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What are you most thankful for during your time in and around public service? My public service has been somewhat unique. I have never held an elected position, but I have volunteered for leadership positions in 20+ non-profit organizations that provide a vast array of services. With each organization and volunteer opportunity, I believe I have been successful in offering an unbiased, non-partisan, agenda-free perspective that helped each organization achieve greater success. I am very thankful for the many things I learned from these organizations. I have learned something about mental health issues, small and large business concerns, taxpayer issues, environmental issues, politics and more. I am also thankful for the many great people who I have met while serving the non-profit world.

Why are public/private partnerships important for local government?

Partnerships -- true partnerships -- are valuable to both local government and to the private sector. For local government a partnership offers a different perspective or understanding that can be used to craft a better outcome. The private sector can also offer a specific expertise that complements a local governments' general understanding. Environmental or cultural issues are a great example. There is a lot of special talent in local government but there should be a positive "us and them" perspective. The private sector benefits (and they know it) from good public policy. While it may not be always evident, the private sector is full of responsible leaders that want to participate in and contribute to the evolution of their communities.

As a longtime member of ILG's Board, what reflections do you have on the evolution of ILG? When the ILG was originally formed more than 50 years ago, it was known as the Institute for Local *Self* Government and was focused on providing services just to California cities. Under the leadership of then Executive Director Joanne Spears and Chairman Emeritus Jerry Patterson, the "self" designation was dropped and the outreach to counties and special districts, including direct training and education, began. Today, ILG provides services across the spectrum, including some of my favorite topics - Ethics, Climate Action and Public Engagement.

Looking forward, what are you most excited for local government to achieve in 2022? Wow! There are so many good things that local governments do. The federal and state governments get so much attention with the media choosing to emphasize the negative. I would hope that local governments focus on the specific needs of their unique communities and set the example for the return of civil public policymaking. Trust must be re-established between our elected officials, the electorate and staff. I am looking forward to 2022.

What advice do you have for the next generation of local government leaders or the private sector leaders that support them? Earlier I mentioned "true partnerships". I want to emphasize that this should not be a buzz word or talking point, but rather a culture that should be practiced every day on every subject. There are many good people sincerely providing good products and services. We must trust each other and demonstrate that trust by working together on every issue, purchase or contract before us. Progress can be achieved through cooperation, even between the regulators and regulated. We do not need to separate ourselves into "us versus them." I think we start by finding common ground, setting our goals and moving forward in earnest to achieve each goal.

