

## Notes from Quarterly LGWG Meeting on September 17, 2025

### Next steps

- All attendees to send Wally names of potential NAPA fellow candidates for 2026, especially those attending the ICMA conference in Tampa.
- Nancy to reach out to group members for potential partners on state and local RFPs where NAPA needs subject matter experts or extra capacity.
- Group members to provide Nancy with contacts of state human resources directors or leaders for the Niskanen Center project on HR practices.
- Michael Van Milligen to receive information from Nancy about the AI half-day seminar idea and other potential NAPA contributions for the 2026 ICMA conference.
- David Swindell to continue developing the research agenda with the committee for unveiling at the ICMA conference and NAPA Annual Meeting.
- Michael Pagano to finalize a date in October for the Fiscal Health and Sustainability Committee's moderated panel discussion with GFOA, NLC, and ICMA representatives.
- Bev and Wally to set up a meeting with Eric Zeemering from the University of Georgia to discuss his updated book on state and local cooperation with preemption chapters.
- Wally to organize a social gathering on Sunday after the opening general session at the ICMA conference to introduce potential NAPA fellow candidates.
- Donald to work with Wally on helping people write better NAPA fellow nominations.

The rest of the AI summary notes from today's session can be found [here](#).

### NAPA's [Agile Learning Program](#)

- A [one-pager](#) on the modules
- If anyone has any questions, please reach out to Amanda Mullan at [amullan@napawash.org](mailto:amullan@napawash.org).
- If the cost is prohibitive, please reach out as we may be able to offer flexibility.

### Pre-emption Resources

- Chris Goodman at NIU is a great resource on pre-emption as well...especially state-local [https://scholar.google.com/citations?hl=en&user=z7n1uR0AAAAJ&view\\_op=list\\_works&sortby=pubdate](https://scholar.google.com/citations?hl=en&user=z7n1uR0AAAAJ&view_op=list_works&sortby=pubdate)
- This is a great resource on state preemption of local authority: <https://lawatlas.org/datasets/preemption-project>
  - This is NLC's project with the Center for Public Health Law Research so if anyone has questions about it - please feel free to reach out to Julia Bauer
  - Also, here's a link to NLC's webpage with more preemption-related resources: <https://www.nlc.org/initiative/empowering-local-authority-advocating-for-responsible-preemption/>

### Additional NAPA Initiatives

- Register to join tomorrow's hybrid climate event: [Weathering the Shift: Place-Based Solutions for Extreme Weather - National Academy of Public Administration](#)
- Read our Google AI report: [Artificial Intelligence's Impact on Municipal Economies - National Academy of Public Administration](#)
- To learn more about the Niskanen Center project we just began working on: [State Human Resources Practices and Benchmarking - National Academy of Public Administration](#)
- To learn more and register for NAPA's National Conference from Nov 2-4: [2025 National Conference - National Academy of Public Administration](#)
- Nominate a government champion, applications open until November 15: <https://www.localgov250.org/champions>

# **Local Government Research Agenda**

## **Draft Research Questions**

### **Fiscal Health and Sustainability**

- Are local governments taking on more services than they have in the past?
- What services are local government assuming that they have not done in the past?
- How are state governments reducing autonomy of local governments?
- How are local governments being limited in lobbying efforts?
- Who decides what services are provided by what levels of government?
- How can local government demonstrate it is an adequate steward of public resources?
- How can local governments justify funding their government at higher levels?
- If government funding is limited, how best do communities prioritize their spending?

### **Citizen-Governance Disconnect**

- How do local governments address the erosion of public trust in government?
- How do local governments help residents better understand how their money is spent?
- What are alternate approaches for local governments to engage residents on issues?
- What are alternate locations for local governments to engage residents on issues?
- How can local governments use AI tools to gather information on social media trends of the community?
- How can we encourage people to participate in local governance?
- How can participatory budgeting initiatives help build trust?
- How can compensation for community participation be a factor in building trust with disadvantaged communities?

### **Emerging Technology in Local Government**

- How do technology companies set standards for technology needs of local governments?
- What expertise do local government use to evaluate new technologies?
- How do technology companies drive innovation in local government instead of being driven by existing problems?
- How do local governments design, select use enterprise resource planning (ERP) systems?
- How do local government managers navigate trade-offs of values in relation to adopting new technologies?

### **Preemption/State and Federal Impacts**

- What are the historical lessons learned from previous state and Federal preemption initiatives?
- How does preemption of authority by state legislatures impact local governments?
- How does preemption of authority by the Federal Government impact local governments?
- How do local governments address preemption of authority on broadband access?
- How do local governments address preemption of authority on taxation?
- How do local governments address preemption of authority on diversity, equity and inclusion programs?

- What are the definitions today of preemption versus home rule?
- What are the political implications of preemption?
- How are state governments using efficiency commissions using preemption to promote efficiency?

### **Recruitment and Retention of Employees**

- What are the effects of local government residency requirements specifically for city managers?
- Do flexible work arrangements actually have a benefit to attracting and retaining talent?
- Do procurement policies that have equity-based goals actually achieve those goals?
- What impacts can still be achieved in DEIA despite the microscope they're under right now?
- What are the organizational benefits on having a succession plan in place versus no succession plan?
- What benefits have there been in incorporating alternative response mental health providers in the overall recruitment and retention of police officers?
- What have local governments done to develop successful recruitment campaigns messaging around public service careers?