



YOUTH COMMISSION BRIEFING PAPER #4

Connecting the Next Generation with Local Agency Careers: Ideas for Encouraging Youth to Enter Public Service



This briefing paper focuses on ways to encourage youth commission members and other young people to consider careers with local public agencies.

This is the fourth in a series of Briefing Papers for youth commissions and councils¹ offered by the Institute for Local Government (ILG). These briefing papers provide background information and ideas for activities related to topics of concern to young people and their communities. They are disseminated to the staff of youth commissions and councils throughout California and can also be downloaded without cost at www.ca-ilg.org/briefingpapers.

This briefing paper focuses on ways to encourage youth commission members and other young people

to consider careers with local public agencies which include cities, counties, special districts and school districts. It contains the following sections:

- Background on the need for a new generation to consider careers in the local public sector;
- Ideas on how to inform youth commissioners about these career opportunities;
- Suggestions to help youth commissions and local officials inform other young people about local public sector careers;
- Additional resources to help youth commissions learn more about this topic; and
- An appendix with descriptions of local agency purposes, a table to help match personal interests with possible careers, and descriptions of local agency staff positions and careers.

¹ While there can be a distinction between the terms, in this paper we use “youth commissions” and “youth councils” interchangeably.

Young people today have much the same ideals as youth of prior generations. They want to build communities, save the planet and make a positive difference in the world.

This briefing paper is a product of the Institute for Local Government's Public Engagement program (www.ca-ilg.org/public-engagement). The Institute for Local Government is the nonprofit research and education affiliate of the League of California Cities and the California State Association of Counties. Its mission is to promote good government at the local level with practical, impartial and easy-to-use resource resources for California local officials and their communities. For more Institute youth engagement resources please see: <http://www.ca-ilg.org/engaging-youth>.

1. Background

In the next few years many current employees who entered local public service 30–40 years ago will retire. Even with staff reductions at many local agencies, this will leave many cities and counties as well as special districts and schools with a wave of job openings. This employment gap offers an opportunity to actively encourage young people to consider careers in local public service. Youth commissions are composed of young people already interested and involved in local government. This paper recommends ways that youth commissioners can become more aware of local public agency positions and also encourage other young people to learn more about careers in public service.

Even if your community does not have a formal youth commission, many of the ideas presented here could be implemented by local agencies alone or working in partnership with local youth groups and schools.

Why Local Public Service Appeals to Young People

Young people today have many of the same goals and ideals as youth of prior generations. They want to build communities, save the planet and make a positive difference in the world. Typically they also want a regular paycheck that pays the bills. These values and goals can be met through a multitude of interesting and challenging jobs in local public service.

Such careers also offer young people a particularly good opportunity to see the fruits of their labor in the communities where they live. They can experience the many ways that local agencies solve problems and enhance the health and safety of residents. Furthermore, local public service jobs offer relative stability compared with employment in the private sector and typically provide comprehensive benefits. Career opportunities in local public service exist both for those who are planning to earn a college degree and those who are not bound for college.

(For a brief overview of local public agencies and the types of opportunities and careers available, see Appendix A (*What Are Local Public Agencies and What Do They Do?*) on page 8 and Appendix B (*Local Public Agency Opportunities and Careers*) on page 10.)

2. Ideas on How to Inform Youth Commissioners about Career Opportunities

Many young people have a limited understanding of the employment opportunities and career tracks available in local public service. This may be true for members of youth commissions as well. The first step in stimulating interest in such jobs may be to give the members of youth commissions an overview of the range of local public sector work that is available. This is perhaps most easily accomplished by presenting the information in ways that build on their interests and that they are likely to find intriguing. (See Appendix C - *Matching Personal Interests with Possible Careers* on page 15 for one approach to initiating such a discussion.)

TIP: EXPLORE JOB LISTINGS ONLINE

Look at local public agency job opportunity listings online with students, and discuss the information they see there in terms of salary and qualifications required. The following sites list job openings in a variety of public agencies throughout California.

www.publicservicecareers.org/index.asp?pageid=616

www.csac.counties.org/view-job-posting-location

[www.csus.edu/ppa/about/GASPPA/Public Service Career Sites.pdf](http://www.csus.edu/ppa/about/GASPPA/Public_Service_Career_Sites.pdf)

www.westerncity.com/Western-City/Job-Opportunities/

www.calopps.org

www.edjoin.org

teachcalifornia.org/questions/ma01.cfm

<http://teachcalifornia.org/youngPeople/index.html>

<http://jobstar.org/adjobs/govjob.php>

<http://jobstar.org/socal/adjobs/govjob.php>

http://jobtarget.com/home/index.cfm?site_id=2182

[http://members.csea.com/memberhome/Training/GrowYourCareer/
tabid/117/Default.aspx](http://members.csea.com/memberhome/Training/GrowYourCareer/tabid/117/Default.aspx)

[http://members.csea.com/memberHome/SchoolandCommunity/
FeaturesandProfiles/tabid/1103/Default.aspx](http://members.csea.com/memberHome/SchoolandCommunity/FeaturesandProfiles/tabid/1103/Default.aspx)

Youth commissions can also:

- Invite local agency officials to talk about their professions and career paths at youth commission meetings.
- Organize visits to police, information technology, public works, parks and recreation and other agency departments, facilities and offices of interest.
- Invite members of public sector unions that include local government employees to discuss their members' work and career paths.
- Invite local agency human resources managers to meetings and ask them to provide data on future employment trends and skills needed for various agency positions. Commissioners can also request that they bring copies of current descriptions of agency job openings.
- Arrange for youth commissioners to be paired with local agency staff and observe their work day, and then present their experiences at youth commission meetings.
- Encourage youth commissioners to research local agency websites and explore their services and organizational charts. Commissioners can then present their findings to other commission members.
- Assess opportunities for school and local agency partnerships to offer local civics classes or programs.
- Create ongoing protocols to ensure that all new and interested members of the youth commission have an opportunity to learn about careers in local government.
- Participate in your community's public sector employee "succession" planning. Find out the median age of local agency staff, and investigate whether the agency has a succession plan to replace retiring workers. Ask to participate in the planning process, and solicit student and youth input. If no plan is being developed, ask to assist in its development and encourage officials to work with civic classes or career classes at local middle and high schools.
- Invite representatives from area internship programs to share insights about resources available for youth and young adult internships in local government.

3. Ideas to Help Youth Commissions and Local Officials Inform Other Young People about Public Sector Careers

Youth commissions can be a bridge to reach many more young people in the community with information about local public sector careers. In many cases, the ideas below may require partnership efforts involving youth commissions working with local agency officials and staff.

Youth commissions can:

- Ask local school administrators if they conduct a career day and offer to help identify local officials and staff to share what they do and how they entered their professions.
- Conduct a “Youth in Government Day” where high school students are matched with elected officials or staff of local public agency departments, or develop opportunities for youth to shadow local public agency employees at work.
- Develop a flyer or resource list about local public agency careers and distribute it through schools, youth organizations and other areas where youth congregate, as well as through social media.
- Organize a job tour of city hall, county offices, school districts or special districts for interested youth organizations, with a focus on career opportunities.
- Contact local high school teachers of civics, history and government about opportunities for local agency staff to give classroom presentations about careers in their field.
- Organize a local government internship program for high-school students. Work with career counselors, internship coordinators and the local agency human resources departments to place students.
- Recruit local public agency employees who are willing to mentor students interested in public service careers.
- Where the opportunity exists, work with local public agency offices to promote hiring programs for high school and college age youth for seasonal jobs (such as summer jobs with a parks and recreation department). Attend street fairs and other community events and disseminate information about careers in local public service.
- Encourage community youth to join their local youth commission, to be aware of local issues and to look for opportunities to get involved by volunteering and taking part in the activities of local public agencies.

Youth commissions can be a bridge to reach many more young people in the community...

Use the methods that best suit your community, based on your knowledge and understanding of what resonates with young people in your area.

- Encourage community youth to participate in energy efficiency and climate action planning internship programs, especially those with local government connections.
- Invite representatives from colleges and universities to share information about degree programs related to public administration and public policy.

The most effective approach for reaching out to young people and helping them understand local public service career opportunities varies, depending on the unique needs and characteristics of each community. One size does not fit all when working with local youth. Use the methods that best suit your community, based on your knowledge and understanding of what resonates with young people in your area.

4. Resources to Help Youth Commissioners Learn More

Benest, Frank. *Career Compass Columns*. <http://frankbenest.com/columns.html>. This series of career advice columns focuses on county and city management.

Benest, Frank. *Creating a Multidimensional Talent Strategy to Avert Brain Drain and Other Future Disasters*. *ICMA IQ Report*. Volume 41, Number 5. 2009. <http://bookstore.icma.org/> Price: \$24.95 This ICMA report highlights the importance of municipalities developing strategies to address a retiring workforce in local government.

Benest, Frank. *Help Wanted: Young People for Public Service*. *Western City*. September 2003. www.ca-ilg.org/YouthPublicService. This article articulates the need for local government officials to assess and plan for the retirement of municipal workers and suggests ways to encourage recruitment of younger workers to a career path in local government.

Benest, Frank. *Careers in Local Government: University Career Counselor Guide to Careers in Local Government*. <http://www.nextgensiliconvalley.org/Local%20Govt%20Guide%20-%20080810.pdf>. This publication was developed to help college students of any age find out more about career ideas and opportunities in local government. It includes descriptions of local government positions as well as the websites of relevant professional associations.

Careers in Local Government. *CalOpps*. <https://www.calopps.org/images/careersingovt.pdf>. This brochure briefly describes career opportunities in local government and provides a list of California municipal associations and contact information for information on jobs in local government.

Local Government Management: It's the Career for You! ICMA, <http://icma.org>. This publication explains the work and skills necessary to be a municipal manager.

Local Governments Preparing for the Next Generation: Successful Case Studies. Cal-ICMA Coaching Program. <http://icma.org>. This document presents examples of communities that successfully planned for and sought young people to work in local government.

For information about paid and unpaid internships for university students offered by local government agencies in Santa Clara and San Mateo Counties: <http://www.nextgensiliconvalley.org/Students.html>.

Counties Work. This is an online game developed by the National Association of Counties and iCivics to educate students in grades 6-12 about the important role and functions of county government by letting them run their own counties: <http://www.naco.org/Counties/Pages/CountiesWork.aspx>.

<http://www.nextgensiliconvalley.org/Local%20Govt%20Guide%20-%20080810.pdf>. Authored by Frank Benest, this publication, *Careers in Local Government: University Career Counselor Guide to Careers in Local Government*, can help high school and college students find out more about career ideas and opportunities in local government. It includes descriptions of local government positions as well as the websites of relevant professional associations.

<http://www.cde.state.co.us/schooltocareer/download/pdf/choice.pdf>. Published by the Colorado School-to-Career Partnership, this guide includes a career quiz, self-inventory, lists of career options for different types of interests, résumé resources and more. It addresses careers in both the public and private sectors.

<http://www.insidecareerinfo.com/careers/career-info/human-services>. This site presents human services career information and career reviews from people currently performing the job. It covers a number of human services careers available in county government and school districts.

www.publicservicecareers.org. Sponsored by the Association for Public Policy Analysis and Management, American Society for Public Administration and National Association of Schools of Public Affairs and Administration, this site focuses on public service careers and offers a broad range of information, including career advice and resources and job listings.

www.gopublicservice.org/Careers.aspx. Provides an overview of different types of public service positions and examples of real jobs nationwide in local government, education and more.

All local public agencies offer public service career opportunities.

5. Appendices

Appendix A: What Are Local Public Agencies and What Do They Do?

Local public agencies provide essential services and facilities such as police and fire services, water, education and much more. In California, types of local agencies include counties, cities, special districts and school districts. All local public agencies offer public service career opportunities.

Counties

California's 58 counties provide a variety of important health and social services that serve all residents within a county. These include services related to the criminal justice system.

For the areas that are not within a city (often referred to as the "unincorporated areas" of a county), counties provide law enforcement services through the sheriff's office. For these areas, counties may also provide services — such as fire protection, animal control, parks, recreation, public works, planning and land use, water, waste water, solid waste and libraries — that are similar to those cities provide within city boundaries (also known as "incorporated areas"). Counties also have regulatory authority, such as land use planning authority and building code enforcement, within unincorporated areas.

California's counties employ approximately 328,000 people statewide. Online listings for employment opportunities can be found at www.csac.counties.org/view-job-posting-location.

Cities

California contains nearly 500 cities. Within city boundaries, cities are responsible for providing services such as police and fire, animal control, parks, public works, water, waste water, solid waste and libraries. These services may be provided by the city itself or through a contract between the city and the county, a special district or a private company.

Cities also have authority to adopt regulations that promote the public good within city limits. These include regulations related to land use and building code enforcement.

California's cities employ approximately 260,000 people statewide. Online listings for employment opportunities can be found at www.westerncity.com/Western-City/Job-Opportunities.

School Districts

California is home to more than 1,000 school districts, which are responsible for educating children and youth from kindergarten through high school and for providing the facilities needed to do so. Some school districts provide pre-school services. Unlike some other states, in California public schools and cities and/or counties have separately elected governing bodies. For example, in New York City the mayor is responsible for the schools. This is not the case in California.

School districts are the fiscal agents of California's public school system. They are responsible for using funds provided by the state and federal governments to deliver educational services to the state's children. A local school district must balance the need to be fiscally solvent with meeting state and federal expectations for academic performance, community expectations for services that schools should provide, and staff expectations regarding their compensation and working conditions.

California's school districts employ a total of approximately 902,000 people statewide. While these include teachers, school districts also employ many people in non-teaching positions (often referred to as "classified staff"). Online listings for employment opportunities can be found at www.edjoin.org and <http://members.csea.com/memberhome/Training/GrowYourCareer/tabid/117/Default.aspx>.

Special Districts

Special districts are public agencies created to provide a community with one or more specific services, such as water, sewer, parks, fire protection and others. California has nearly 3,300 special districts.

Most special districts perform a single function, such as water service, parks and recreation, fire protection, pest abatement or cemetery management. This means that there is a great diversity of job types in special districts. Other special districts have multiple functions, such as community service districts. Some special districts provide services for residents in both cities and counties, while others provide services only for residents who live outside city boundaries in the unincorporated areas. Special districts may cross city and county boundaries.

Special districts in California employ approximately 114,400 people statewide. Online listings for employment opportunities can be found at http://jobtarget.com/home/index.cfm?site_id=2182.

Appendix B: Local Public Agency Opportunities and Careers

What types of jobs are available in local public agencies?

Local public agencies in California — cities, counties, school districts and special districts — offer many kinds of jobs, spanning a broad range of disciplines and professions. See the partial listing of examples that follows below.

What qualifications or skills are required to work in local public agencies?

A range of educational qualifications are required for different positions. Some jobs require a college degree, a certificate or specialized training. Other positions require specific skills but no college-level education. (See *ICMA IQ Report on “Talent Strategy to Avert Brain Drain,”* pages 4 and 11). Fundamentally the skills needed to work in local agencies include the ability, desire and willingness to learn and take on new challenges.

What are some of the jobs and careers available?

The following is a partial listing of the sorts of jobs and careers available through local agencies. It is helpful to keep in mind that local public agencies are each organized differently depending on the type of agency and its work. Different agencies sometimes have the same kinds of work functions organized under different units or divisions. Not all agencies have all of the departments described here. In general, however, local public agencies need to have most of the following types of functions. (The following listing is adapted from the *University Career Counselor Guide to Careers in Local Government*. See Resources section (p. 6 for information.)

Community Development and Planning

Community development and planning departments help plan and build the community. Many public agencies, such as cities and counties, are responsible for one or more of the following activities within their community development and/or planning departments.

Building and Inspection: Processes building permits and ensures that construction projects conform to municipal codes. Code enforcement staff check on existing buildings and properties for compliance with building codes and regulations.

Economic Development: Responsible for attracting and retaining businesses and employers in the community.

It is helpful to keep in mind that local public agencies are each organized differently depending on the type of agency and its work.

Engineering and Construction: Provides engineering and construction services in planning, design, construction administration, mapping, permitting and traffic management for projects such as roadways, utilities and buildings. Planning staff prepares and reviews policies and plans related to land use, growth and design.

Housing: Assists very low-, low- and moderate-income residents with rental and housing assistance, and provides technical assistance in partnership with nonprofit organizations, public agencies and the private sector to improve the quality of life in the community.

Environmental Management, Sustainability and Climate Action Planning: Involved in planning related to resource management, energy efficiency, and climate action planning and adaptation. In some public agencies, one or more functions in this area may be located in the administrative or public works departments.

Finance and Accounting

The finance department is responsible for the agency's financial obligations and transactions. In some agencies, it also oversees the technological infrastructure. The department performs its work through the following divisions.

Administrative Services: Responsible for policy formation and administrative programs not directly assigned to any one project.

Financial Services: Provides a variety of services, including payroll, accounts payable, accounting, preparation of the two-year budget and annual financial report, treasury management, investments, debt administration, general liability and property risk management.

Information Technology: Supports financial software applications including payroll, budgeting, accounting and utility billing, along with many other applications. This group is also responsible for the infrastructure such as routers and servers managing e-mail, networks and telephone systems.

Revenue Services: Handles billing and collections, receipt and deposit of all cash received, purchase order processing and accounts receivable.

Environmental Management, Sustainability and Climate Action Planning: Involved in planning related to resource management, energy efficiency, and climate action planning and adaptation.

In agencies that make policy the clerk generally supports the decision-making process and deals with public records.

Health and Human Services

Counties, schools, hospital districts and three cities (Berkeley, Pasadena and Long Beach) provide a variety of health and human services. These services include health care for uninsured and low-income individuals and children; child health and disability prevention; environmental health; disease control; maternal, child and adolescent health; mental health; medical, dental, psychiatric and substance abuse services for adults and juveniles incarcerated in county facilities; drug and alcohol treatment programs; welfare; social services for families and children, including adoption, foster care and protective services; and social services for seniors, veterans and people with disabilities.

Management and Administration

Agency Chief Executive, Manager or Chief Administrator: The manager or administrator is the administrative head of the agency and is involved with making and/or implementing policy decisions and providing direction to staff. This position may also be responsible for developing action plans and programs for the agency's operations. Most public agencies also have positions such as assistant to the city manager, management analyst or assistant to the county engineer, all of which reflect more entry level positions.

Attorney: The attorney is the agency's chief legal officer. The attorney's office provides legal advice, representation and legal analysis for the agency.

Clerk/public records/administration: In agencies that make policy the clerk generally supports the decision-making process and deals with public records. While responsibilities vary among jurisdictions, clerks are typically responsible for providing access to legislative meeting information, updating and maintaining local government ordinances and codes, providing administrative support to elected and appointed bodies, assisting with public records requests, processing board and commission applications for appointments, and in some cases administering elections. Positioned between the governing body and citizens, clerks are often charged with ensuring open and transparent government. While in some cases the clerk is an elected position, most clerks are appointed.

Human Resources: Performs work in a variety of personnel program areas including recruitment, selection, classifications, training, salary administration, health benefit management, affirmative action/equal employment opportunity, Workers' Compensation and occupational health and safety programs.

Public Safety, Corrections and Emergency Services

Fire: Protects life, property and the environment from incidents related to fires, medical emergencies, disasters and hazardous materials through emergency mitigation, public education and code enforcement. Provides services to the community including fire prevention, emergency operations, communications, emergency services and paramedic services.

Law Enforcement & Corrections: Police and Sheriff's Departments are dedicated to providing their communities with quality law enforcement services and preparing and training for public safety emergencies. Counties are responsible for operating county jails that house California's lower-level criminal offenders. Additional responsibilities include operating the county probation department and juvenile correction facilities and supervising offenders after they are released from prison. Many cities also have jails that temporarily house offenders until they are transferred to county or other facilities.

Emergency Medical Services: Some counties are responsible for providing emergency medical services. Such responsibilities involve ambulance permitting and monitoring, Emergency Medical Technician certification, emergency medical dispatch approvals and disaster planning.

Public Works

The Public Works Department is typically responsible for a variety of services, including the following.

Water Utility Services: Manages operations and maintains the water supply and distribution system, providing high-quality water at the lowest possible cost.

Wastewater Management Services: Maintains, operates and repairs the sewer and storm drainage systems to provide a safe and clean environment for the community.

Street and sidewalk maintenance: Maintains the streets and sidewalks, to promote safe and effective thoroughfares, **Fleet Maintenance:** Services and maintains vehicles and equipment and manages purchasing and replacement of vehicles and equipment.

Building and Facilities Management: Maintains the efficient operation of agency buildings and facilities, including monitoring energy and water use, retrofitting facilities to be more energy and water efficient, and making sure the buildings and facilities are clean, healthy and safe places to work and visit.

Fire protects life, property and the environment from incidents related to fires, medical emergencies, disasters and hazardous materials...

Recreation and Community Services

Recreation and Community Services bring people in the community together to reap the benefits of beautiful public places, quality recreation programs and facilities, excellent community services and opportunities to interact with the larger community. Some agencies have a Parks and Recreation Department or Community Services Department that offers opportunities for fitness, athletics, classrooms for many activities, child-care facilities, nutrition services, rentals, information and referrals for human services and more. Other agencies, such as school districts, provide recreation services under the auspices of a Physical Education Department, which is responsible for teaching classes as well as coaching team and individual sports activities. Cities, counties and special districts also maintain parks and open space as part of their services to the public.

Sustainability and Resource Management

Many cities and counties are embracing sustainability, energy efficiency, resource management and climate action policies and programs. These activities and potential employment opportunities generally span the range of public agency departments, including administrative, planning and public works.

Transportation and Transit

Many local agencies provide transportation and/or transit services. These include bus and/or light rail service as well as transportation for seniors and people with disabilities.

A Note about Job Opportunities and Careers in School Districts

In addition to teachers, school districts employ a wide range of personnel. Non-teaching jobs include positions such as coach, counselor, custodian, nurse, principal, vice principal, administrator, superintendent, food service staff, librarian, manager, computer/information technology technician, language and speech therapist and transportation staff.

Appendix C. Matching Personal Interests with Possible Careers

The table below can help frame job and career opportunities in local public agencies and public service in a way that young people can easily relate to and understand. This table can be used as a handout and as the basis for a discussion with youth about the available options that are suited to an individual's various interests, talents and abilities. The next steps may be to discuss briefly the roles of various departments at the city or county level and provide background information to get youth thinking about potential career options that may interest them.

If you enjoy or are interested in:	You might like working in this area:
Helping people solve problems and find solutions	Community development Economic development Elected leader's office staff Housing Human resources Human services Law enforcement Management or administration Neighborhood services
Operating heavy machinery	Fleet maintenance Parks and recreation Public works or engineering Urban forestry
Managing money and investments	Accounting or finance Auditing Budget operations Revenue services
Crime-solving and crime investigation	City Attorney's or County Counsel's Office Criminal justice Coroner's Office Law enforcement
Repairing and maintaining cars, trucks and vehicles	Fleet maintenance and services Public works or engineering Transportation or transit
Solving complicated math problems	Accounting or financial management City or County Clerk's Office Information Technology services
Extreme sports	Emergency services Firefighting Recreation
Working with computers	Geographic Information Services (GIS) Information Technology
Gardening	Landscaping or parks maintenance

Working with children and young people	Community services Health services Library services Parks and Recreation Social services Teaching Volunteer services
Writing articles and working with the media	Public Information Office
How communities, facilities and buildings (such as parks, schools, libraries and cities) are planned, designed and built	Engineering and construction Geographic Information Services (GIS) Law enforcement (Crime Prevention through Design) Landscape Architecture Parks and Recreation Planning Department or Building Department
Doing research	Administrative office staff City Attorney's Office County Counsel's Office District Attorney's Office Elected leader's office staff Law enforcement
Driving a truck or bus	Parks and Recreation Public Works Transportation or Transit
Elections and how they work	City or County Clerk's Office City Attorney's Office County Counsel's Office Elected leader's office staff
Website design and maintenance	Geographic Information Systems (GIS) Information Technology Services Library Services Public Information Office
Traffic systems and how traffic is managed	Geographic Information Systems (GIS) Public Works
Alternative fuel vehicles	Fleet management
Renewable energy and energy efficiency	Facility Construction, Design and Management Planning and Building Departments
Being outdoors	Community Services Parks and Recreation Physical Education Public Works
Working with adults, seniors and the aging population	Community Services Health and Human Services Library Services Parks and Recreation

Preparing for emergencies	Elected leader's office Geographic Information Services (GIS) Human Resources Manager's or Chief Administrator's Office Planning Department Public Works
Landscape design and maintenance	Community Services Grounds and Facilities Parks Public Works
Medical issues and health care	County hospitals Health services
Management and general administration	Manager's or Chief Administrator's Office
Nature, natural resources, sustainability and the environment	Parks Planning Department Public Works Recreation Sustainability
Energy efficiency	Facility Management Planning Department Public Works or Engineering Utility Department or District
Water	Environmental Health Public Works Utility Department or Utility District
Recycling and solid waste	Public Works Engineering Environmental Health
Working with animals	Animal care services Animal control Law enforcement (K9, Mounted Patrol) Public Works
Working with people with special needs	Adaptive Services Health and Human Services Human Resources Library Services Parks and Recreation School Construction
Food Services and Nutrition	County Health Offices Health and Human Services Parks and Recreation School Facilities

Acknowledgments

The following individuals contributed to and/or reviewed this briefing paper:

- Sara Campos, Writer and Consultant
- Jude Hudson, Hudson + Associates, Strategic Communication Consulting
- Grace Person, Public Outreach Coordinator, Center for Collaborative Policy
- Frank Benest, Former City Manager, City of Palo Alto
- Victoria Galvin, Student, UC Davis, and former intern, Institute for Local Government
- Yvonne Hunter, Co-Director, Sustainability Program, Institute for Local Government
- Terry Amsler, Director, Public Engagement Program, Institute for Local Government

The Institute is grateful to the Surdna Foundation for its support of this series of youth commission briefing papers.

For this briefing paper, the authors especially drew on the following publications for information.

Benest, Frank. [Creating a Multidimensional Talent Strategy to Avert Brain Drain and Other Future Disasters](#). *ICMA IQ Report*. Volume 41, Number 5. 2009.

Benest, Frank. [Careers in Local Government: University Career Counselor Guide to Careers in Local Government](#). August, 2008.



INSTITUTE FOR
LOCAL GOVERNMENT

1400 K Street, Suite 205, Sacramento, CA 95814

916.658.8208 Fax: 916.444.7535

www.ca-ilg.org