

The background of the slide features stylized, layered blue waves in various shades of blue and teal, with some yellow highlights, creating a sense of movement and depth. The waves are more pronounced on the left side and fade towards the right.

# **Setting Direction in the Waves of Change**

**Presenter:** Una McAlinden  
Creative Strategy Solutions





A stylized illustration of blue and white waves, with a large, curling wave on the left side and smaller waves extending across the bottom of the page. The waves are rendered with various shades of blue and white, creating a sense of movement and depth.

Visit the Miro board to see & comment on the work.  
[https://miro.com/app/board/uXjVKvo\\_CJ0=](https://miro.com/app/board/uXjVKvo_CJ0=/)

**What is going on  
around us that we  
need to HEED or pay  
attention to?**



Horizon

Established

Emerging

Disappearing



Society

Technology

Economy

Environment

Politics

**Trends • Practices**

**Paradigms • Ideas**



# What is going on around us that we need to heed or pay attention to?

## What's on the HORIZON?

*What radical ideas are pushing our boundaries?*

- New horizons
- "Bleeding edge"
- Out of the blue
- Idea not yet accepted
- Next generation

blue  
zones

AI

## What's ESTABLISHED?

*What are mainstream best practices?*

- Status quo
- Standard operating procedures
- "Tried and true"
- Accepted ideas
- Hard to dislodge

building  
roads for  
vehicles

single  
family  
zoning

## What's EMERGING?

*What ideas are gaining momentum?*

- Ideas whose time has come
- Experimental ideas
- Concepts garnering resources, support, and backing
- Practice gaining popularity

Social  
justice/  
inclusive  
policies

Permanent  
supportive  
housing

## What's DISAPPEARING?

*What ideas are overtly questioned or irrelevant?*

- No longer relevant
- Outdated or falling out of favor
- Being replaced
- May need to be let go
- May need to be resuscitated!

shopping  
malls

Local  
papers

Individually, brainstorm at least 1 item for each question.



# Small Group Work: What is going on around us that we need to pay attention to?



**GOAL: Identify trends in the current environment.**

Find your table number below

## INSTRUCTIONS

- Choose a scribe.
- In round robin fashion, take turns building a list of trends.
- Scribe writes ideas on the colored paper for your stage.
- Select reporter for your group.

Large clear  
writing

1 trend per  
card

Write it in 3  
to 7 words

Landscape  
mode

**Horizon**

**Emerging**

**Established**

**Disappearing**

3 cards per  
group



# What is going on around us that we need to HEED or pay attention to?



Horizon

local climate impacts: sea level, fire, air Q, water

Emerging

AI/camera security/drones

Established

Disappearing



## What trends might we leverage to our advantage?

Using AI to make work more efficient

Continuum of care - healthier communities for homeless and behavioral health

community outreach, involvement

flexible work hours and location

addressing issues holistically - climate, whole health, etc.

AI and digital access to services - leverage these together

## What implications are emerging for our work?

sustainability of govt being able to pay for public safety services

escalating costs of salaries for public safety staff

public defense standards could increase costs significantly

time constraints - don't have the time to be forward thinking and plan for these changes

how are we going to pay the bills? need to change tax structure

labor intensive workforce - public works, maintenance workers. Hard to attract workers

need to demonstrate the worth of local government

state is not listening to local govt. - unfunded mandates

when our systems don't work for our democracy - we need to create stability that will instill more trust

## What trends point to challenges or issues we need to address?

emergency preparedness and aging infrastructure

tax structure, revenues not keeping up with demand for services

decline in traditional homeownership - generational wealth not able to be attained

social justice backlash, pushback on DEI

declining central cities as younger workers work more from home

employees that are more remote from their workplace

encouraging sharing of internal knowledge to reduce downsides of staff turnover

## What key actions are called for in light of this?





# What key actions are called for in light of this?

Revenue for aging infrastructure

Be more proactive around AI

Continuous improvement at all levels

think regionally, work collaborative with nearby jurisdictions

Have the conversation with our teams, elected officials.

Embracing AI

Engage younger generations in public careers by creating home buying incentives and degree/certification programs for commitment to serve communities.

Develop a succession plan for outgoing staff to encourage new leaders and leverage new technologies

Review key city services to ensure alignment with new trends

Advocate at state for changes to tax structure

What patterns do you see? Drop a comment!

Community drills - for example tsunami drill with an app to show what is missing when an emergency event happens.

Conversation with City Council about LOS, revenue, and expenses. Desire for a certain LOS but will need X expenditures & need Y revenue.

Cities and counties work with AWC and SCA to effectuate real tax policy change at the state level.

Lobby for substantially revising GMA to address housing shortage.



Select the comment button to the left of your screen.

Group lobbying about state mandates. Tell the state to fund the programs they require and what programs their mandates are impacting.

Take maintenance/aging infrastructure more seriously - plan for, budget for, and garner support for maintaining existing infrastructure. (Not just the new shiny things!)

Review key City services to ensure alignment with emerging activities

More community involvement especially hearing from the younger demographic.

Implement our Community Member Academy, including a student version

Effective collaboration (both local and regional)

Take advantage of emerging tools rather than trying to combat them.

band together to lobby legislature

Embrace AI

demonstrate to city council the consequences of action/non-action

teach the community how local government works.





**Una McAlinden**  
**Certified ToP Facilitator**  
**Bellevue, WA**

**WA State: Woman-owned Small Business**  
**[una@unamcalinden.com](mailto:una@unamcalinden.com)**  
**[www.CreativeStrategySolutions.com](http://www.CreativeStrategySolutions.com)**

**Scan the QR  
code to visit  
my website**



## **Build Leadership Capacity with an In-House Facilitation Training**

Invest in your staff and build capacity in facilitative leadership.

Learn about in-house trainings in the Technology of Participation foundational methods:

- Focused Conversation
- Consensus Workshop
- Action Planning



Our session was on transcribed live onto **Miro** - a collaborative whiteboard platform.