



Cities Bulletin e-newsletter

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- For legislative questions: [Contact IGR Staff](#)
- For editorial or other Cities Bulletin questions: Contact Rachel Kats, Publications & Web Editor (651) 215-4032 or (800) 925-1122; rkats@lmc.org

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Gov. Tim Walz Unveils 2025 Capital Investment Plan

January 27, 2025

With the Legislature failing to pass a 2024 capital investment bill to provide for critical public infrastructure, the importance of passing funding this year is magnified.

On Jan. 23, Gov. Tim Walz announced his 2025 Infrastructure Plan, his capital investment recommendations for this legislative session. After downward adjustments to account for the state's projected budget, the debt capacity available for issuing state bonds has decreased from \$830 million to \$790 million.

[View Gov. Walz's 2025 capital investment recommendations.](#)

Details of the proposal

The governor's proposed spending package would borrow \$790 million in general obligation bonds and use \$97 million in trunk highway cash. \$400 million of the proposal is dedicated to asset management to maintain and renew existing state properties, including \$206 million for Minnesota State Colleges and Universities and the University of Minnesota to repair and renovate buildings.

Other proposed investments include:

- **Water and wastewater systems and transportation:** \$83.6 million would be used for water and wastewater infrastructure, including \$104 million to support grants and low-interest loans, and \$8 million for a new grant program to help remove contaminants like PFAS (perfluoroalkyl and polyfluoroalkyl substances) from drinking water.
- **Economic development:** \$4.5 million for public infrastructure related to economic development.
- **Public safety:** \$195 million would be used for public safety and corrections projects, including expanding laboratory and investigatory capacity for the Bureau of Criminal Apprehension and planning for a Minnesota State Patrol headquarters.
- **Housing and child care:** \$7 million would be dedicated to rehabilitating public housing and \$2.7 million to construct and renovate early childhood facilities.
- **Other infrastructure:** \$40 million for unspecified local government projects.

Just a starting point

The governor's proposal marks a starting point to what is likely to be a lengthy process to produce a 2025 capital investment bill. The House and Senate are both likely to unveil bonding packages, and differences with Gov. Walz's plan will have to be negotiated.

Uphill climb

Bonding bills require a three-fifths majority (60%) to pass the Legislature, so leaders will have to work for bipartisan support to reach final passage of a capital investment borrowing package. That agreement never happened in the 2024 session. Expect final negotiations on a bonding bill to last until the very end of the 2025 session. It typically is one of the last bills passed before the Legislature adopts a final budget and tax plan.

Advocating for your city's specific projects

Although the League does not weigh in on individual city bonding provisions, its Intergovernmental Relations (IGR) team is here to help city officials navigate the advocacy process at the Capitol.

If you are planning a visit to St. Paul to champion your city's bonding request(s), be sure to take advantage of the League's free parking provided to member city officials. If you do park at the League, please check in at the reception desk.

If you have questions about where to go or how to interact with legislators, contact any member of the League's IGR staff before your visit or when you arrive.

[Connect with IGR staff.](#)

[Read more news articles.](#)

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Presidential Actions Include Executive Orders That May Impact Cities

January 27, 2025

The League will continue to monitor executive actions and provide information to members on the potential impacts.

Since taking office on Jan. 20, President Donald Trump has issued several executive orders and taken other actions that have prompted questions from city staff and leaders about potential impacts on city operations and federal funding.

Recent broadly worded executive orders and announcements from the administration regarding immigration enforcement, diversity and inclusion programs, and a proposed pause on federal funding for the Inflation Reduction Act and Infrastructure Investment and Jobs Act (IIJA) have raised concerns among cities nationwide about the implications of these presidential actions.

It is common for new administrations to review recent grants and pause future programs as they fully organize their priorities. The League, along with our federal partner organizations, is closely monitoring these developments to determine any direct impact on Minnesota cities.

[View President Trump's executive orders.](#)

What cities can do

In light of the orders pausing federal infrastructure funding, cities are encouraged to share examples of IIJA-funded projects with the National League of Cities (NLC). This information will help our federal partners advocate against any pause or reduction in essential infrastructure funding.

[Submit information about your city's IIJA projects to the NLC.](#)

Additionally, the League will continue to update member cities with developing information and potential impacts of executive actions. Members are encouraged to stay informed and work closely with their city attorneys for individual assessments and guidance.

[Read more news articles.](#)

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LMC Awards

The 2025 LMC Awards Program is now open for submissions!

The League each year honors the special achievements of cities and city leaders with the City of Excellence Awards, C.C. Ludwig Award, James F. Miller Leadership Award, and Sustainable City Award.

About City of Excellence Awards

The City of Excellence Awards recognize cities for outstanding work. Awards are given in three population categories and in one special topical category, which is different each year. The 2025 Topical Category is Successful Collaboration Among Local Governments.

[Read more about the City of Excellence Awards](#)

About the Individual Awards

The C.C. Ludwig Award recognizes elected officials who have made significant contributions to Minnesota city government. Similarly, the James F. Miller Leadership Award honors appointed city officials who have gone above and beyond the call of duty for their city and all Minnesota cities. Finally, the Emerging Leader Award is presented in recognition and encouragement of elected and appointed officials who are early in their service to municipal government.

[Learn more about the individual awards](#)

About the Sustainable City Award

Cities currently participating in the Minnesota GreenStep Cities program are eligible for the League of Minnesota Cities Sustainable City Award.

[Learn more about the Sustainable City Award](#)

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Current Grant Opportunities

2025 Local Housing Trust Fund Grants

The Local Housing Trust Fund Grants Program, established in 2021, aims to boost funding for Local Housing Trust Funds and support affordable housing initiatives across Minnesota. The program is supported by \$5.8 million in one-time funding for various eligible housing-related uses.

Local governments can apply for matching funds of up to \$225,000, provided they establish a Local Housing Trust Fund by the request for proposals (RFP) application deadline. Matching funds must come from new public revenue (excluding state or federal sources) committed on or after June 29, 2021.

Eligible uses for grant funds include:

- Development, rehabilitation, or financing of housing through grants, loans, or loan guarantees.
- Matching funds from other federal, state, or private resources for housing projects.
- Down payment assistance, rental assistance, and homebuyer counseling.
- Administrative expenses (up to 10% of the grant amount).

Matching fund structure:

- New Public Revenue up to \$150,000: Matched at 100%.
- New Public Revenue between \$150,000 and \$300,000: Matched at 50%.

Application timeline:

- Intent to Apply: Opens Jan. 24, 2025, and closes **Feb. 11, 2025** (required for eligibility).
- Request for Proposals (RFP): Opens Feb. 12, 2025. Applications are due by **March 19, 2025**.

Applicants must have an established Local Housing Trust Fund by the RFP deadline and attend a technical assistance session before submitting their application. For assistance in creating a Local Housing Trust Fund, Minnesota Housing Partnership provides free support. Contact them at RFTA@mhponline.org for more information.

[Learn more about the Local Housing Trust Fund Grants Program.](#)

Greater Minnesota Housing Infrastructure Grant Program Guide Now Available

Minnesota Housing's board of directors approved the Greater Minnesota Housing Infrastructure Grant Program Guide on Dec. 19, 2024. You can find the program guide on the [Local Government Housing Programs team webpage](#). (Look under the Greater Minnesota Housing Infrastructure Grants dropdown menu.)

\$8 million is allocated to the Greater Minnesota Housing Infrastructure Grant program to support cities, counties and Tribal Nations creating sites for workforce and affordable housing in Greater Minnesota.

Grant funds can be used to cover up to 50% of capital costs of physical public infrastructure necessary to support a qualifying housing development. This may include sewers, water supply systems, utility extensions, streets and more, necessary to support single-family, multifamily, homeownership and rental housing development.

Grants are generally limited to:

- \$40,000 per lot for one to four units.
- \$180,000 per lot for multifamily housing (five or more units/building).
- \$60,000 per manufactured housing lot.
- No more than \$500,000 to any grantee or project over a two-year period.

Applicants' matching funds may include in-kind contributions, such as donation of land.

Minnesota Housing plans to release a Request for Proposals in the first quarter of 2025.

[Review the program guide for additional details \(pdf\).](#)

Geothermal Planning Grants

In 2024, the Minnesota Legislature established the Geothermal Planning Grant Program. The purpose of this program is to provide financial assistance to eligible applicants to examine the technical and economic feasibility of installing geothermal energy systems.

The Department of Commerce will administer \$1.08 million in grants to local governments across Minnesota. Eligible applicants for this grant program include counties, cities, townships or the Metropolitan Council. Grants will be awarded for up to \$150,000 for the planning of a geothermal energy system that heats and cools one or more buildings. Eligible systems include a bored geothermal heat exchanger, a groundwater thermal exchange device, and a submerged closed loop heat exchanger.

The Request for Proposals (RFP) for the Geothermal Planning Grant program open on Dec. 16, 2024. Applications are due **March 10, 2025**.

For questions about the program and application process, email Energy.Contracts@state.mn.us. Answers will be posted to the [Geothermal Planning Grant posting on the RFP page](#) through Feb. 28, 2025.

[Learn more and apply for a geothermal planning grant.](#)

Greater Minnesota Small Cities (Tier II Cities) Housing Aid Grant Program

The Greater Minnesota Small Cities (Tier II Cities) Housing Aid Grant Program is a new program funded by the 2023 legislative session as part of the Statewide Affordable Housing Aid program. The program was established to aid smaller Greater Minnesota cities outside the seven-county metro area with fewer than 10,000 people to develop and preserve affordable housing within their jurisdictions.

Minnesota Housing will administer a competitive grant process in 2025, prioritizing projects based on selection criteria outlined in the Request for Proposals (RFP) process. \$4.5 million is available through the program for 2025, with a minimum award size of \$25,000. Funds can be used for a range of rental, homeownership and housing stability activities.

For additional details on the program, [read the program guide \(pdf\).](#)

[Learn more about the other local government housing programs.](#)

Community Innovation grants

The Bush Foundation's Community Innovation (CI) grant program is a flexible program that invests in great ideas and the people who power them across our region. The program aims to:

- Develop, test, and spread great ideas.
- Inspire, equip, and connect leaders.

[Learn more and apply for a CI grant.](#)

Establish a Local Housing Trust Fund With Help From the Minnesota Housing Partnership

The Minnesota Housing Partnership (MHP) is offering free assistance to rural communities to establish Local Housing Trust Funds (LHTF). Funds can be used for education on Local Housing Trust Funds, as well as implementation of LHTF programs and community engagement activities.

In 2023, the Minnesota Legislature appropriated \$4.8 million to a [Local Housing Trust Fund \(LHTF\) State Match Program](#); with \$1 million appropriated in a prior year, available funds for the state match program total \$5.8 million. An application for state match funds is likely to be released in late summer or early fall.

[Learn more and apply for free technical assistance from MHP to establish or implement your LHTF.](#)

MNOSHA WSC: Safety Grant Program

The Safety Grant Program awards funds up to \$10,000 to qualifying employers for projects designed to reduce the risk of injury and illness to their workers.

To qualify, an employer must meet several conditions, including but not limited to:

- Having been in business for at least two years.
- Having at least one employee to create the employer/employee relationship.
- Having workers' compensation insurance.
- Having had an on-site hazard survey conducted by a qualified safety professional and a written report of the findings and recommendations to reduce the risk of injury or illness to employees.
- Having the knowledge and experience to complete the project and is committed to its implementation.
- Being able to complete the project within 120 days of a fully executed contract.

To qualify, the project must be supported by all public entities involved and comply with federal, state, and local regulations where applicable.

Businesses that are the current focus of the [Minnesota OSHA Workplace Safety Consultation strategic plan](#) will be given added priority. If your grant is approved, you will be notified in writing of the specific approval. Whether we approve your grant application or not, in no way diminishes, delays, or absolves you of any obligation to abate safety and health hazards.

When a project is complete, the applicant must submit a certificate of completion form, with invoices and proof of payment, to the grants administrator, to initiate issuance of the grant. An employer that has received a grant for a particular worksite will not be eligible to receive another grant for that worksite during the two years after the date of their award.

[Learn more and apply to the MNOSHA WSC: Safety Grant Program.](#)

Solar on Public Buildings Grant Program

The Solar on Public Buildings Grant Program will equip cities, towns, counties, and other local governments and Tribal Nations to lower utilities costs, increase energy independence, expand the clean energy workforce, and take essential action to address climate change.

\$4.3 million in state funding will be distributed to local governments to build solar arrays (system size up to 40 kilowatts) across Xcel Energy territory in Minnesota. These grants can be paired with federal clean energy tax credits now available to local governments.

[Learn more and apply for Solar on Public Buildings Grant Program funding.](#)

Green and Resilient Retrofit Program (GRRP)

The U.S. Department of Housing and Urban Development's (HUD) Green and Resilient Retrofit Program (GRRP) provides loan and grant funding to deliver energy efficiency and electrification improvements to HUD-assisted housing, which can fund retrofitting properties up to \$40,000-\$80,000 per unit. HUD is accepting applications on a rolling basis, two will be occurring in 2024. Funded under the Inflation Reduction Act, the GRRP is the first HUD program to invest simultaneously in energy efficiency, greenhouse gas emissions reductions, energy generation, and climate resilience strategies specifically in HUD-assisted multifamily housing.

[Learn more and apply for GRRP funding.](#)

Infrastructure Investment and Jobs Act (IIJA) Technical Assistance Grants

The Minnesota Department of Transportation (MNDOT) IIJA Technical Assistance Grant Program is now open. \$2 Million in state funds is available to qualifying local units of government and tribal governments that seek to submit an application for a federal discretionary grant for a transportation purposes.

State technical assistance funds can be used to hire a consultant for identification of available grants, grant writing, analysis, data collection, technical review, legal interpretations, planning, pre-engineering, application finalization, and similar activities. [Learn more and apply for an IIJA Technical Assistance Grant.](#)

[Learn more and apply for a IIJA Technical Assistance grant.](#)

Cybersecurity Grant Program Now Available Statewide

The state's IT agency, Minnesota IT Services (MNIT), in partnership with the [Minnesota Cybersecurity Task Force](#) recently released the [Whole-of-State Cybersecurity Plan](#) that will be used to implement \$23.5 million of funding from the State and Local Cybersecurity Grant Program and the Minnesota Legislature.

Eligibility

All state and local government entities are eligible to participate in the SLCGP, including:

- A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments, regional or interstate government entity, or agency or instrumentality of a local government.
- Authorized Tribal governments and organizations.
- A rural community, unincorporated town or village, or other public entity.

How to get involved

- Visit MNIT's website for more information [about the plan](#), [how to participate](#), and who to contact if you have questions or need help.
- You can also [sign up to receive news and updates](#) about the Whole-of-Security Plan and the SLCGP.
- If your organization is ready to get started, complete the [Minnesota Whole-of-State survey for SLCGP participants](#).

Thriving Communities Technical Assistance Program

Housing and Urban Development (HUD) is accepting requests for technical assistance for the Thriving Communities technical assistance program. This funding will help local governments

ensure housing needs are considered as part of their infrastructure plans. To be eligible, jurisdictions must be a unit of general local government that is receiving federal transportation funding to support a project that coordinates transportation and housing plans, programs, or investments to benefit residents and businesses located in a disadvantaged community. Priority will be given to jurisdictions with populations of less than 250,000 people, as well as to those receiving certain Department of Transportation competitive funds. Requests will be reviewed as they are received, on a rolling basis, beginning on March 15.

[Learn more about the interagency Thriving Communities technical assistance program](#)

Residential Retrofits for Energy Equity: Energy Upgrades for Affordable Housing

Residential Retrofits for Energy Equity (R2E2) will provide deep technical assistance to state, local, and tribal governments as well as community-based organizations to jumpstart energy upgrades for single family and multifamily affordable housing, especially in frontline communities. These retrofits will lower utility bills, reduce greenhouse gas emissions, improve residents' health, create good-paying local jobs, and help mitigate racial inequity. R2E2 will kick off with training sessions in January for state, local, and community teams on scaling up building energy retrofits and leveraging the unprecedented federal funding available from COVID-19 relief programs, the bipartisan infrastructure law, the Inflation Reduction Act, and other sources. R2E2 is a partnership of the American Council for Energy-Efficient Economy (ACEEE), Elevate, Emerald Cities Collaborative, and HR&A Advisors, with People's Climate Innovation Center advising on centering equity in the project and its outcomes and on facilitating community-driven planning processes.

[Learn more about Residential Retrofits for Energy Equity](#)

Community Facilities Direct Loan & Grant Program for Rural Areas

Low-interest direct loans, grants, or a combination of the two are available to develop essential community facilities (not including private, commercial, or business undertakings) in rural areas through the Community Facilities Direct Loan & Grant program. The program is offered by the U.S. Department of Agriculture's Rural Development. Funds can be used to purchase, construct, and/or improve essential community facilities, purchase equipment, and pay related project expenses. Rural areas, including cities, villages, townships, and federally recognized tribal lands, with no more than 20,000 residents according to the latest [U.S. Census data](#), are eligible for this program. Applications for this program are accepted year-round.

[Learn more about the Community Facilities Direct Loan & Grant program](#)

Community Heart & Soul Seed Grant Program

The Community Heart & Soul Seed Grant Program provides \$10,000 in startup funding for resident-driven groups in small cities and towns to implement the Community Heart & Soul model. Community Heart & Soul engages a motivated and dedicated group of individuals to help your town identify what matters most. The grant program is specifically designed for

small cities and towns with populations of 2,500 to 30,000. Grant funding requires a \$10,000 cash match from the participating municipality or a partnering organization.

[Learn more and apply for a Community Heart & Soul Grant](#)

Your LMC Resource

Research & Information Service staff members are ready to help you apply their broad knowledge to the issues you're dealing with today.

[Access online form to submit a question](#), or call us: (651) 281-1200 or (800) 925-1122

Meet Our Team: Q&A with Learning Manager Adriana Temali

January 24, 2025

Adriana Temali leads the learning team at the League of Minnesota Cities, where she oversees the creation and delivery of diverse educational opportunities for city staff and elected officials. Have you taken a MemberLearn course, participated in a webinar, or attended a League event? Adriana and her team are the ones who ensure those League learning experiences are customized in-house, practical, relevant, and directly support Minnesota's cities.



Adriana takes pride in fostering a collaborative and supportive environment within her team and is committed to helping city leaders do the same in their communities.

Please describe the work your team does.

I'm the manager of the learning team at the League of Minnesota Cities. We are a part of the Human Resources and Learning Department, so we sit within the HR structure, but the majority of what our team does is work on creating different types of learning opportunities for our members across a wide range of topics.

We sometimes dive into specialty roles such as how city clerks might need to learn about a topic, or how specifically economic developers might be thinking about something within their city. Oftentimes we work specifically with our elected officials who are operating in a different way to city staff, so thinking about their roles and what they need to learn at what depth in

order to be successful in decision-making and policy setting within their city. This is something that we do in a variety of ways, including conferences and other in-person learning opportunities, such as workshops.

We also create webinars that are synchronous but virtual, so all participants are attending at the same time but the event is happening often over Zoom webinar platform.

We also create what's known in my world as asynchronous learning, but we talk about it at the League as online, on-demand courses that live in our learning management system

MemberLearn.

The learning team has myself and three other individuals. We have a learning coordinator who really helps to coordinate all of the conference and in-person agendas as well as the webinars. She is thinking a great deal about how to ensure that learning objectives are going to be targeted to the audience and how to use our time with our members effectively. She's also thinking about the connectedness of different programs.

We also have a learning designer, and her role is really to design all of our online courses, and within that work she's both writing course material and studying the subject matter in order to translate it to folks who are learning this topic for the first time. She's also got a lot of artistic skills, so she's got graphic design and video design skills to pull an online course together visually. We know that adults learn in a variety of ways and keeping information short, visual and multimodal is something that can really help with adults.

The third person on our team is a video specialist. He is working across different platforms to create short animations and to record our subject matter experts to capture their expertise on video in order to, again, have a more dynamic learning experience.

What schooling and work experience did you have before taking this role with the League?

I got my undergraduate degree at the University of Colorado and studied psychology as my primary major with a minor in ethnic minority studies. I've always been really interested in how people think and socialize with each other and how we think about communities, but it wasn't until a little bit later that I got interested in the learning field.

My life took me overseas for a little while and I ended up working at a community college as part of an HR team where I was doing leadership development work and diversity, equity, and inclusion work. While I was there, I was really thinking about how to help leaders grow and what does leadership development look like, taking somebody who's an exceptional teacher and making them an exceptional supervisor, and taking an exceptional supervisor and making them an exceptional director. I started to really dive into what learning for adults looks like.

I got my master's degree in human resource management with a focus on learning and development. In that world, I was really studying, how do we train people in a workplace setting or how do we retrain people who are maybe entering a second or third career? There's lots of different ways to do that, but it's focusing on how adults are these fully formed humans that already have all these experiences, unlike children. With children, you're really shaping and molding them, but with adults, you're really looking at, how do I give them this new information, but contextualize it into the experiences that they already know.

I've been working in a learning capacity in some form or another ever since then, and in 2015, life brought me back to Minnesota, which was my home state. I started working for Dakota

County in their HR department, doing leadership development, learning work and also diversity, equity and Inclusion work. That is how I got to know the League of Minnesota Cities, and when they created this position of a learning manager, it was just really exciting because it combined being able to focus on developing learning programs while allowing me to still dabble in some of the other things that I love.

What are your top priorities this time of year, and what are you working on now?

January through June at the League of Minnesota Cities in the learning and events teams are really busy and it's a really exciting time of year. Not only does session typically get started, which has a huge impact on many of our colleagues and our members who are going to the Capitol, but we also are welcoming newly elected officials.

2024 was a large election year and we have upwards of 450 plus new city council members or mayors who need to learn all about their role, and that's really exciting for us at the League. We have this opportunity to help guide them and steer them through some of the good governance topics that get them started, like how to review or write a city budget, how to make collaborative decisions, how to lead with ethics in mind, and how to not break the open meeting law.

We work on a program that's called the **Elected Leaders Institute**, which has two different pathways in it. One pathway is for those brand new elected officials and then the other one is for more seasoned or experienced elected officials. In January and February, the Elected Leaders Institute takes up a huge amount of my team's time. In tandem to that, we are always working ahead, so we are working on our programs that happen throughout 2025. Without giving too much away, we're actually building two new programs that we're hoping to launch by the end of this calendar year.

It's a really exciting time on our team!

What is your role in organizing the Elected Leaders Institute? What do you enjoy the most about this event?

My role with the Elected Leaders Institute is to come up with the program content and think through what is the best way for folks to learn when they're new to their role or when they are people who are looking to brush up on their leadership skills. I get the chance to plan out both programs: the foundational and the advanced program.

The advanced program is really fun because it changes every year. It's looking at bringing new topics and new speakers to people who maybe have been on council for a few years already, and so they already know the basics, and they're starting to think a little bit more about those subtle skills like communication and negotiation. It's really fun because we take a sample of what we hear back from our members throughout the year through feedback and surveys or meetings with them, and then we look at what the needs are right now for cities across the state of Minnesota and how can we build a program that meets those specific learning needs.

The Foundational Program is a great program. It's a more stable program because it's always aimed at the newly elected folks. There's a core set of competencies that we're working around and it's a blended program. We're helping people try to not drink from a fire hose, so to speak,

but do a little bit more of a drip, drip, drip method which we know works best with adult brains.

So for three weeks, folks will take some of our online courses, they'll get some of the informational downloads and the factual information about how certain laws work or what their role is, and then they join us for two days in person where they get to walk through scenarios, meet with other people, meet with subject matter experts, and really put that learning into a more contextualized and useful format. Then when they go back into City Hall and their cities, they can hopefully apply the Foundational Program lessons.

Conferences are fun and they are important in the work that the League does, but when you have 700 people who all have different needs and are all starting in different places, it's pretty hard to tailor the content. The Elected Leaders Institute is a much more specialized program where we really have a sense of who's going to be in the room and we can cater to the needs of those folks in a more targeted fashion.

I love when we get to dig deep for really specific audiences and deliver results where we hear from our members that it hit the spot for them and it was exactly what they were looking for.

What is one thing that you wish members knew about your team?

One is that we think really hard about the programming that we put together. It might seem sometimes like we are catering to greater Minnesota or to really large cities, or to really small cities, but we actually are constantly thinking about how is this going to apply or be scalable to as many people as possible.

I think the other thing that I would love for people to know is that we're always thinking about representation. We know it's really important for our members to hear from a variety of subject matter experts. The person standing at the front of the room has to have the knowledge and skills to lead whatever the topic area is, but it's also really important that we make sure that we include and hear from a variety of types of people who are leading in cities so that our events are reflective of the folks who are really doing the work.

The last thing that I wish people maybe knew about our team is that all of our MemberLearn courses, all of our online coursework is completely written and designed and created 100% in house and that is extremely rare. Most organizations who do online learning have consultants or outside third parties that are either writing or doing the video or the animation work, and we are lucky enough to have a dedicated couple of folks who do this for our members. It's great because when we create an online learning course about open meeting law, for example, it's really targeted and specific to Minnesota cities, and we can write scenarios that really work for our members.

The second thing that's really cool about it as well is that it means that all of the graphics and all of the imagery and all of the language can really be tailored and honed in so specifically to just this one audience because it's not an off-the-shelf safety course that was written for people all around the world to use. Our courses don't have the corporate lingo that you see in a lot of online courses, but this takes a ton of time and a ton of talent. I always want people to know how lucky the League is to have the talented people that work on the learning team.

Why do you do what you do? What do you enjoy about your job?

I think I was always destined to work in the public sector, and I've always had a mission or a value around creating a wider good or a wider impact in the place where I live. The reality is that my job exists across a wide variety of sectors and a wide variety of organizations. So I think the "why" for me is why the League, why Minnesota cities? To that extent, I think it's that I get to work with really great people all the time who are smarter than me. I love walking into a room and just realizing, oh man, everybody here has so much experience—both our members and my colleagues at the League, and it keeps me on my toes. I get to keep learning, and I get to keep trying new things.

I do really love creating learning opportunities, but I think it's the environment that you get to do that in and the supportive nature of coworkers that really makes the job great.