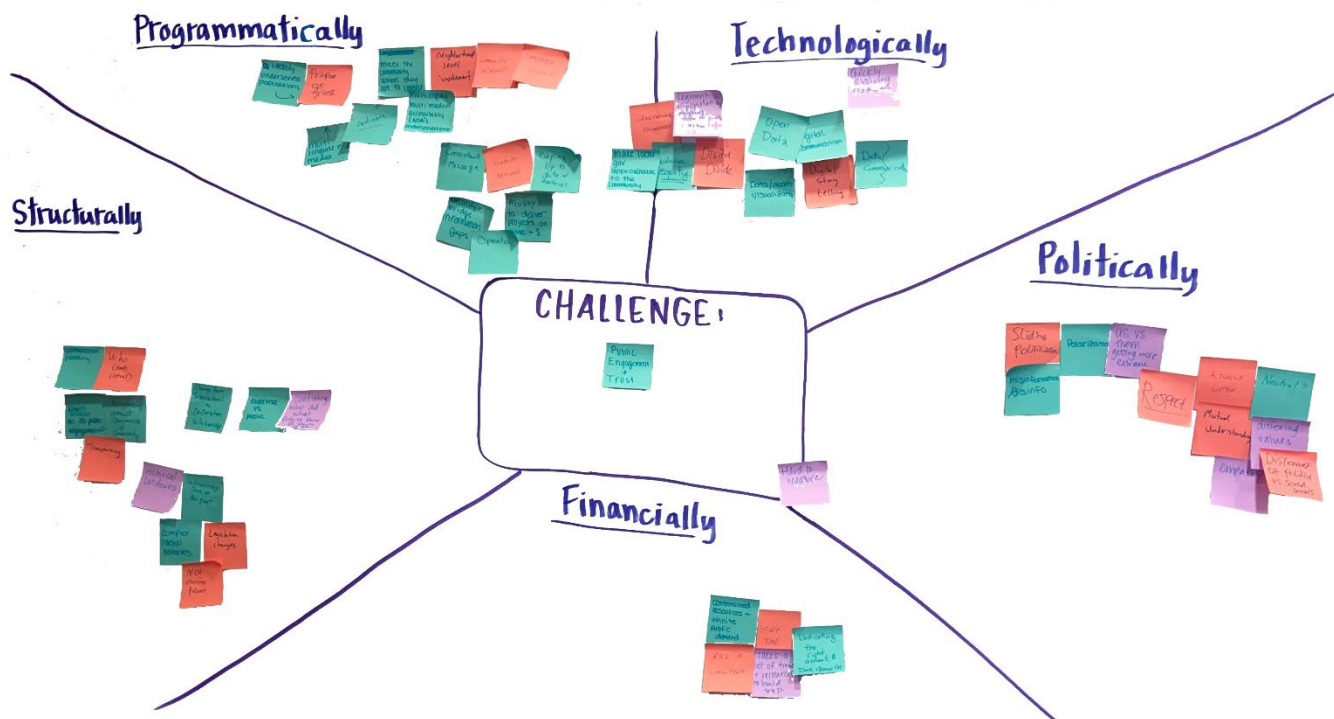
For each of the focus areas, participants were asked to share what the proposed initiative is and why it is important to advancing local government.

Initiative	What?	Why?
Equitable and Competitive Pay	<ul style="list-style-type: none"> • Compensation and benefits studies • Recognizing experience and expertise • Advocacy to governing body and public related to public servant worth 	<ul style="list-style-type: none"> • Recruit and retain talent • Show value in employee's work
Detoxifying Workplace Culture	<ul style="list-style-type: none"> • Communication • Clear mission, vision, values • Leadership listening • Psychological safety • Providing necessary resources • Normalizing minorities in leadership 	<ul style="list-style-type: none"> • Build trust within the workforce • People feel safe and valued at work • Retaining talent • Preventing burnout

Initiative	What?	Why?
Recruiting, Retaining, and Developing an Engaged, Equitable, and Resilient Workforce	<ul style="list-style-type: none"> • Clear career progression • Advocacy through mentorship and training • Succession planning • Leadership development • Expand the talent pipeline • Skill-based hiring • How to: hire, retain, promote, treat 	<ul style="list-style-type: none"> • To retain talent • Eliminate the loss of institutional knowledge

Challenge: Public Engagement and Trust

Initial brainstorming and conversation related to public engagement and trust challenges is shown in the graphic map below.



The subgroup identified three focus areas:

- Develop community ambassadors
- Establish regular, open-ended engagement
- Humanize local government

For each of the focus areas, participants were asked to share what the proposed initiative is, and why it is important to advancing local government.

The subgroup identified three focus areas:

- Build a culture of innovation through education (create an accreditation)
- Strategic planning (templates, identified pain points, on-boarding, support cultural changes)
- Data dashboard (national hub, increased access, etc.)

For each of the focus areas, participants were asked to share what the proposed initiative is, and why it is important to advancing local government.

Initiative	What?	Why?
Build a culture of innovation through education (create an accreditation)	<ul style="list-style-type: none"> • Advocate for minimum standards for local government employees • Partner with other organizations • Digital academy • Local government best practices certification 	<ul style="list-style-type: none"> • Distrust • Cross-training • Communicating the value • Seniority over expertise
Strategic planning (templates, identified pain points, on-boarding, support cultural changes)	<ul style="list-style-type: none"> • Identify “pain points” and evaluate in the strategic plan • Incorporate into promotional process/on-boarding • Budget planning • On-boarding/mentorship/orientation 	<ul style="list-style-type: none"> • Values are where your money is • Most people don’t know what a strategic plan is • Make modernization sustainable – audit what you have and find one sustainable, innovative project
Data dashboard (national hub, increased access, etc.)	<ul style="list-style-type: none"> • Technology offering • Collaboration with conference partners and academics • Features include mapping equity, funding results, data sources, templates 	<ul style="list-style-type: none"> • Process improvements – doing more with yes • Public engagement tool • Story telling • Informed policy and decision-making

Actions to Move Forward

After reviewing each of the nine actions proposed by the sub-groups, all Delegates in Jurisdiction A were polled to identify the three that they would dig into further. The graphic below shows the poll results.

Actions to Address Challenges



The top two actions selected were **establishing regular, open-ended engagement** and **strategic planning related to innovation and modernization**. After discussion, the group elected to combine the next two actions as part of **developing an engaged and resilient workforce**. After further discussion and refinement, the final three actions were:

- GROW Your Own Workforce
- Committing to Innovation through Continuous Improvement
- Build meaningful long-term connections to create an intentionally connected community

For each action, the subgroups spent time further clarifying what the activity would be, how the activities impact all disciplines in local government, and why it matters for all communities.

Initiative	What?	How?	Why?
GROW Your Own Workforce	<ul style="list-style-type: none"> • Give Exposure to Public Service • Relentless Commitment to Inclusion and Belonging • Opportunities for mentorship and leadership development • Wage Equity 	<p>Give Exposure to Public Service</p> <ul style="list-style-type: none"> ○ Partner with academic and vocational institutions ○ Open talent pipelines through non-traditional candidate pools ○ Start jr. academies for service disciplines ○ Pivot away from experience-based hiring toward skills-based hiring <p>Relentless commitment to inclusion and belonging</p> <ul style="list-style-type: none"> ○ Use mission, vision, values in hiring ○ Culture adds over culture fit ○ Improve communication to prevent gatekeeping ○ Promote cross-training <p>Opportunities for mentorship and leadership development</p> <ul style="list-style-type: none"> ○ Identify future leaders within the workforce ○ Be willing to take risks on non-traditional, less experienced candidates <p>Wage equity</p> <ul style="list-style-type: none"> ○ Create policies that require regular compensation reviews and updates ○ Analyze for internal equity and market-based compensation (including private sector) 	<ul style="list-style-type: none"> • Vacancies due to <ul style="list-style-type: none"> ○ Disrespect ○ Burn-out ○ Inequitable/non-competitive pay • Solutions <ul style="list-style-type: none"> ○ Passionate, committed, dedicated teams ○ Top talent ○ Focus on excellent service delivery

Initiative	What?	How?	Why?
Committing to Innovation through Continuous Improvement	<ul style="list-style-type: none"> • Develop a continuous improvement model, including a self-assessment template, peer review, and award • Identify opportunities that create value, ensure accountability, and achieve results 	<ul style="list-style-type: none"> • Empower all employees • Be proactive, not reactive • Community engagement • Break down silos • Track results, not activities • Make local governments cool 	<ul style="list-style-type: none"> • Better service delivery • Innovative to respond to change • Efficiency for funding/resources • Value for residents • Making local government a choice profession
Build meaningful long-term connections to create an intentionally connected community	<ul style="list-style-type: none"> • Reduce surprises in service and operations • Follow through and build trust with our communities • Find opportunities to share best practices 	<ul style="list-style-type: none"> • Create a communications toolkit with: <ul style="list-style-type: none"> ○ Standards, best practices, and certification ○ Appropriate resources for a continuum of local government sizes and types ○ Inclusive storytelling ○ On-going dialogue ○ Follow-up 	<ul style="list-style-type: none"> • Rebuild public trust and combat misinformation • Humanize and empower staff for the long-term health of the profession • Build resilient and inclusive communities

Jurisdiction B

Jurisdiction B was comprised of participants from local governments west of the Mississippi River, from the Great Plains to the West Coast. Each participant was asked to introduce themselves, share a key takeaway from the morning's activities, and share the top challenges that they would like to spend their time addressing. Potential challenges to address included:

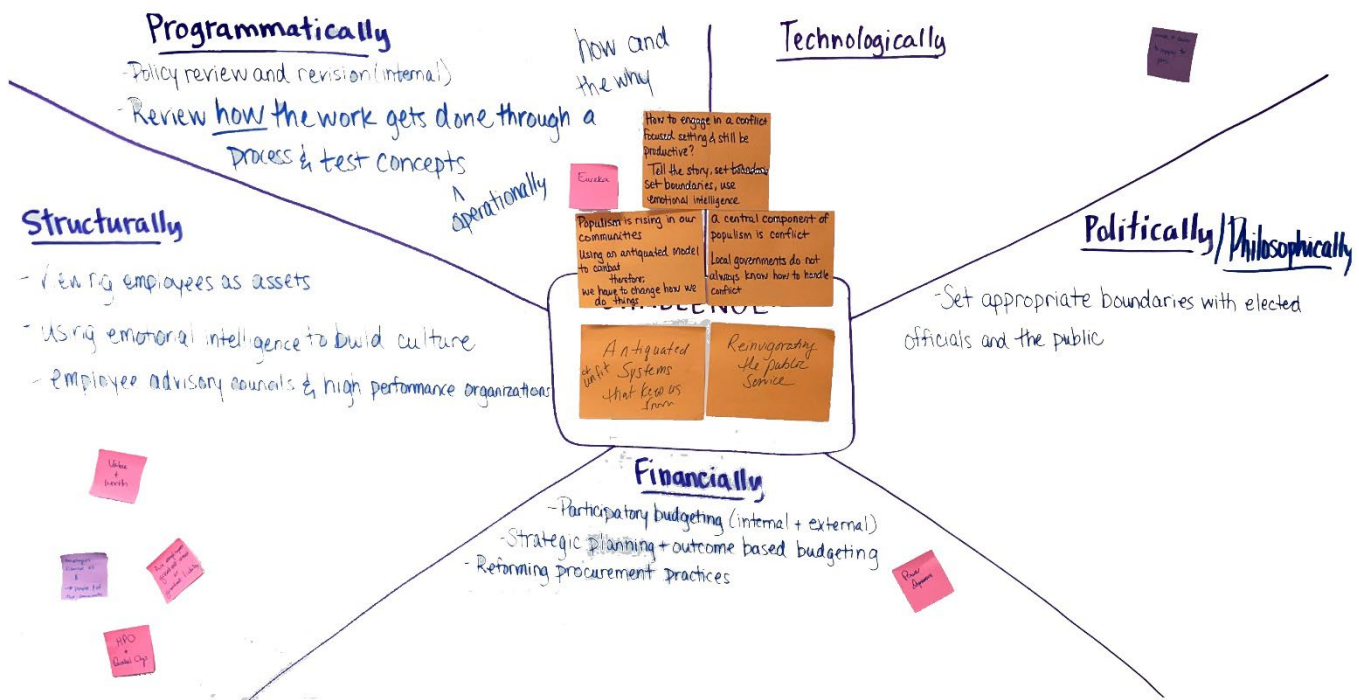
- Antiquated and unfit systems
- Cybersecurity and data privacy
- An exclusive culture of governance
- Misinformation
- Current workforce lacks capacity, support, and trust
- Technological literacy (the "Digital Divide") and preferences for digital services

Ultimately, the three challenges that the group elected to focus on were:

- Antiquated and unfit systems
- An exclusive culture of governance
- Current workforce lacks capacity, support, and trust

Challenge: Antiquated & Unfit Systems

Initial brainstorming and conversation related to systems challenges is shown in the graphic map below.



The subgroup identified three focus areas:

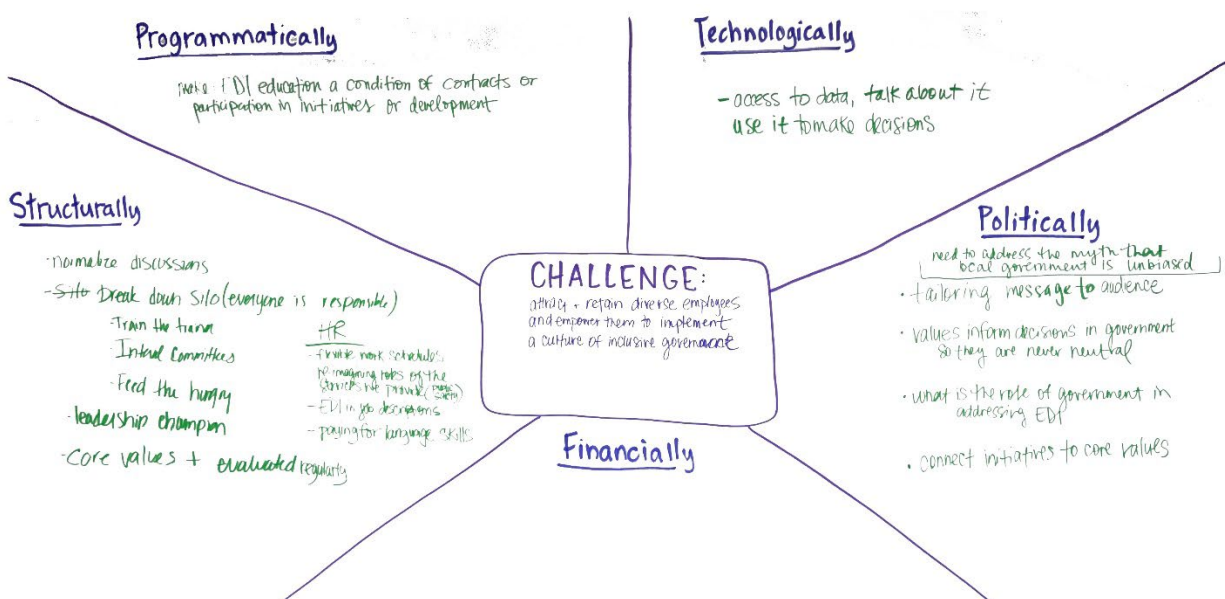
- Budgeting
- Service delivery
- Organizational culture and community engagement

For each of the focus areas, participants were asked to share what the proposed initiative is and why it is important to advancing local government.

Initiative	What?	Why?
Strategic & Participatory Budgeting	<ul style="list-style-type: none"> Community engagement Diversity, equity, and inclusion Outcome-based budgeting Leadership listening Transparency 	<ul style="list-style-type: none"> Builds community trust Ensures distinct community voices are included in shaping budget priorities Increases transparency and civic awareness
Proactively Reviewing the “Why” and “How” of Service Delivery	<ul style="list-style-type: none"> Continuous improvement Sunsetting outdated policies and testing new concepts 	<ul style="list-style-type: none"> Foster continuous evaluation and improvement of service delivery Experiment with new concepts – fail forward
The Art of Public Service: Using Emotional Intelligence for Organizational Culture and Community Engagement	<ul style="list-style-type: none"> Communication and storytelling Collaboration Leadership listening and empathy People-centric policies and practices 	<ul style="list-style-type: none"> Overcome community misunderstandings/misperceptions of local government Builds trust by humanizing government and its employees Promotes value of public service

Challenge: An Exclusive Culture of Governance

Initial brainstorming and conversation related to equity, diversity, and inclusion (EDI) challenges is shown in the graphic map below.



The subgroup identified three focus areas:

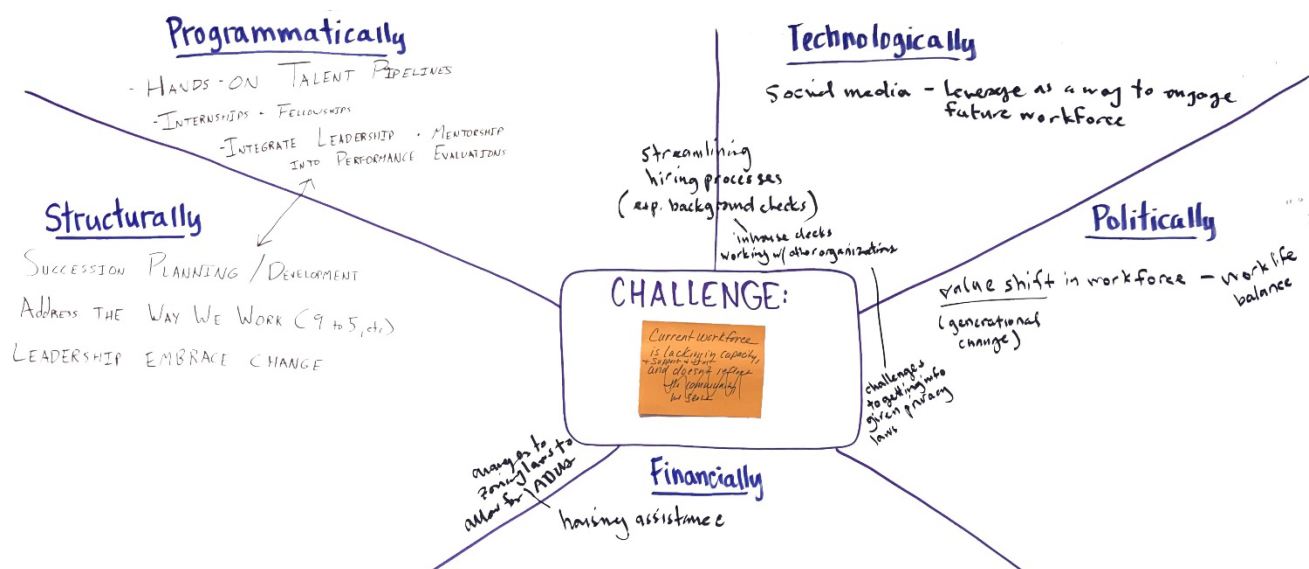
- Responsibility for EDI
- Advancing EDI internally and externally
- Barriers to equitable participation and governance

For each of the focus areas, participants were asked to share what the proposed initiative is, and why it is important to advancing local government.

Initiative	What?	Why?
EDI is not a Position – It is Everyone’s Job	<ul style="list-style-type: none"> • Break down silos • Train the trainer • Equity-based continuous improvement • Leadership to champion 	<ul style="list-style-type: none"> • Change must come from within and be embedded across the organization • Fundamental obligation of all employees to uphold EDI principles
Incorporate EDI as a Condition for Participation or Partnership	<ul style="list-style-type: none"> • Rewrite contracts • EDI as a condition for bidders/contractors • Update building/development codes • Identify community organizations which are doing this work 	<ul style="list-style-type: none"> • Government should be an EDI leader and use its platform to advance inclusivity in the community
Culturally Informed Initiatives	<ul style="list-style-type: none"> • Framework for culturally informed decision-making • Data collection and analysis, cross-cultural analytics • Accessible community engagement • Partnerships with community organizations 	<ul style="list-style-type: none"> • Equity driven outcomes • Community resilience • Fostering participation of all communities • Trust-building

Challenge: Current Workforce Lacks Capacity, Support, and Trust

Initial brainstorming and conversation related to workforce challenges is shown in the graphic map below.



The subgroup identified three focus areas:

- Appealing Work Environment
- Hiring Process
- Leadership Development

For each of the focus areas, participants were asked to share what the proposed initiative is, and why it is important to advancing local government.

Initiative	What?	Why?
Reframe Local Government as a Choice Employer	<ul style="list-style-type: none"> • Cultures of belonging • Employee support programs • Holistic and innovative benefits 	<ul style="list-style-type: none"> • Must be able to attract and retain top talent • Inspire future generations • Empower employees to make change
Streamline the Hiring Process	<ul style="list-style-type: none"> • In-house background checks • Coordination of information sharing • Decentralized hiring • Leverage technologies • Standardized forms and processes 	<ul style="list-style-type: none"> • Currently losing preferred candidates during hiring process • Improve experience for hiring managers • Time to fill vacant positions must be shorter
Integrated Leadership Programming	<ul style="list-style-type: none"> • Leadership development opportunities • Succession planning • Department-preferred training opportunities 	<ul style="list-style-type: none"> • Employee empowerment, retention • Sustainable culture and institutional knowledge due to promoting from within

Actions to Move Forward

After reviewing each of the nine actions proposed by the sub-groups, all Delegates in Jurisdiction B were polled to identify the three that they would dig into further. The top three actions selected were:

- The Art of Public Service: Using Emotional Intelligence for Organizational Culture and Community Engagement
- Reframe Local Government as a Choice Employer
- Culturally Informed Initiatives

For each action, the subgroups spent time further clarifying what the activity would be, how the activities impact all disciplines in local government, and why it matters for all communities.

Initiative	What?	How?	Why?
The Art of Public Service: Using Emotional Intelligence for Organizational Culture and Community Engagement	<ul style="list-style-type: none"> • Fundamental misunderstanding between local governments and communities • Cannot solve for inequities because community perspectives are not fully understood 	<ul style="list-style-type: none"> • Prioritize development of soft skills across all disciplines • Get public employees to think like the community they serve • Test concepts, fail forward 	<ul style="list-style-type: none"> • Work is influential on the lives of residents • Mutual understanding aids effectiveness and reduces conflict

Initiative	What?	How?	Why?
Reframe Local Government as a Choice Employer	<ul style="list-style-type: none"> • Cultures of belonging • Meaningful work • Innovative benefits • Incorporate into promotional process/on-boarding • Budget planning • On-boarding/mentorship/orientation 	<ul style="list-style-type: none"> • Provide innovative, inclusive, and flexible workplace practices and opportunities • Illustrate local government's impact and importance 	<ul style="list-style-type: none"> • Must be able to attract and retain top talent • Inspire future generations • Empower employees to make change
Culturally Informed Initiatives	<ul style="list-style-type: none"> • Framework for culturally informed decision-making • Data collection and analysis, cross-cultural analytics • Accessible community engagement 	<ul style="list-style-type: none"> • Partnerships with community organizations • Data-informed decision-making • Accountability reporting • Multi-cultural stakeholder groups • Storytelling 	<ul style="list-style-type: none"> • Equity driven outcomes • Community resilience • Fostering participation of all communities, especially historically marginalized/excluded • Trust-building

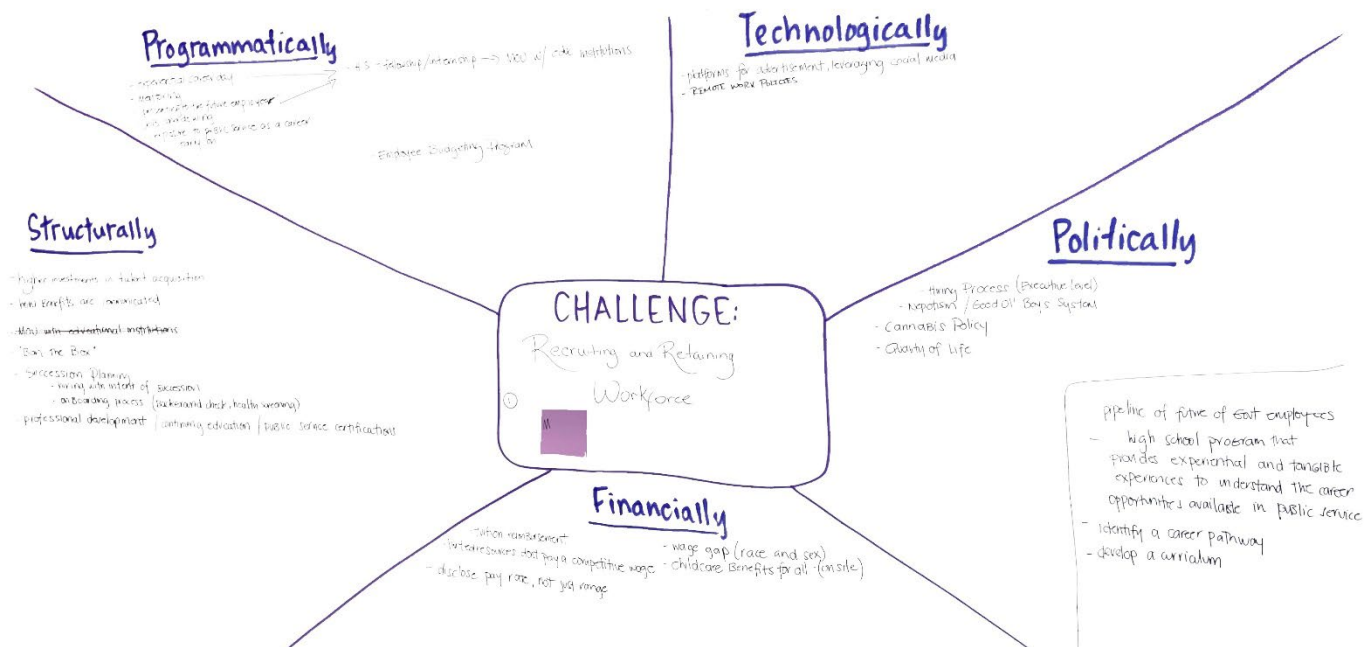
Jurisdiction C

Jurisdiction C was comprised of participants who were generally from county-level governments across the United States. Each participant was asked to introduce themselves, share a key takeaway from the morning's activities, and share the top challenges that they would like to spend their time addressing. Ultimately, the three challenges that the group elected to focus on were:

- Recruiting and retaining the workforce
- Evolving community engagement
- Process improvement and innovation

Challenge: Recruiting and Retaining the Workforce

Initial brainstorming and conversation related to recruiting and retaining the workforce is shown in the graphic map below.



The subgroup identified three focus areas:

- Employee sustainability
- Justice-impacted workforce
- Future of government (FOG) fellowship

For each of the focus areas, participants were asked to share what the proposed initiative is and why it is important to advancing local government.

The subgroup identified three focus areas:

- Transformative model of community engagement
- Hire the right people
- Financial reallocation

For each of the focus areas, participants were asked to share what the proposed initiative is, and why it is important to advancing local government.

Initiative	What?	Why?
Transformative Model of Community Engagement	<ul style="list-style-type: none"> • Develop a conceptual framework, examples, and guides for local governments to modify and implement for their communities 	<ul style="list-style-type: none"> • Many departments do not have skills, time, or political/organizational support to spearhead the effort alone. Without it we often repeat processes and fall back on what was done before. • Requires time, training, expenses to address multiple disciplines and reach residents where they are at
Hire the Right People	<ul style="list-style-type: none"> • Identify empathetic cultural workers (inside the organization) • Prioritize community engagement for all departments (everyone's' responsibility) 	<ul style="list-style-type: none"> • Important step towards trust building and demystifying government structures, sources, etc. • Cross-department engagement • Educating the public on government services, roles/responsibilities
Financial Reallocation	<ul style="list-style-type: none"> • Reallocate money that is not being put to good use – e.g., nonprofit grant opportunities • Pay members of the public for their time during the engagement process 	<ul style="list-style-type: none"> • To enable these organizations to effectively engage the community through these services • Compensation is motivation for members of the public for their time

Challenge: Process Improvement and Innovation

Initial brainstorming and conversation related to process improvement and innovation challenges is shown in the graphic map below.

Initiative	What?	Why?
Citizen-driven GIS/Local Improvements	<ul style="list-style-type: none"> • Develop online portal for citizen submission of issues like potholes • Open data • Tags for specific departments so submissions are immediately sent to staff • Helps to prioritize community interests and need to fix or improve assets • Track fix/completion dates in open data portal 	<ul style="list-style-type: none"> • People get invested in “their” project or community need • Staff can use direct feedback to re-route resources and meet constituent requests • Over time use additional data to modify staffing and resource deployment
Reimagining Public Procurement	<ul style="list-style-type: none"> • Hard to do business for local government, especially for small, BIPOC, veteran, or female owned businesses • There are often % goals for construction, but what about operating? • Collaborate across jurisdictions to make it easier to register 	<ul style="list-style-type: none"> • More time/money for a more effective and equitable process may be worth it • What are existing processes designed to protect us from? Are there other methods that are less inefficient/more equitable?

Actions to Move Forward

After reviewing each of the nine actions proposed by the sub-groups, all Delegates in Jurisdiction C were polled to identify the three that they would dig into further. The table below shows the poll results.

Initiative	Votes
Challenge: Recruiting and Retaining Workforce	
• Employee Sustainability	2
• Justice-Impacted Workforce	9
• Future of Government (FOG) Fellowship	3
Challenge: Evolving Community Engagement	
• Transformative Model of Community Engagement	7
• Hire the Right People	2
• Financial Reallocation	2
Challenge: Process Improvement and Innovation	
• Intergovernmental Collaborative Process	0
• Citizen-Driven GIS/Local Improvements	3
• Reimagining Public Procurement	8

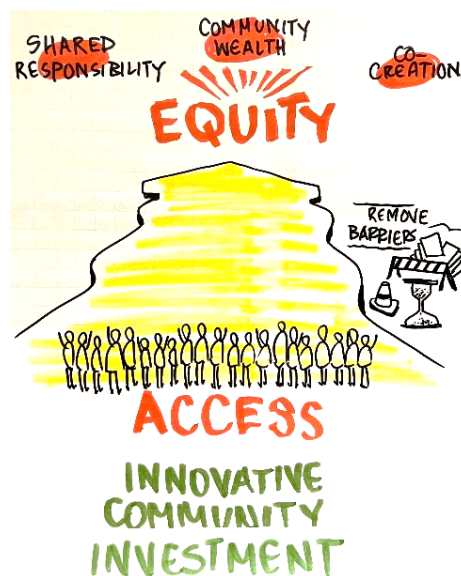
After further discussion and refinement, the final three actions were:

- Promised Pathways
- Transferring Power to the Community
- Innovative community investment

For each action, the subgroups spent time further clarifying what the activity would be, how the activities impact all disciplines in local government, and why it matters for all communities.

Initiative	What?	How?	Why?
Promised Pathways	<ul style="list-style-type: none"> Supporting justice-impacted individuals and their families through employment opportunities in the public sector. 	<ul style="list-style-type: none"> Creating employment opportunities across departments from an available talent pool through promised pathways Different access points to all departments, not just entry level Breaking down barriers by creating holistic pathways Create local ordinances Codifying policies to include private sector Recruitment and support Retention and promotion 	<ul style="list-style-type: none"> Racial equity Repair harm and build trust Workforce development to address high vacancies in local government Reinvest and reallocate resources Positively impact the quality of life for the individual, family, and community
Transferring Power to the Community	<ul style="list-style-type: none"> Developing a conceptual framework, examples, and guides for local government community engagement, including identifying different types of community 	<ul style="list-style-type: none"> Tools Framework Continuing education opportunities Strengthening community ties to affiliates and NGOs 	<ul style="list-style-type: none"> Shared responsibility Build trust Give voice to the silent majority Better use of resources Engender a sense of belonging Building social capital Support positive governmental services

Jurisdiction C shared their innovative community investment action through the following graphic:



Defining the Future

After reconvening, each of the Jurisdictions presented their discussions and their three proposed actions. The full list of proposed actions included:

- Jurisdiction A
 - GROW Your Own Workforce
 - Committing to Innovation Through Continuous Improvement
 - Build meaningful long-term connections to create an intentionally connected community
- Jurisdiction B
 - The Art of Public Service: Using Emotional Intelligence for Organizational Culture and Community Engagement
 - Reframe Local Government as a Choice Employer
 - Culturally Informed Initiatives
- Jurisdiction C
 - Promised Pathways
 - Transferring Power to the Community
 - Innovative Community Investment

Recognizing several connections between the different proposed action items, Delegates who worked on similar actions were grouped to work through whether it made more sense for actions to remain distinct or to be combined. Through this process, the nine actions were reduced to the following five:

- GROW a Resilient Workforce
- People-powered and culturally informed continuous improvement
- The Art of Public Service – The Communication Continuum
- Promised Pathways
- Innovative community investment/rethinking public procurement

Delegates were asked to select their top actions to move forward, as captured in the following graphic.

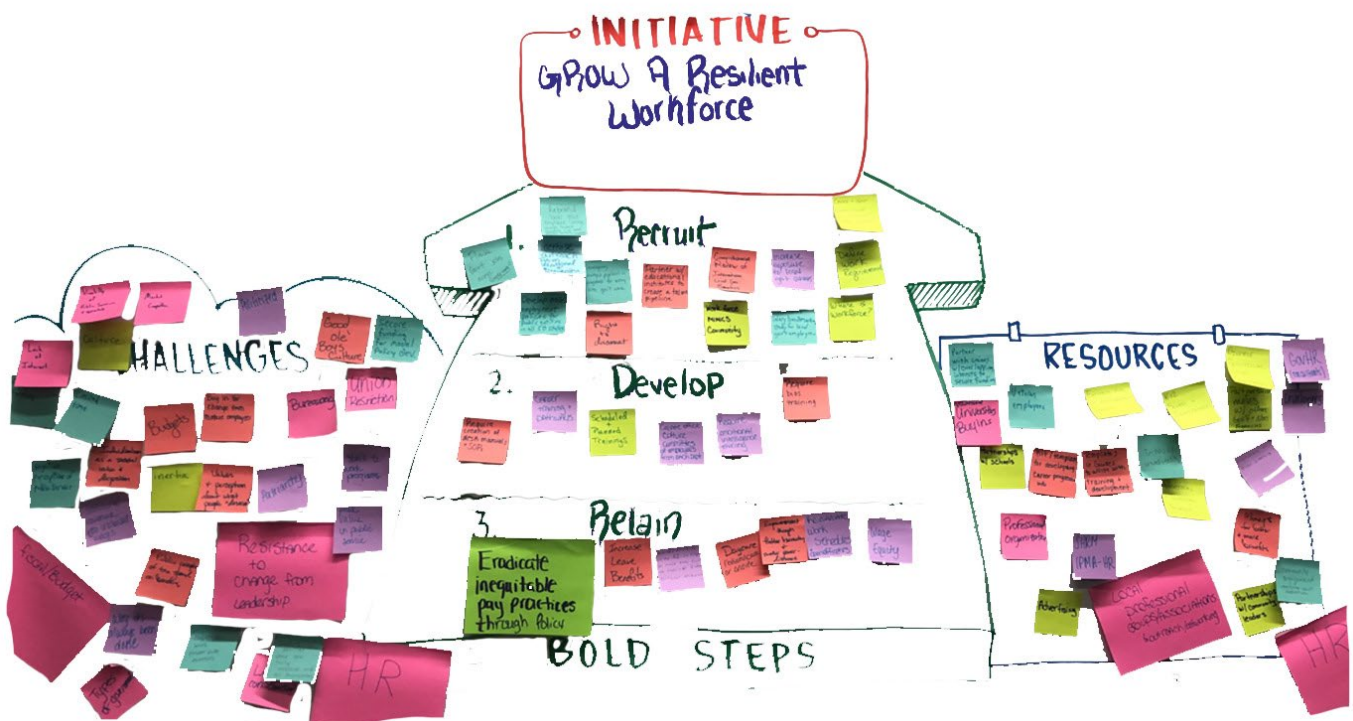
Actions to Move Forward



Based on the top three actions selected, Delegates and Super Delegates were invited to three rooms to conduct initial implementation planning.

Implementation Planning: GROW a Resilient Workforce

The GROW a Resilient Workforce group identified its challenges/barriers, resources required, and three bold steps, as shown in the graphic below.



Resources

- Educational and vocational partnerships
- Money
- Professional organizations
 - SHRM
 - IPMA-HR
 - ELGL
 - ICMA
- Veteran Employees
- HR
- Consultants
- Technology and virtual reality
- Advertising
- Community engagement
- Community leaders
- Developers

Challenges and Barriers

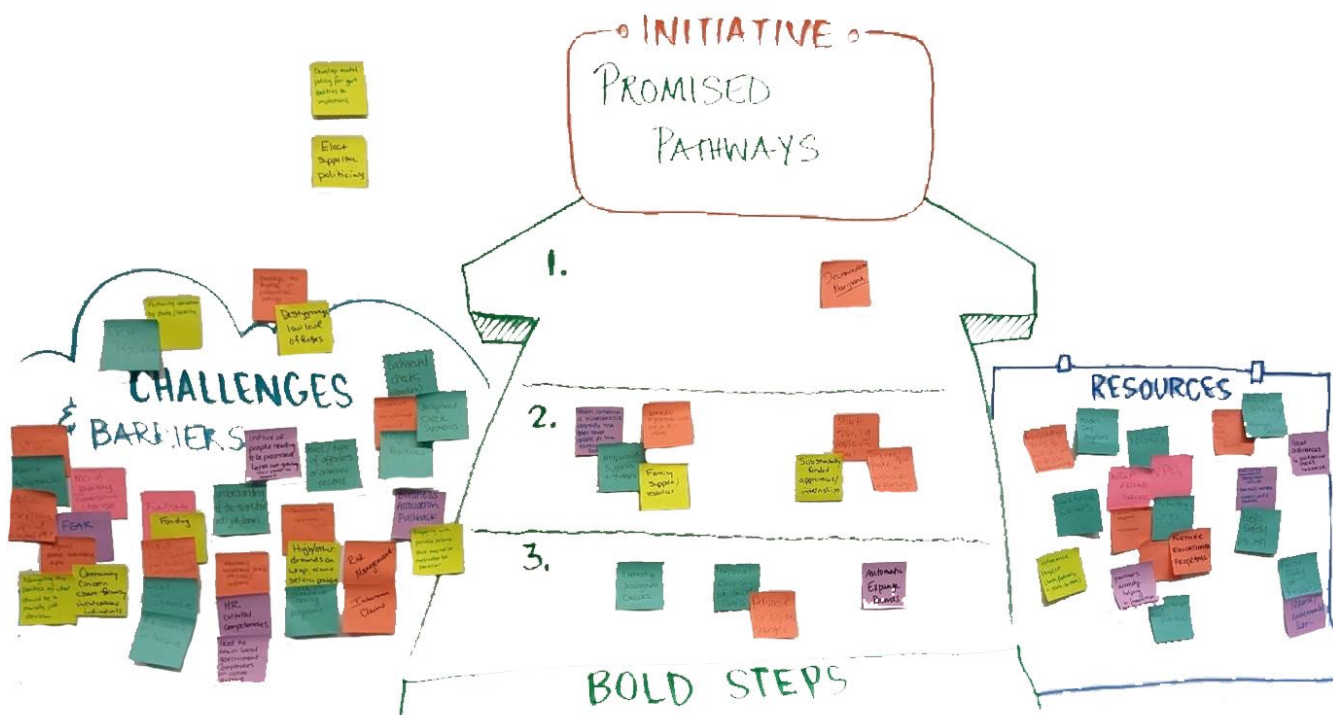
- Resistance to change/status quo
- HR
- Budgets/finances
- Values
- Politics
- Legal considerations
- Bureaucracy
- Unions
- Misperceptions of public service
- Employee buy-in
- Patriarchy
- Private sector competition

Bold Steps

1. Recruit
 - Partner with educational institutions to create a talent pipeline
 - Increase exposure to local government careers
 - Develop model employment policies for public entities in all 50 states
 - Comprehensive benefits reviews
 - Flexible government jobs with remote work
 - Define work requirements
2. Develop
 - Creation of desk manuals and SOPs
 - Career training and pathways
 - Create office culture committees from each department
 - Mandatory emotional intelligence and bias training
3. Retain
 - Wage equity
 - Empowerment through flatter hierarchies
 - Increase leave benefits
 - Reduced cost or onsite daycare
 - Flexible work schedules

Implementation Planning: Promised Pathways

The Promised Pathways group identified its challenges/barriers, resources required, and three bold steps, as shown in the graphic below.



Resources

- Equipment/tools to build skills sets in prison – receive accreditation
- Workforce centers
- Innocence Project
- Model City programs
- Non-governmental organizations
- AmeriCorps
- Further education programs
- Department directors
- Social Services/Human Services
- United States Public Health Service
- Public Safety
 - Police
 - Fire
 - Probation offices
 - Courts
 - Jails
 - Sheriffs
- Business owners
- Local ordinances (marijuana, background checks, etc.)
- Existing body of research

Challenges and Barriers

- Stigma
- Existing legislation
- Authority variation by state/county
- Background checks and hiring practices
- Influx of new people to be processed – HR not growing their staff support
- Business Association pushback
- Engaging with private prisons that may not be motivated to partner
- Service demands
 - Transitional services
 - Wraparound services
 - Workforce training programs
- Risk management
- Insurance claims
- Resource-intensiveness and lack of funding
- Public perception and fear
- Political resistance

Bold Steps

1. Decriminalize Marijuana
2. Provide More Resources for Families
 - When someone is incarcerated, identify the gaps that creates in the family and provide resources
 - Wraparound support and therapy
 - Community engagement inside jails/prisons
 - Substantially fund apprenticeships/internships
 - Start training people in jail
 - Prepare/equip incarcerated people to integrate into the professional world
3. Enact Legislative Changes
 - Eliminate background checks
 - Have a national convening of local governments on this issue
 - Advocate for legislative change
 - Automatic expungement of records

The Communication Continuum group identified its challenges/barriers, resources required, and three bold steps, as shown in the graphic below.



- ## A CONVENING OF PRACTITIONERS

Challenges and Barriers

- Fear of embracing the emotional
- Lack of prioritization of soft skills
- Staff skills
- Fear of not controlling the message
- Elected official priorities
- Apolitical mindset of public managers
- Political transitions
- The “Government is a secret” mentality
- Elected officials
- Language
- Medium used to communicate
- Proximity to the community
- Language barriers
- Staff time
- Belief that humanization creates unfair or unequal processes
- Lack of council buy-in
- Addressing various forms of government
- Prohibitive municipal code or personnel policies
- No established goals or metrics for success
- Sometimes you don’t have an “answer”
- People don’t think that it’s “new” or “important”
- Different levels – some communities have nothing, some are more advanced

Bold Steps

1. Understand and assess the landscape (governmental and non-governmental)
2. Engage potential partners and define the theory of impact
3. Determine how to scale and adopt the toolkit broadly

Closing and Commitments

As the Local Government 2030 Convening came to a close, each Delegate and Super Delegate was asked to share their commitment for the future or a parting thought.

Delegate Commitments

Delegate commitments are captured in the following image.



- Relay initiatives to my organization and find my allies
- Prioritizing the work amidst all the things I have to do
- I will be bold and kind in my pursuit of bettering our workforce
- Advocating for bold ideas, taking risks, moving our profession forward, challenging the red tape, staying connected with my colleagues, doing things differently, and being persistent
- Support our initiative with research, coordination, and advocacy, and bring the collaborative vibes back to my organization

- Stay in touch with the many amazing people I met this weekend
- I commit to continue with drive and passion until I don't hear NO
- Begin to foster working relationships between departments and open lines of communication
- I commit to participate and infuse new ideas learned within my sphere of influence
- Being the two-year-old in the room and always asking why
- To not lose sight of the work we have done and the work we have left to do
- Staying involved and dedicated to furthering the cause
- I commit to following through on the efforts to establish our initiative and to keep the energy and momentum of this weekend
- Always keeping equity, inclusion, and community at the front of mind in what we do
- I commit to taking our initiatives back to my locality and being an advocate for all of them
- I commit to being fully involved as co-chair for the remainder of the process
- Engaging intentionally and fully in the fulfillment of our theories of change and throughout, balancing taking space and ceding space for advancement toward greater equity in public administration
- Self-education and research – you need to know where you're from to know where you're going; commit to DEI focus, regardless of initiative
- I commit to stepping into every space I work in with an open mind and to leave it fuller than I found it
- I commit to approach this work with passion, curiosity, and intentionality. I will support my team and our work, serving as a liaison for the priorities set here today.
- I commit to staying connected
- Continue to provide my time and expertise to further my team's initiative
- I'm committed to supporting my fellow delegates
- I commit to speaking up in my community, sharing my opinion boldly, and living the work we discussed this weekend!
- Serve as co-leader for the initiative; remain positive, encouraging, and open for all delegates
- I commit to building leadership opportunities and pathways in my organization
- I commit to advocate for disenfranchised communities and promote our initiatives in my workplace and beyond
- I commit to staying engaged and bringing awareness to our initiatives within my professional network
- Always be an organization and community donor
- Tell/carry forward the STORY of this time and push for clarity to ensure bold and transformative action
- Become the Chief Disagreer (The Villain)
- Continue serving my community diligently and help bring the government closer to the people!
- Start a conversation with ACM on how to grow a resilient workforce by creating a presentation with research regarding "Initiative" as it pertains to our community
- Support my team to the best of my abilities and make sure we all have a good time
- I commit to share the work and experiences of this Convening to my community, network, and family
- I commit to communication (do not go ghost) and to stay connected
- Dedicate a portion of personal time to my team's project and proselytize the contact
- I commit to working with my team to ensure work towards our final goal (initiative)
- Give everything I can while not overextending professionally or emotionally
- Re-think how financial information can be presented to the public
- To be a champion for the Convening and to start having important/difficult conversations with my colleagues
- I'm committed to staying engaged and present in the process of developing the future of local government, with this delegation and beyond

- I commit to creating a safe space in my HR/Administration Department and being a safe ear for my team
- Turning challenges into opportunities
- To bring back initiatives that weren't selected for implementation in my organization, to stay connected to the people I've met here, and work to break barriers between organizations
- Being accountable to the group and process
- I commit to challenging the status quo to become an effective champion for our projects here
- Be consistent in service of others; time, energy, passion
- I commit to not backing down from thinking big and BOLD
- Push the boundaries of what I can accomplish in my community

Parting Thoughts from Super Delegates

- Thank you for inspiring me. You brought your head and heart, and your passion has come through in how you serve your community. The future is bright, and I want to build it with you.
- Sincere gratitude – it's awesome to see and feel and move forward in creating a multi-racial democracy with a true governance model.
- I worked on a project on social equity with APA in 1980s. You guys are the generation we were hoping for. You don't have to be told what this is or why it's important. I couldn't be prouder and more hopeful that we have this orbit of people. I can't wait to see what comes next, and I have so much faith in the future
- Coming in here – I was like, I can retire anytime. Now I don't want to.
- Good job to the public safety group – sometimes it's hard to integrate for us. Heart and pride – don't forget that part of this weekend and look for those things when you're back.
- Don't let this be the end of your journey. You're just getting ramped up, and I agree – the future is bright.
- It's always fascinating to watch bright people do fascinating work. The work of getting this done will be done at your behest, but through the professional associations. Get engaged and get involved in those associations. If you want to see this work in the profession, we need to start knocking on doors and getting all those people involved. We need them to help create the future we want to see.
- Never say never after you walk out of this room. Challenge the no and keep asking why. I'm so happy to know everyone, and a shoutout to my finance team and larger group. I'm inspired. A mentor of mine, a long time ago, was discouraged because people didn't want to be in public service. He got pens printed and started handing them out. "I'm a government official and I'm proud of it." I still have the pen and I'm still proud of it.
- Shout-out to administrative services. I started in public service at 29 and had a different lens. As you become more vested in a government, there's less incentive to rock the boat. Don't drink the bureaucratic Kool-Aid. Keep coming back and looking at ways to shake things up.
- As the host from Omaha, I'm so grateful that you're here. As someone who teaches local government finance, this is so inspiring. The challenge for us, in this space, is we're seeing a migration of people who want to have an impact moving to non-profits. This is the right space, and we need to get that message out.
- Thank you all so much. When we put this out, we didn't know how it would be received. It seemed to resonate and flow in the functional areas. I'm committed to staying engaged and my organization is a resource to you. You've signed your name for more than a year, and I for one am feeling energized.
- When people ask me what I do, I say I'm in the democracy business. And we're all in the democracy business. What we talked about this weekend keeps that democratic tradition going. I hope you all take from this the importance and gravity of that situation. Future generations also need to say that they want to step up and help the communities. We have to work together – if we don't, democracy is in peril. On behalf of

The Three Bold Steps

LOCAL GOVERNMENT 2030

LESSONS for the FUTURE:
A NATIONAL CONVENING OF PRACTITIONERS
University of Nebraska Omaha
NOV 4-5, 2022

THE INITIATIVES

IMPACTING ALL DISCIPLINES IN LOCAL GOV'T

THE INITIATIVES THAT MATTER FOR ALL COMMUNITIES

50 DELEGATES

GROW A RESILIENT WORKFORCE

THE ART OF PUBLIC SERVICE - THE COMMUNICATION CONTINUUM

PROMISED PATHWAYS

CREATING OPPORTUNITIES FOR JUSTICE IMPACTED PEOPLE

RACIAL EQUITY REPAIR HARM BUILD TRUST

17 SUPER DELEGATES