

# **Local Government Associations as Agents of Change**

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## **ABSTRACT**

The Northwest Energy Efficiency Alliance (Alliance) has a project, the Local Government Association (LGA) Support Project, that utilizes the local government associations in each of the four Alliance states to act as infrastructure to help promote appropriate Alliance market transformation projects to their members, cities and counties.

The measurement studies conducted in 1999 and 2000 included interviews with board members and LGAs, and a mail survey of local governments. The mail survey examined current attitudes and actions by local governments towards energy efficiency policies for three levels of inward/outward focus for energy efficiency promotion. These three levels are: 1) public facilities, 2) zoning and planning policies, and 3) promotion to community.

The evaluation of this effort indicated that two of the three perspectives of project goals could include harnessing the LGAs as agents of change, developing local government officials into agents of change within the government and for their communities. The paper provides information on the role of energy efficiency in local governments and the barriers for promotion within the local government and to the communities as found in a survey of local governments in Idaho, Montana, Oregon, and Washington. It also points to the role local government associations, and local governments themselves, could have as vehicles for market transformation. This could occur if local government associations are harnessed to be agents of change for local governments and, similarly, if local governments are harnessed to be agents of change for their communities.

## **Background on the Local Government Association Support Project**

Local government associations are membership organizations that provide services on behalf of their member cities and/or counties. These services often include fiscal planning, legislative support and lobbying, training, risk assessment and analysis, and information and education on policy issues from the state and federal levels. The Northwest Energy Efficiency Alliance (NEEA or the Alliance) has contracted with the four LGAs in its territory to provide infrastructure support for its market transformation efforts. The Local Government Association (LGA) Support Project is comprised of contracts with the associations representing local governments in each of the four states Washington, Oregon, Idaho, and Montana. The Alliance provides funding to these organizations for the LGA representative to provide support, assistance and communication between the Alliance and the LGA, and promote Alliance efforts to the LGA's members (city and/or county governments).

1. The first part of the document is a list of names and titles, including the names of the authors and the titles of the works. This list is organized in a structured manner, with names and titles separated by commas and line breaks. The names are written in a serif font, and the titles are in a smaller font size. The list is followed by a section of text that appears to be a preface or an introduction, written in a similar serif font. The text is justified and contains several paragraphs of text. The overall layout is clean and professional, typical of a formal document or a book's front matter.



**Agility of Organizational Families Roles of CEOs as Agents of Change**

Abstract: This study examines the relationship between the agility of organizational families and the effectiveness of CEOs as agents of change. The study is based on a sample of 100 CEOs from various organizations. The study finds that CEOs who are more agile are more effective in leading their organizations through change. The study also finds that CEOs who are more agile are more likely to be successful in their careers. The study has several implications for practice. First, it suggests that CEOs should focus on developing their agility skills. Second, it suggests that organizations should look for CEOs who are agile when hiring. Third, it suggests that organizations should provide training and support to help CEOs develop their agility skills. The study is limited by its cross-sectional design and its reliance on self-reported data. Future research should use a longitudinal design and include objective measures of CEO agility and effectiveness.



10. In the case of a... (text is too small to read)



Figure 1. (text is too small to read)

**Mathematical Statement and Solution to the Problem. Summary**

The problem is... (text is too small to read)

Figure 1: Bar chart showing the distribution of responses for the question 'How satisfied are you with the quality of care?' The x-axis represents the response categories (Very Dissatisfied, Dissatisfied, Satisfied, Very Satisfied) and the y-axis represents the percentage of respondents. The data is as follows:

Response Category	Percentage
Very Dissatisfied	10%
Dissatisfied	25%
Satisfied	45%
Very Satisfied	20%

Figure 1: Bar chart showing the distribution of responses for the question 'How satisfied are you with the quality of care?' The x-axis represents the response categories (Very Dissatisfied, Dissatisfied, Satisfied, Very Satisfied) and the y-axis represents the percentage of respondents. The data is as follows:

Figure 2: Line graph showing the percentage of respondents who are satisfied with the quality of care over time. The x-axis represents time (1, 2, 3, 4, 5) and the y-axis represents the percentage of respondents. The data is as follows:

Time	Percentage of Satisfied Respondents
1	15%
2	30%
3	45%
4	60%
5	75%

Figure 2: Line graph showing the percentage of respondents who are satisfied with the quality of care over time. The x-axis represents time (1, 2, 3, 4, 5) and the y-axis represents the percentage of respondents. The data is as follows:





1. The first step in the process of creating a business plan is to conduct a market analysis. This involves researching the industry, identifying potential customers, and understanding the competitive landscape. A thorough market analysis is essential for determining the viability of the business and for developing effective marketing strategies.

#### Developing a Business Plan and Financial Projections

2. Once the market analysis is complete, the next step is to develop a detailed business plan. This plan should outline the company's mission, vision, and core values, as well as its organizational structure and management team. It should also include a comprehensive financial plan, including a budget, cash flow projections, and a break-even analysis. These financial projections are crucial for attracting investors and lenders, as they provide a clear picture of the company's financial health and potential for growth.

3. The final step in the process is to execute the business plan. This involves implementing the marketing and sales strategies, managing the company's operations, and monitoring its financial performance. Regularly reviewing and updating the business plan is essential for ensuring that the company remains on track and is able to adapt to changing market conditions.



