



**PUBLIC  
FINANCE  
INITIATIVE**

# Kula Community Meeting

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**EVENT SERIES:**

Maui Hikina Watershed & Water Resource Planning Convenings

**DATE:**

June 17, 2025

**CONTACT:**

[programs@publicfinanceinitiative.com](mailto:programs@publicfinanceinitiative.com)

# Introduction

# Our Mission & Work

The Public Finance Initiative, a non-profit organization, works with governments & organizations who want to embed values in public finance decision-making to create lasting change in the world. Since 2021, we have worked with **476 governments** across **46 US States** in our advisory, education, research, and technical assistance programs.

# Our Team



**Lourdes German**  
Executive Director



**Alex Grun**  
External Relations Manager



**Katy Hansen**  
Director, Rural & Small Cities Program



**Peter Hamlin**  
Associate



**Ally Gilman**  
Chief Communications Officer



**Tiffany Li**  
Executive & Operations Manager



**Haley Mulligan**  
Senior Analyst

# Interactive Exercise

# Discussion Groups

- **Group 1 - Uses of Water in Kula**
- **Group 2 - Your Community Perspective**
- **Group 3 - Water Rates, Availability, State Policy & Your Needs**
- **Group 4 - Your Lived Experience**

# Reporting Out

# Expert Presentations

# Our Focus

**How do we support you in centering the community, indigenous & cultural heritage practices to shape the future of the water system so that you invest & make decisions that catalyze place-based outcomes you care about, mitigate future risks, while holding the principle - "Eia no o Kūlanihāko'i, No kakou e mālama ai!" - "Here indeed is Heaven reflected on Earth, it is for all of us to Protect, Preserve and Sustain"?**

# Expert Presenters



**Lourdes  
Germán**



**Dr. Karletta  
Chief (Diné)**



**Dr. Katy  
Hansen**



**Andrew  
Simmons**



# Lourdes German

**Executive Director**  
The Public Finance  
Initiative

# Funding Your Aspirations: A Public Finance Primer



# How a Small City Took On a Financial Giant—and Reclaimed Its Most Precious Resource

*After a protracted fight with the Carlyle Group, Missoula's water is finally in the hands of the people.*

Source: [The Nation](#)

# Community Needs



# Agenda

- How do you Leverage Public Finance strategically to Advance your Long Term & Short Term Priorities?
- What role can municipal bonds play in your strategy?
- What questions should you ask when you use public finance strategies to realize your place-based aspirations?

# What is Public Finance?



How a government  
**raises** money



How a government  
**spends** money

# Public Finance Avenues



# What is your Resource Base?

# Your Framework of Fiscal Governance

- Revenue, Investment & Expenditure Authority of the Maui County Community Water Authorities was principally established under Article 8, Chapter 19 of the Revised Charter of the County of Maui
- The legal enabling framework of the Department of Water Supply as a regular county agency subject to the Mayor's Executive Management and the Council's legislative oversight provides extensive revenue and funding opportunities.
- The Section 8-19.6 Establishes the Regional Water System Fund which may be used to fulfill the powers, duties, and functions of the water authorities, including operation, maintenance, and capital improvements of water collection and delivery systems under the control of the county.

# Maui County Revenues

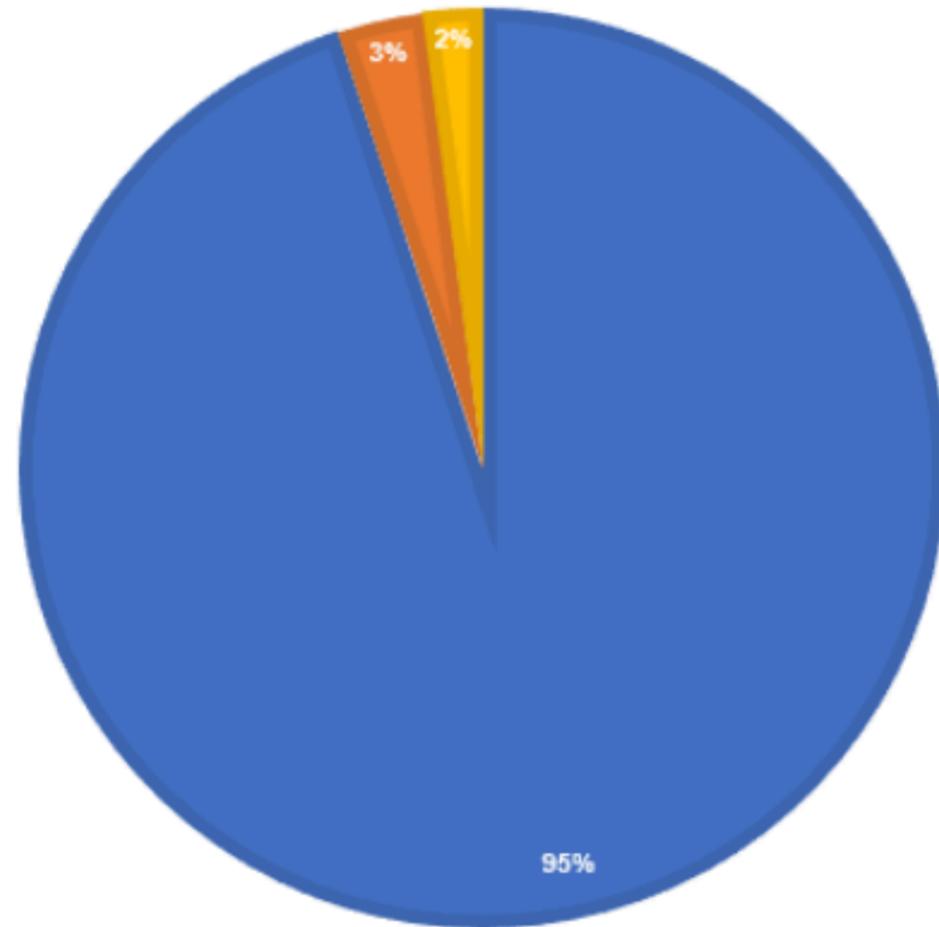
**COUNTY OF MAUI  
GOVERNMENTAL FUNDS  
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES  
FOR THE FISCAL YEAR ENDED JUNE 30, 2023**

	General Fund	Highway Fund	Grant Fund	Debt Service Fund	Capital Improvement Projects Fund	Other Governmental Funds	Total Governmental Funds
<b>REVENUES:</b>							
Taxes							
Property taxes	\$ 434,915,557	\$ --	\$ --	\$ --	\$ --	\$ --	\$ 434,915,557
Transient accommodations tax	84,525,758	--	--	--	--	--	84,525,758
Franchise tax	--	11,615,285	--	--	--	--	11,615,285
Fuel tax	--	16,690,872	--	--	--	--	16,690,872
Public service company tax	8,797,603	--	--	--	--	--	8,797,603
Licenses and permits	12,021,858	28,149,855	--	--	--	2,876,841	43,048,554
Intergovernmental revenues	--	--	72,871,410	--	12,827,272	--	85,698,682
Charges for current services	3,978,476	1,748,142	--	--	--	94,744,301	100,470,919
Fines and forfeitures	4,239,652	--	--	--	--	122,573	4,362,225
Interest and investment income, net	6,329,418	--	39,710	--	2,099,559	--	8,468,687
Other revenues	5,558,823	957,904	2,656,193	--	(923,012)	4,489,228	12,739,136
Assessments	--	--	--	--	--	343,123	343,123
<b>Total Revenues</b>	<b>560,367,145</b>	<b>59,162,058</b>	<b>75,567,313</b>	<b>--</b>	<b>14,003,819</b>	<b>102,576,066</b>	<b>811,676,401</b>

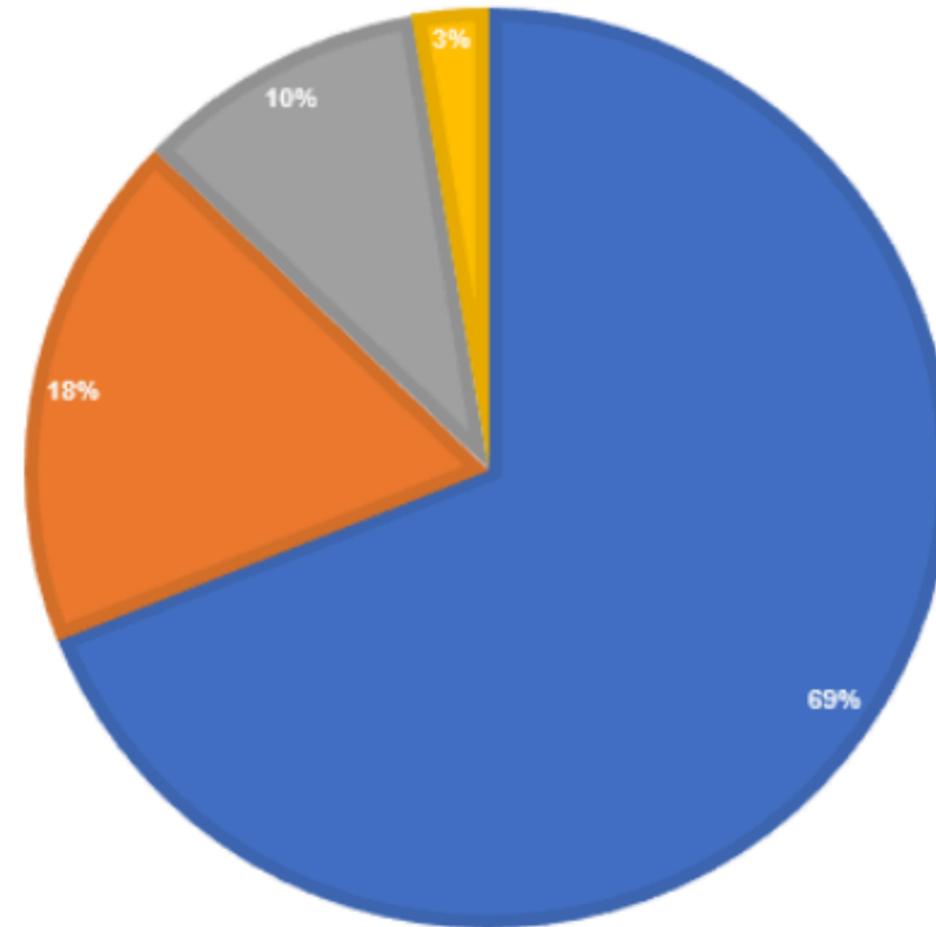
Source: [Maui County FY23 CAFR](#)

# Maui County Revenues

## General Fund



## Governmental Fund



■ Own-Source Revenues from Taxes   ■ Non-Tax Own-Source Revenues   ■ Intergovernmental Funds   ■ Other Revenues

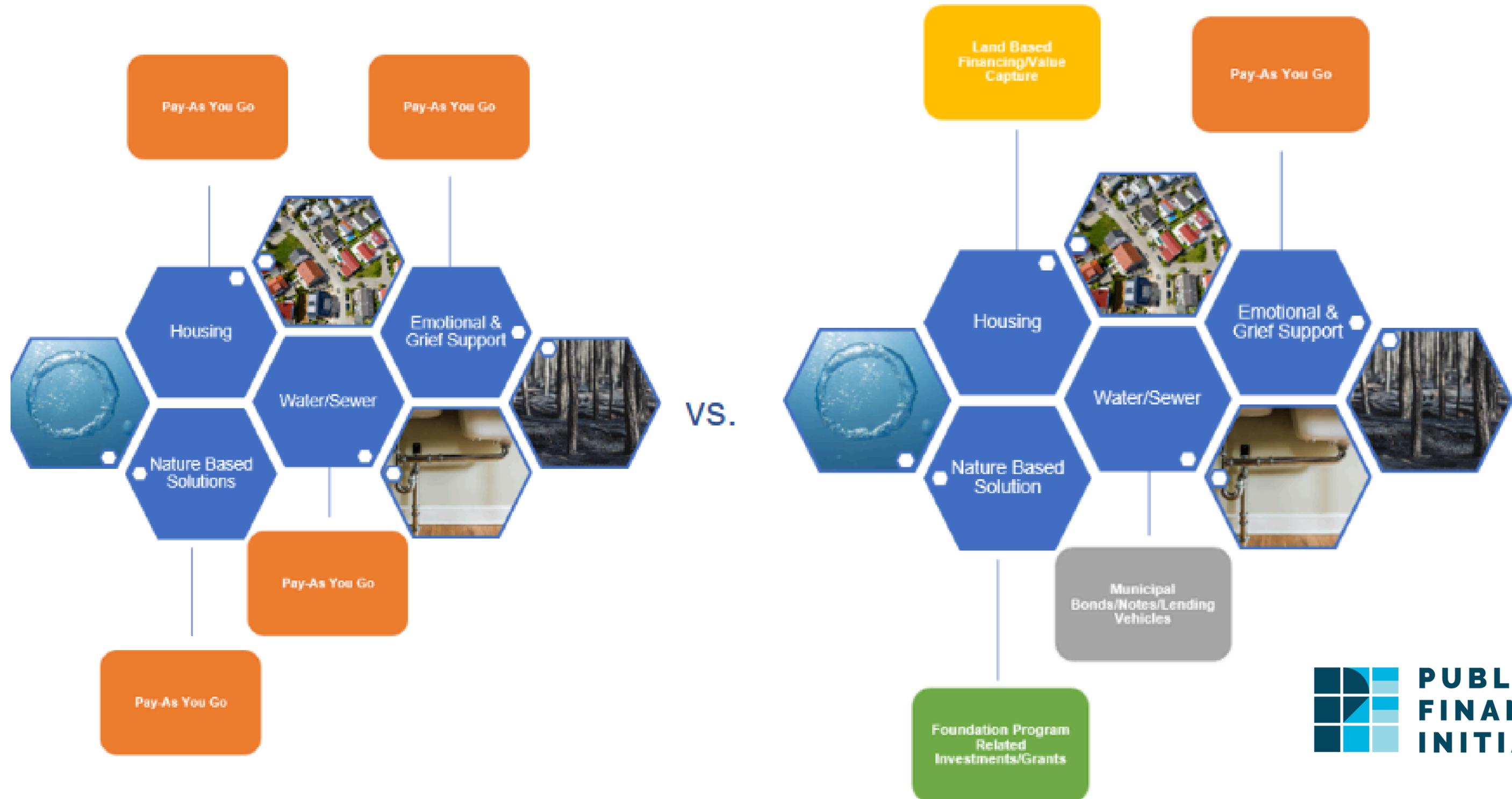
# Key Questions to Guide Future Decisions

- When you capitalize the Section 8-19.6 Regional Water System Fund that will serve to resource operations, maintenance, and capital improvements of water collection and delivery systems under the control of the county, **how will you design the rate-setting plan? Is this is going to be:**
  - A source for funding operations and maintenance?
  - A source of future debt securitization?
  - A source for supporting pay-as-you-go financing for projects that are just focused on the water system or that also reflect a commitment to other functional areas of spending (food security, etc.) and reflect community benefits?

# Risks & Benefits of “Pay-As-You-Go”



# A Broader Public Finance Strategy

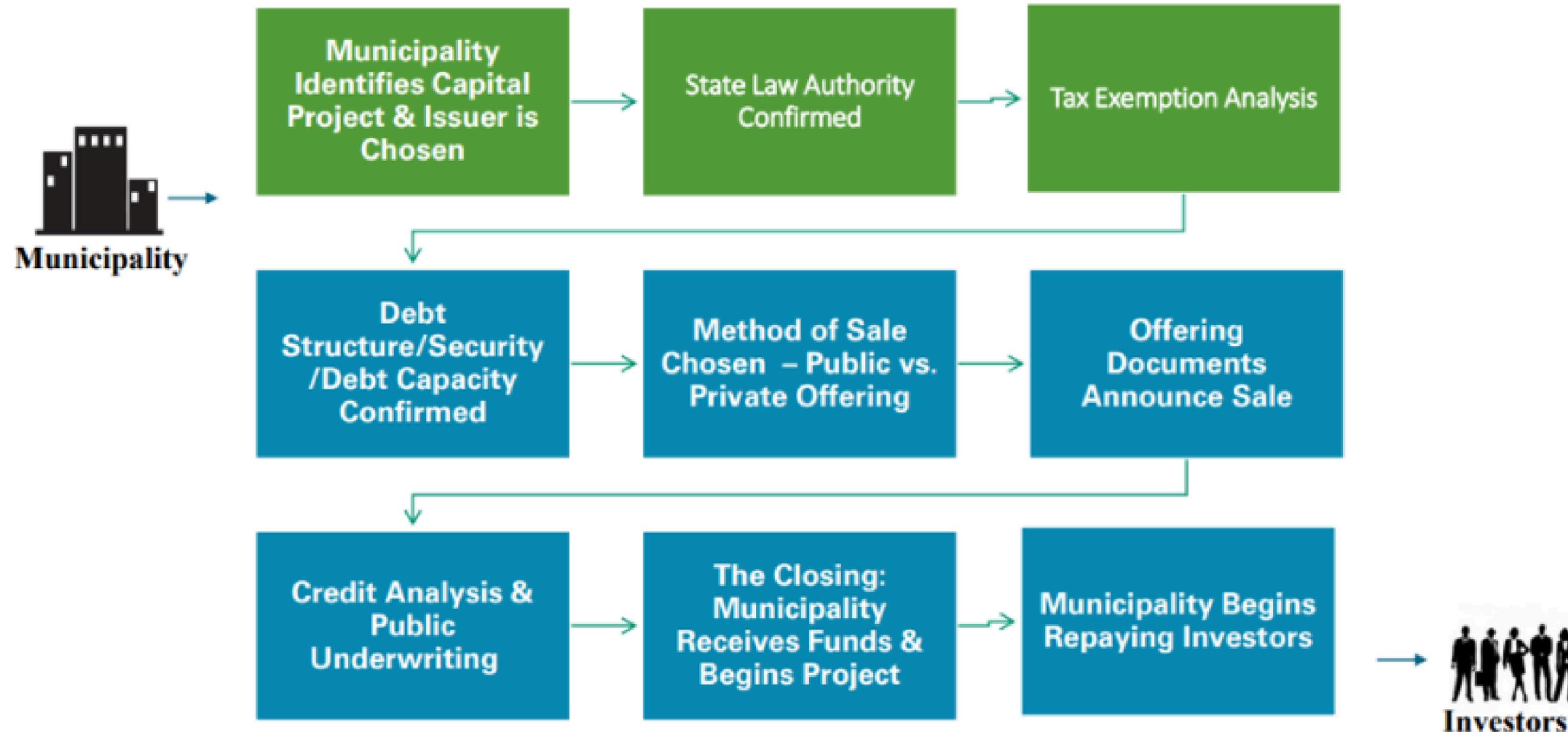


# Integrating Municipal Bonds & Lending Strategies

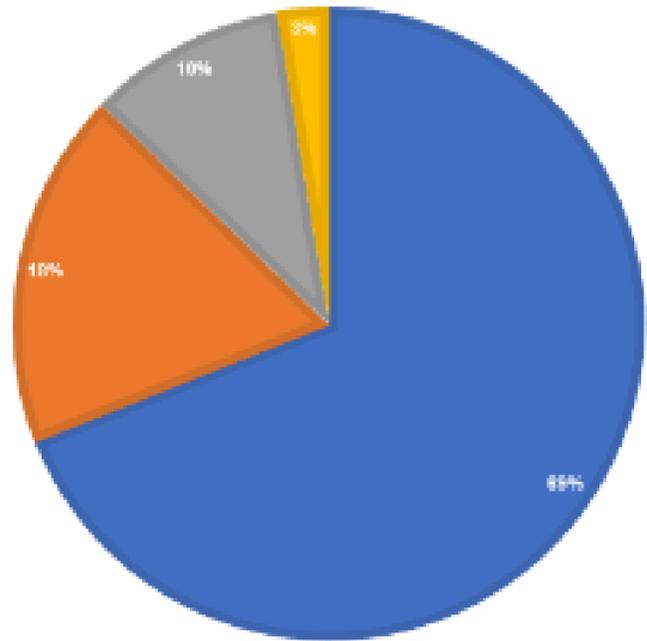
# Municipal Bond Basics



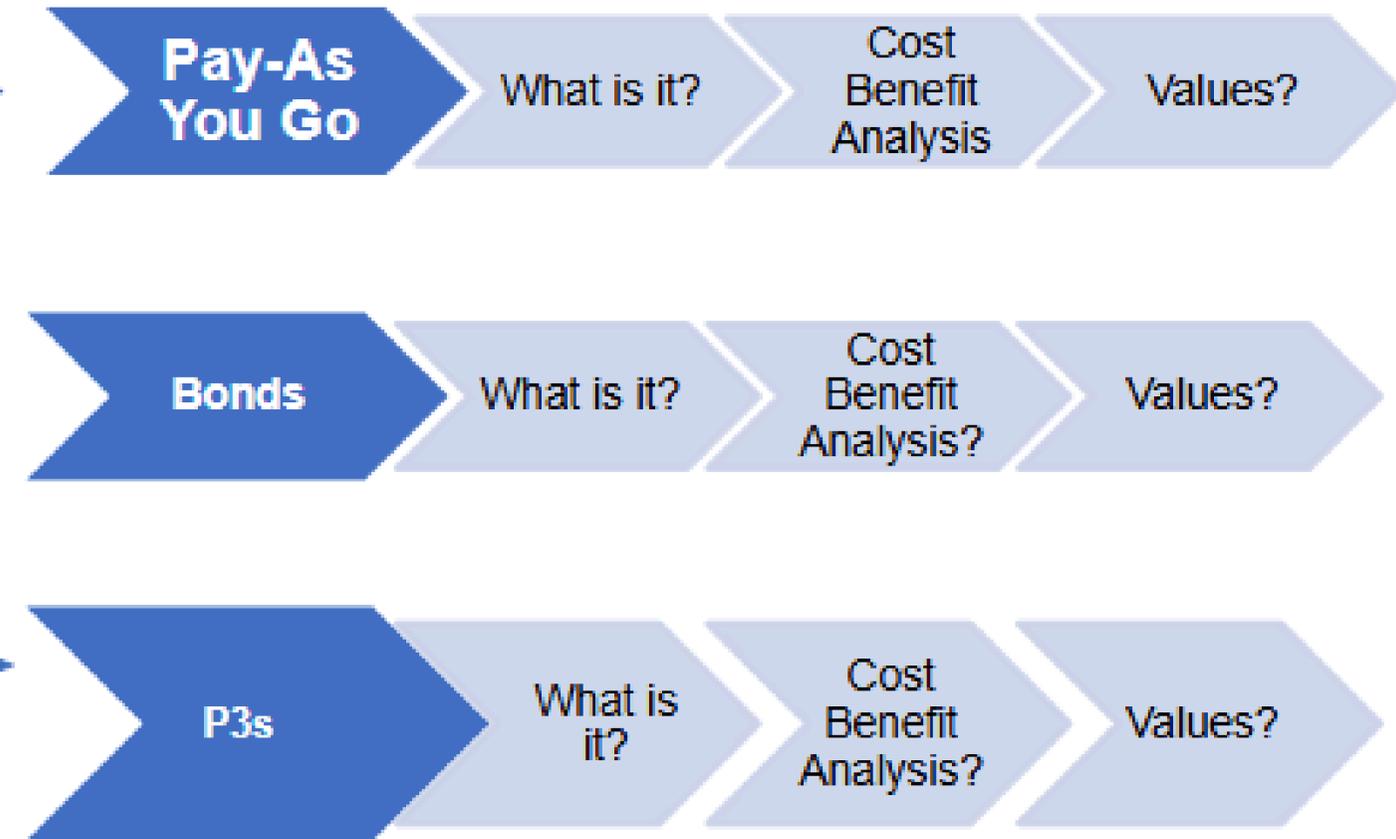
# Municipal Bond Basics



# Public Finance Decision-Making



Understanding your revenue mix, history, context, constraints, vision, opportunities, and needs will inform the avenues of public finance might you want to consider given your vision and priorities



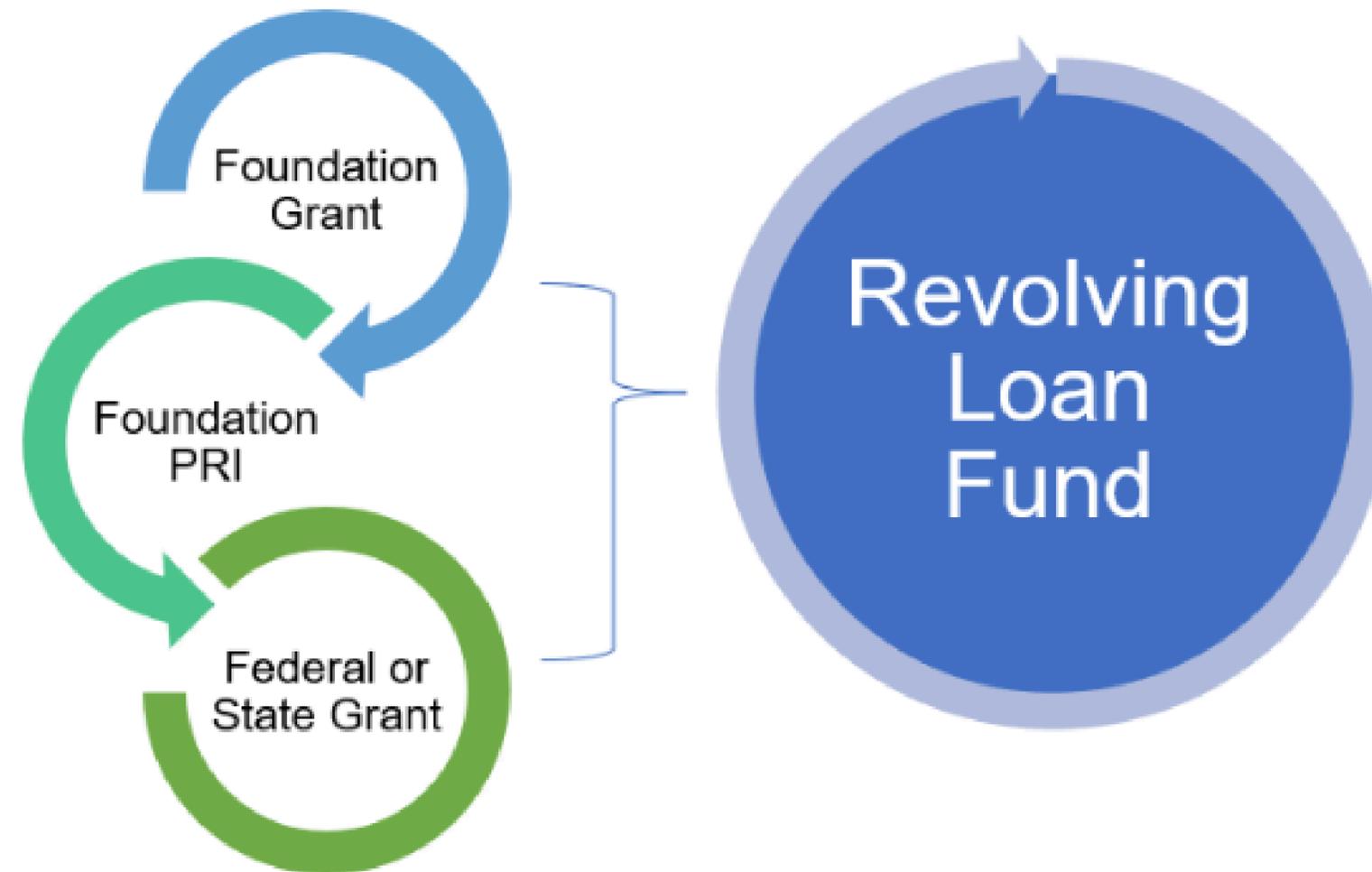
# Municipal Bonds Can Carry Benefits & Risks

- When used correctly, municipal securities can enable the county to:
  - Invest in deferred maintenance at scale
  - Invest in expansion projects at scale
  - Achieve Intergenerational equity in a plan of finance
  - Engage in asset-liability matching
  - Make strategic choices regarding pledged revenues
- Solvency risk is present, among others.

# Municipal Bonds & Social Investments

- Analyze carefully the options you have to raise money from bonds at the lowest cost of capital.
- Could you leverage Program Related Investments from Foundations (to diversify beyond seeking foundation grants) and couple that with municipal bonds to lower net interest costs and save money on future years of debt service payments? Those cost savings would be passed on to your community.
- PRIs could be particularly prudent when using revenue bonds versus “GO” Bonds, depending on the context.

# Combining Philanthropy & Public Finance Avenues



# Example: Funding Food Insecurity

- Use of **pay-as-you-go** would likely be the predominant mechanism to fund food insecurity.
- Expanding the strategy to fund this avenue to possibly include a **lending vehicles** like a **revolving loan fund** mechanism could expand the level of funding available to address food insecurity, and create a vehicle that exists in perpetuity. If the revolving loan fund was capitalized with a blend of appropriations and grants from foundations you could have a generative vehicle for resource expansion by pursuing these avenues.
- **Macon-Bibb County Georgia** serves as an example.





# Dr. Karletta Chief (Diné)

**Director & Professor**  
Indigenous Resilience  
Center (Ires),  
University of Arizona

Maui Water Workshops 2025



**Dr. Karletta Chief (Diné)**  
**Director of Indigenous**  
**Resilience Center (Ires)**

**TÓ' ÉÍ IINÁ**  
**WATER IS LIFE**



THE UNIVERSITY OF ARIZONA  
RESEARCH, INNOVATION & IMPACT

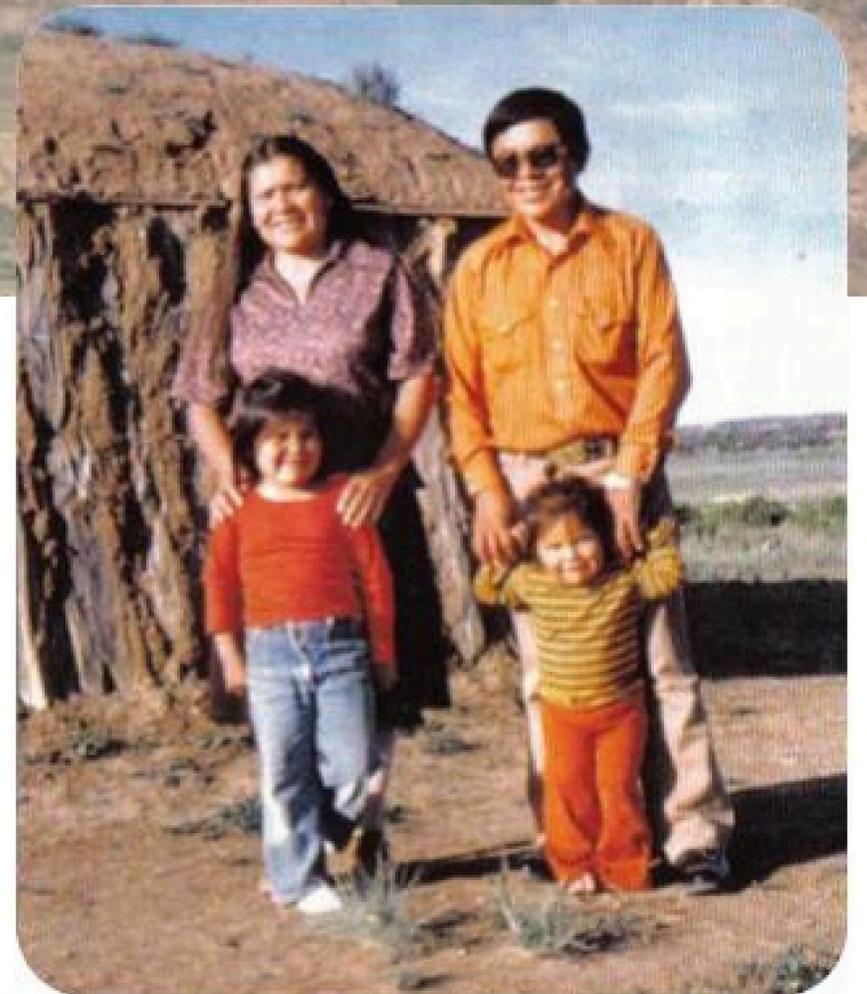
**Arizona Institutes**  
**for Resilience**



I AM FROM THE NAVAJO NATION.



# I AM BITTERWATER.



Near-the-  
Water

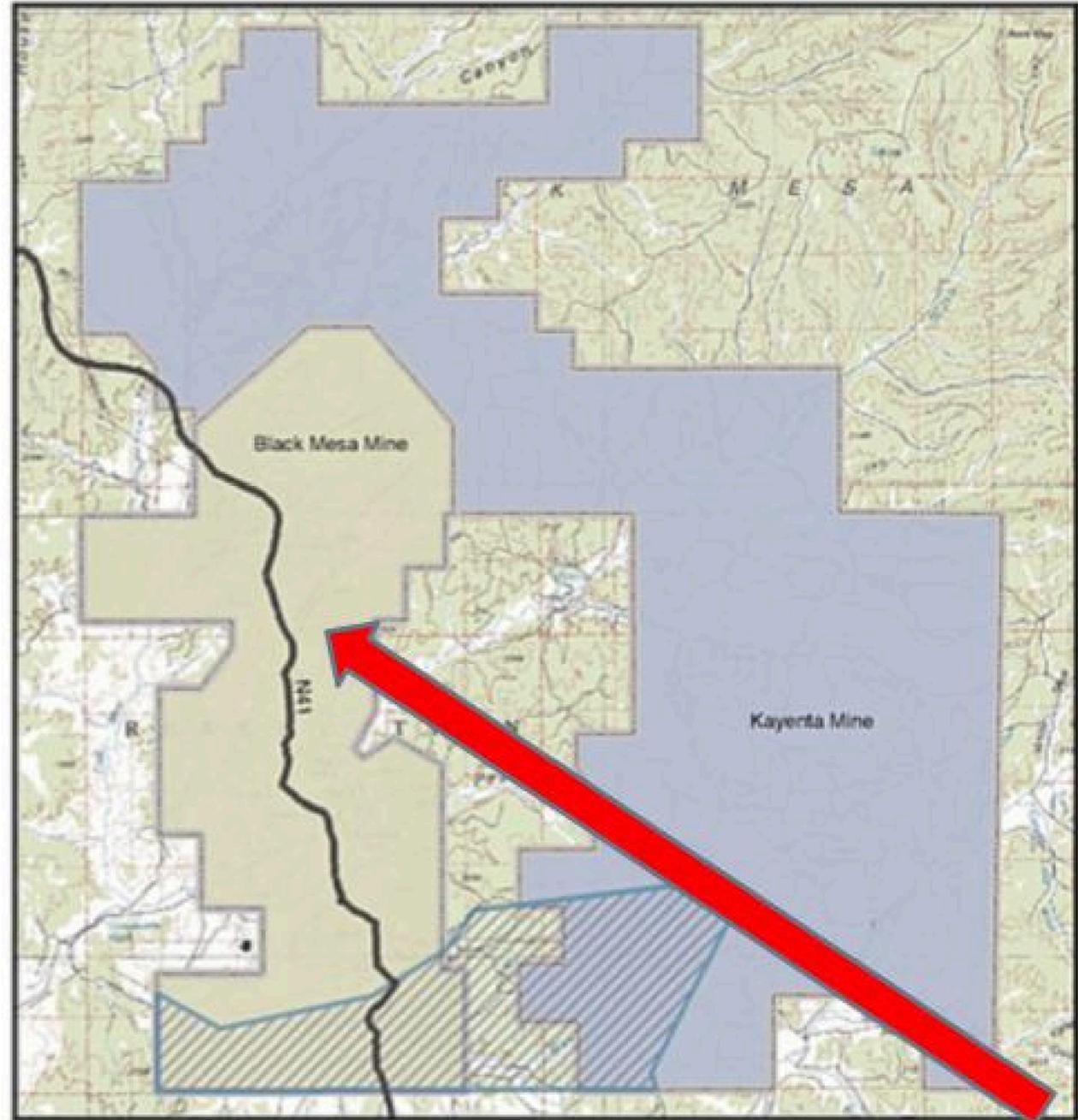


Red-Runni  
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# MOTHER EARTH & FATHER SKY CRIES ON BLACK MESA



**LEGEND**

- Leasehold Area
- Hopi Partitioned Land (HPL)

**Roads**

- N 41

**Mine**

- Kayenta
- Black Mesa



**FIGURE 4. PLANNING AREA**

JJ CLACS & COMPANY - DECEMBER 2005  
Source: Peabody Western Coal Company

*Lease Hold Area*

**My home**

# IRES VISION

Indigenous communities lead the development of environmental and social resilience solutions and collaborate through strong trust-based partnerships with the University of Arizona Indigenous Resilience Center (IRes).



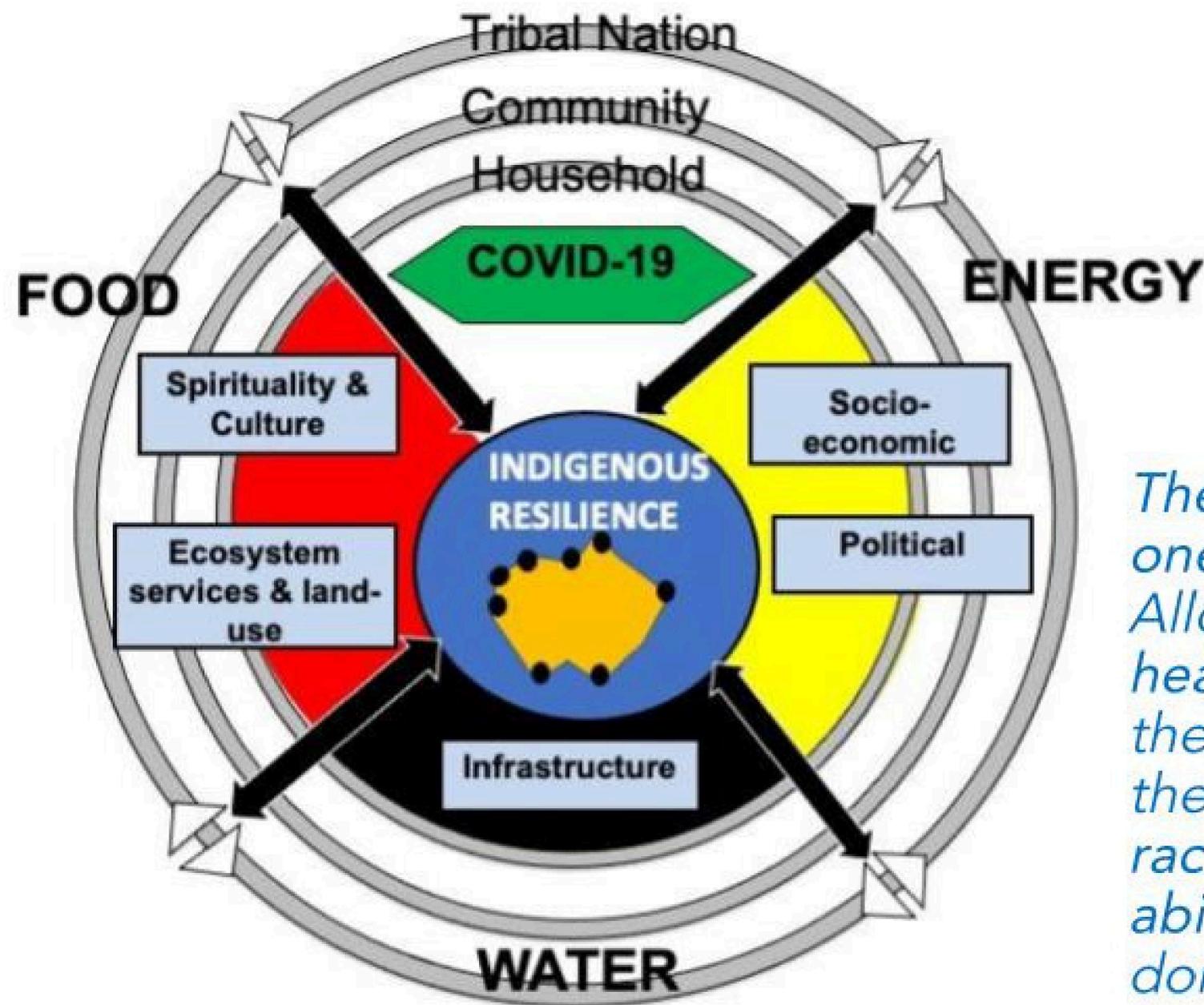
# IRES MISSION

Through *Indigenized research frameworks/methodologies* and a commitment to sustained community engagement, the Indigenous Resilience Center (IRes) honors Indigenous sovereignty and self-determination and, with Indigenous guidance, *weaves Indigenous ways of knowing into co-designed environmental and social resilience solutions* and *trains the next generation* of Indigenous and non-Indigenous environmental leaders.

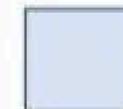


# FRAMEWORKS FOR INDIGENOUS RESILIENCE

IMPLEMENTATION SCI



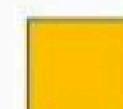
## LEGEND:



Resilience Indicator



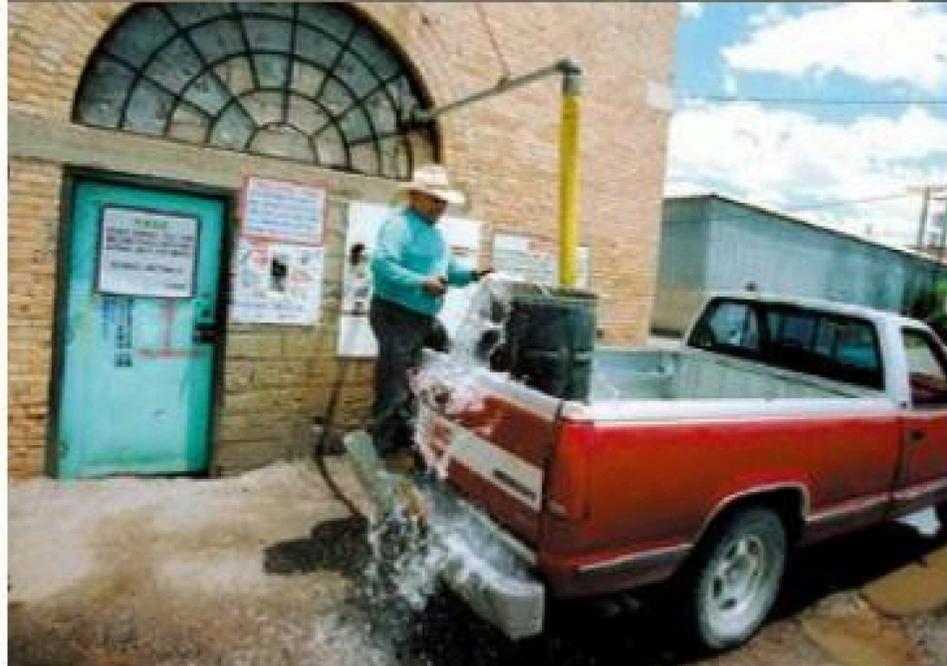
Desired structure or function

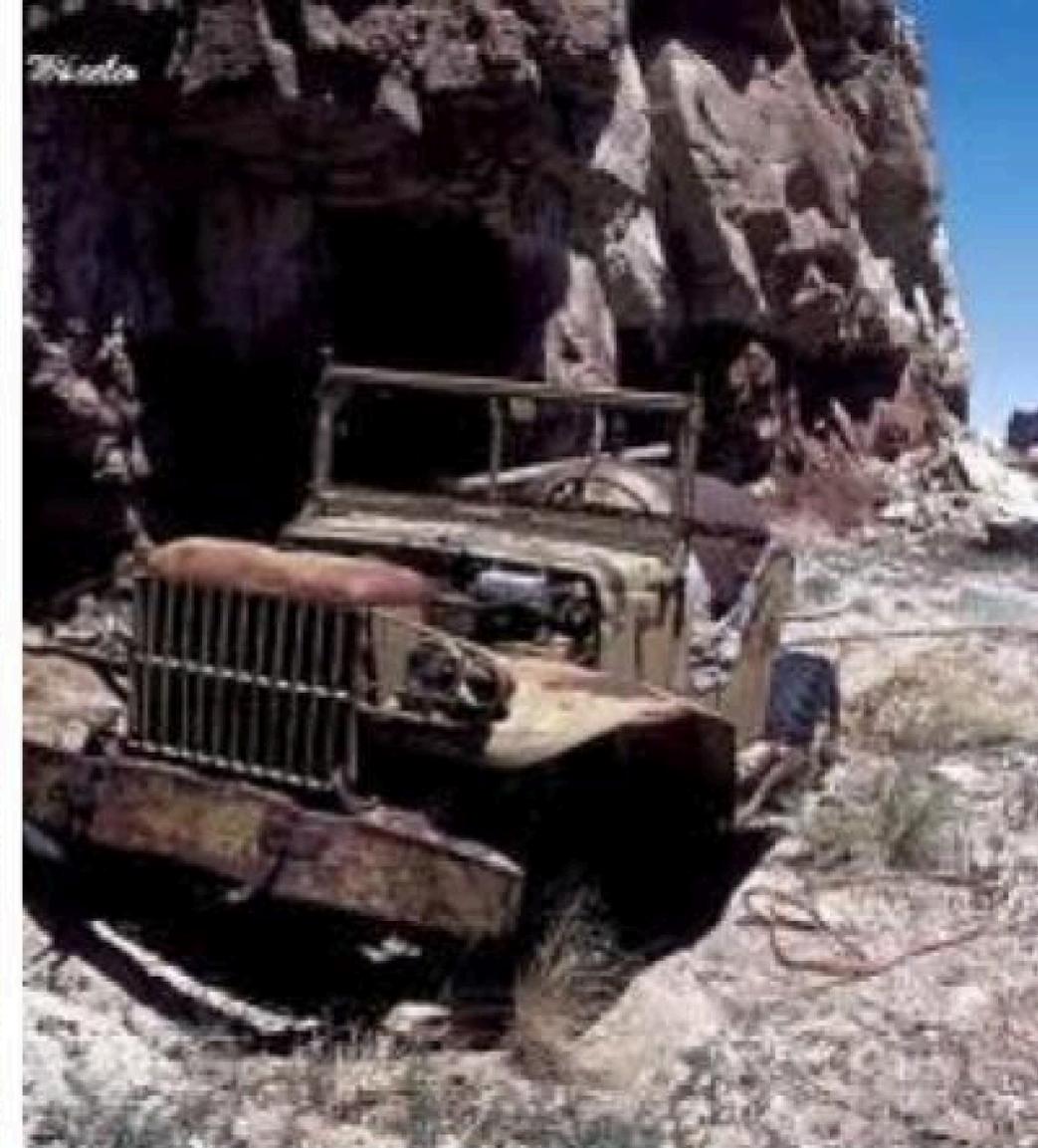


Inadequate structure or function

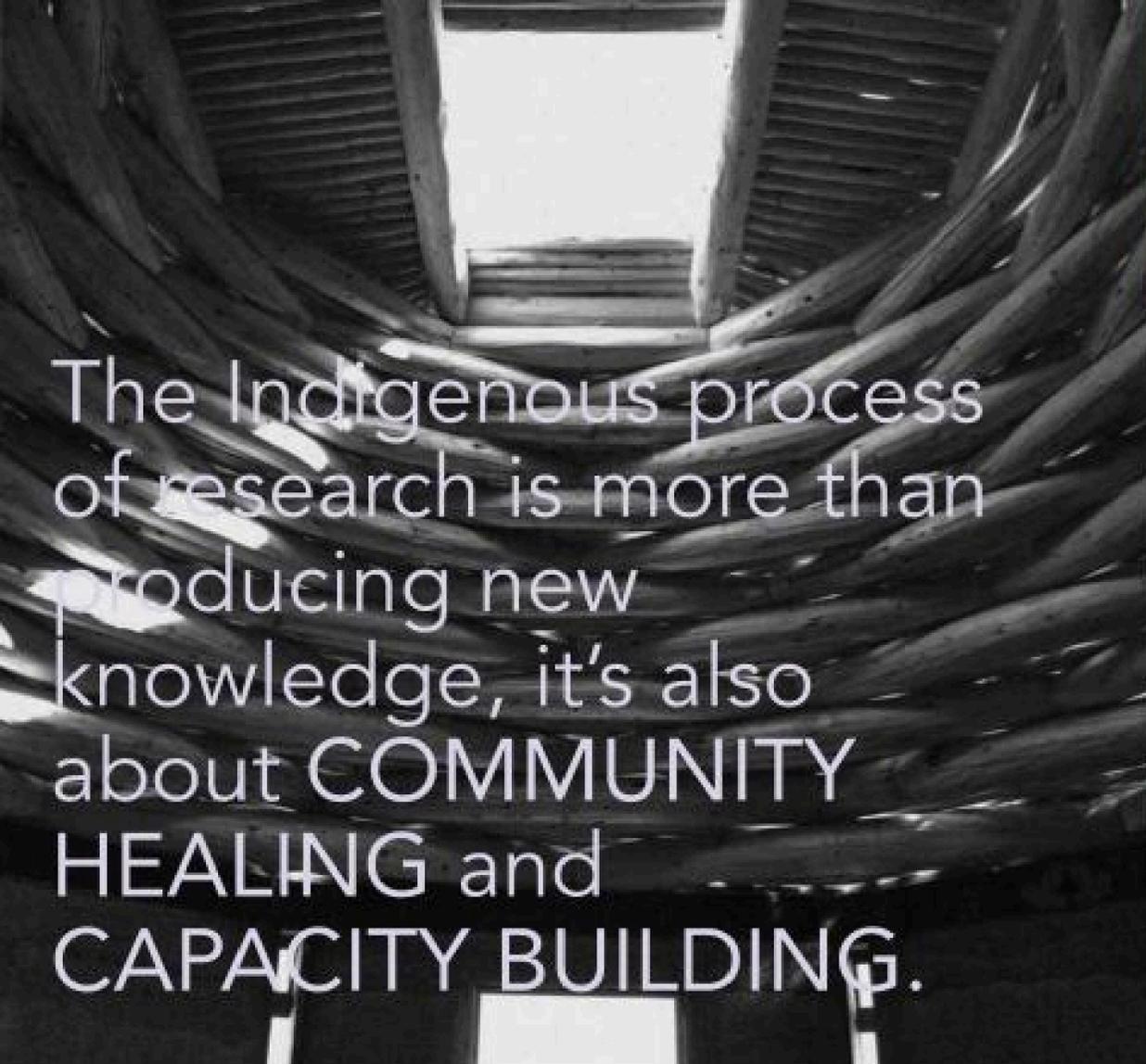
*The ability to have a connection and belonging to one's land, family and culture, therefore an identity. Allowing pain and suffering caused from adversities to heal. Having a dreaming, where the past is brought to the present and the present and the past are taken into the future. A strong spirit that confronts and conquers racism and oppression, strengthening the spirit. The ability not just to survive but to thrive in today's dominant culture. Aboriginal scholar and educator Marion Kickett, 2011*

# WATER CHALLENGES FACING TRIBES





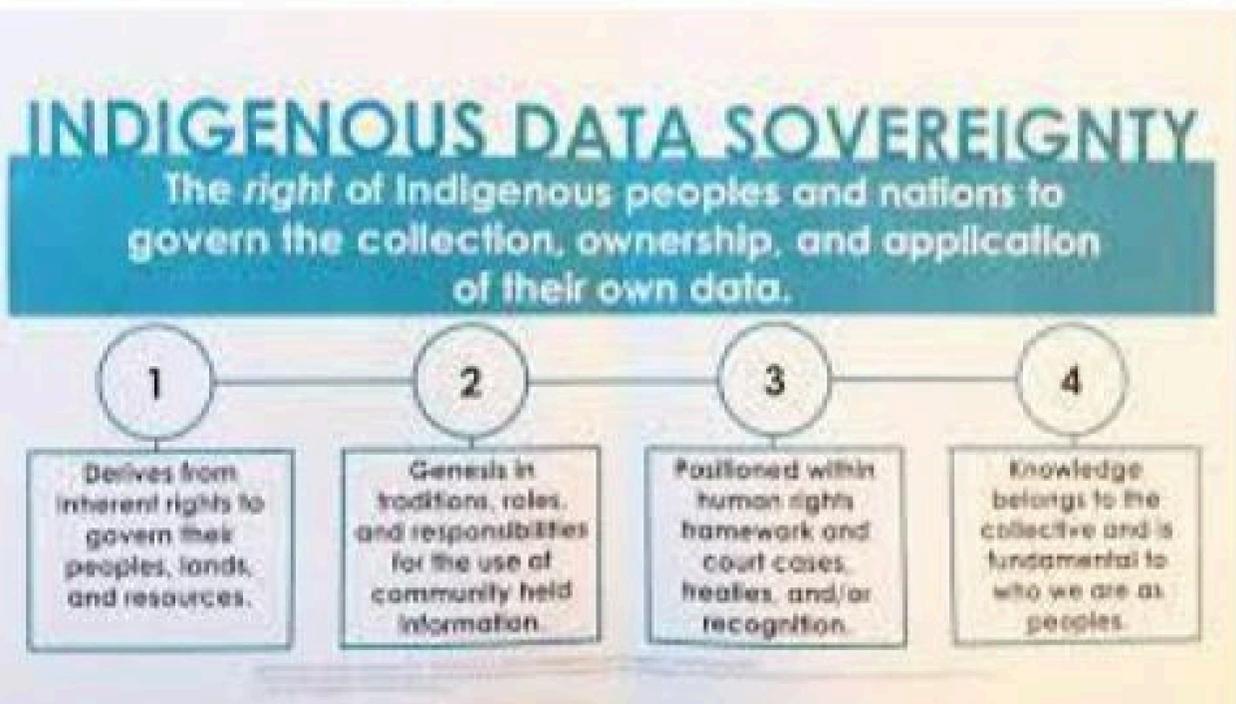
# INDIGENOUS ENVIRONMENTAL INJUSTICES



The Indigenous process of research is more than producing new knowledge, it's also about **COMMUNITY HEALING** and **CAPACITY BUILDING**.



*"We need our own data to communicate to the world our own perspective on our own crises and trauma."  
- Teach-In*



# INDIGENOUS FRAMEWORKS

# DE-COLONIZED COMMUNITY ENGAGEMENT THROUGH A 7<sup>TH</sup> GENERATIONS MODEL



# THE CARE PRINCIPLES



# COLLECTIVE BENEFIT FOR INDIGENOUS GOV

## C1

### **For inclusive development and innovation**

Governments and institutions must actively support the use and reuse of data by Indigenous nations and communities by facilitating the establishment of the foundations for Indigenous innovation, value generation, and the promotion of local self-determined development processes.

## C2

### **For improved governance and citizen engagement**

Data enrich the planning, implementation, and evaluation processes that support the service and policy needs of Indigenous communities. Data also enable better engagement between citizens, institutions, and governments to improve decision-making. Ethical use of open data has the capacity to improve transparency and decision-making by providing Indigenous nations and communities with a better understanding of their peoples, territories, and resources. It similarly can provide greater insight into third-party policies and programs affecting Indigenous Peoples.

## C3

### **For equitable outcomes**

Indigenous data are grounded in community values, which extend to society at large. Any value created from Indigenous data should benefit Indigenous communities in an equitable manner and contribute to Indigenous aspirations for wellbeing.

# COMMUNITY APPROVAL & DATA OVERSIGHT



May 1, 2020

Dr. Robert C. Robbins, President  
University of Arizona  
1401E. University Blvd.  
Tucson, Arizona 85721

Re: Navajo Nation's Discussion on CARES ACT Expenditure Plans

Honorable Dr. Robbins:

I am writing to extend an invitation to you to join Resources and Development Committee membership in the meeting with the membership of the Naabik'iyati Committee of the 24<sup>th</sup> Navajo Nation Council on Friday, May 22, 2020 at 9:00 a.m. via teleconference.

As Chairman of the Resources of the Development Committee, I felt it was important for you to join the



## RESOLUTION OF THE NAATSI'AAH (NAVAJO MOUNTAIN) CHAPTER OF THE NAVAJO NATION

Mark Navajo  
President  
Marina L. Jean  
Vice-President  
Milla Grayson  
Secretary/Treasurer  
Russell Saabkayon  
Greeting Committee  
Member  
Bernice Deaton  
Council Delegate

RESOLUTION NO: NM09-2020-190  
SUPPORTING STUDY ASSESSING NAVAJO COVID-19 RISKS AND INCREASING INDIGENOUS RESILIENCE

### WHEREAS:

1. The Navajo Mountain Chapter of the Navajo Nation acts on this resolution pursuant to the authority conferred to the Chapter through Navajo Nation Code Title 26, Chapter 1, and
2. The Navajo Mountain Chapter is requested to support a project "Assessing Navajo COVID-19 Risks and Increasing Indigenous Resilience", and
3. The Navajo Mountain Chapter is committed to supporting projects oriented towards improving Navajo health messaging and education, improving pandemic response and increasing resilience through access to food, energy, and water during the COVID-19 pandemic; and



President of the Navajo Nation  
Jonathan Nez

THE NAVAJO NATION  
THOREAU CHAPTER  
P.O. Box 859 Thoreau, New Mexico 87703  
Office (505) 905-0139 Fax (505) 905-0140  
thoreau@navajochapter.org



Vice President of the Navajo Nation  
Mona Lisa

Anti-Bully RESOLVE • Senior Volunteer, 90 RESOLVE • July 4, Peace, 2020/07 / RESOLVE  
Navajo Nation, 2020/07/01/2020/07/01 • Navajo Nation, 2020/07/01/2020/07/01 • Navajo Nation, 2020/07/01/2020/07/01

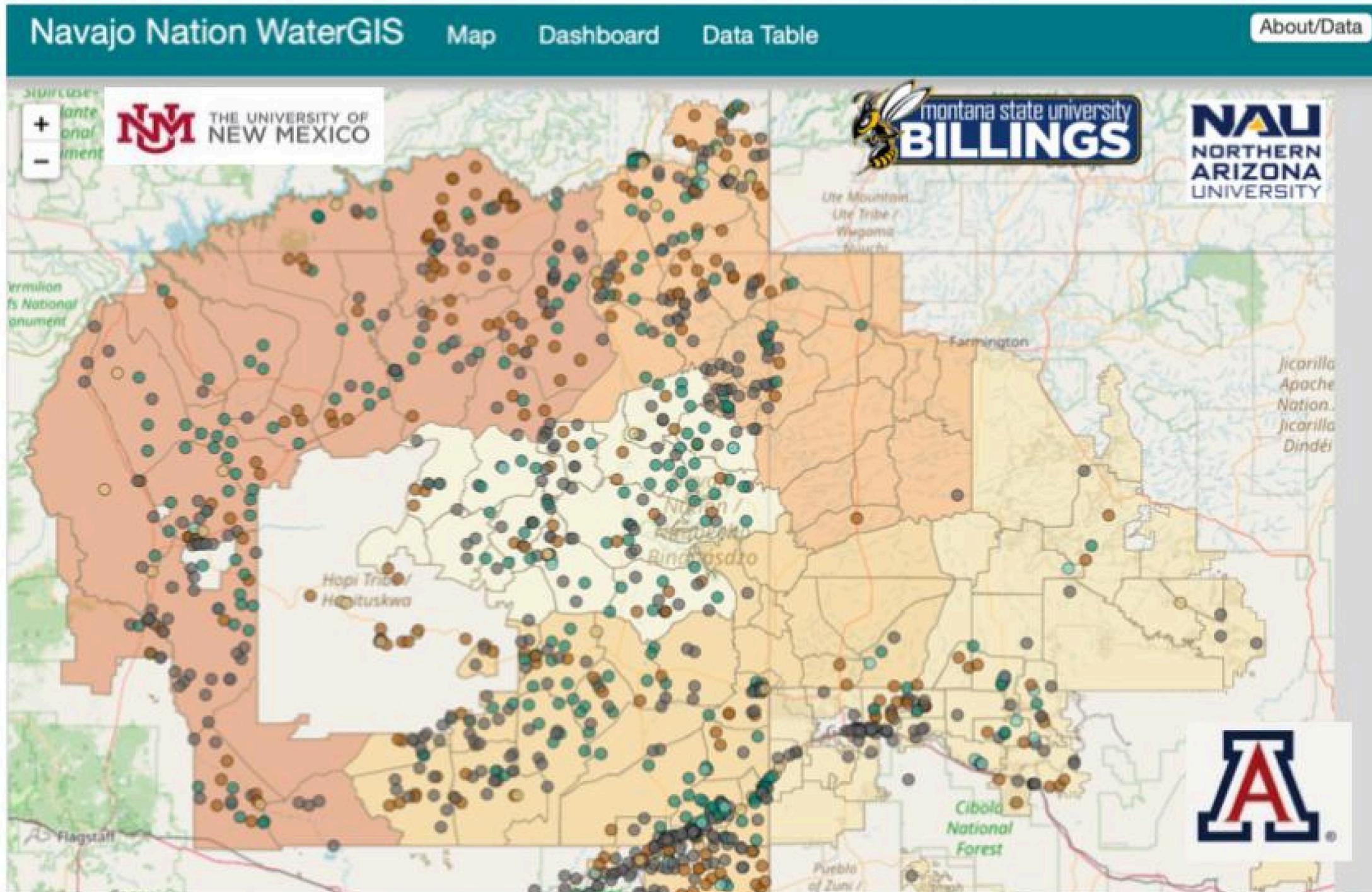
THOREAU CHAPTER  
RESOLUTION TCH-074-20-075

Supporting Arizona State University study assessing Navajo COVID-19 risk and increasing indigenous resilience.

ISSUED AT:

Approved by the Navajo IRB  
April 2021 (after 1 yr)

# NAVAJO NATION WATERGIS PORTAL



## FEATURE

### It Takes a Team: Tackling Water Quality Challenges and COVID-19 in the Navajo Nation

Joseph H. Hoover, Daniel Beene, and Karletta Chief



An unregulated spring, an unregulated water source on the Navajo Nation, water is collected and funneled to watering troughs downhill of a spring. Source: Hoover et al.

IN 2020 SCHOLARS FOUND THAT A LACK OF INDOOR plumbing was associated with a higher rate of COVID-19 cases in indigenous communities in the United States. Among the affected populations is the Navajo Nation, whose territory spans northeastern Arizona, northwestern New Mexico, and a small portion of Utah. To learn more about the role of water access in the spread and transmission of COVID-19, the Navajo Nation invited water experts from multiple academic institutions to join the nation's Water Access

Coordination Group (WACG). In collaboration with the Navajo Nation, researchers applied a team science approach to the issue, bringing together a group of researchers and students from a wide range of fields. Together, they not only answered important questions about water access and COVID-19 risk but also developed a valuable tool for assessing water quality more broadly—critical in a region dotted with thousands of unregulated groundwater sources.

January/February 2022

VOLUME 24 • NUMBER 1 | 5

Hoover, J., D. Beene, and K. Chief. 2022. It takes a team: Tackling water quality challenges and COVID-19 in the Navajo Nation. *In* Roehm, C. and M.E. Campana (ed.) *Water Risk in a Rapidly Changing World: Part 2*. Water Resources IMPACT Magazine 24(1):5-8.

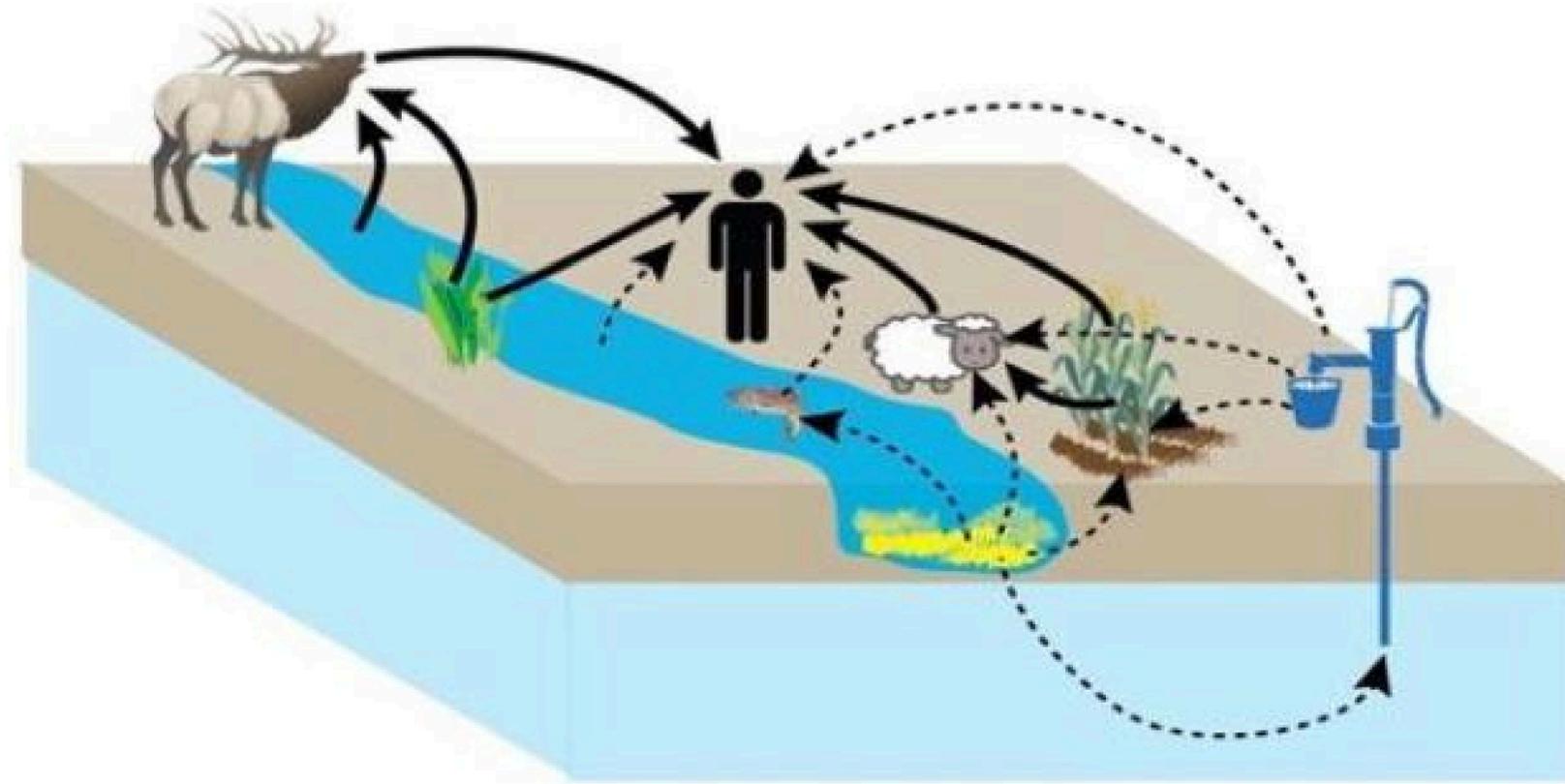
<https://unmcop.unm.edu/metals/>

# INDIGENOUS USES OF WATER

Perception

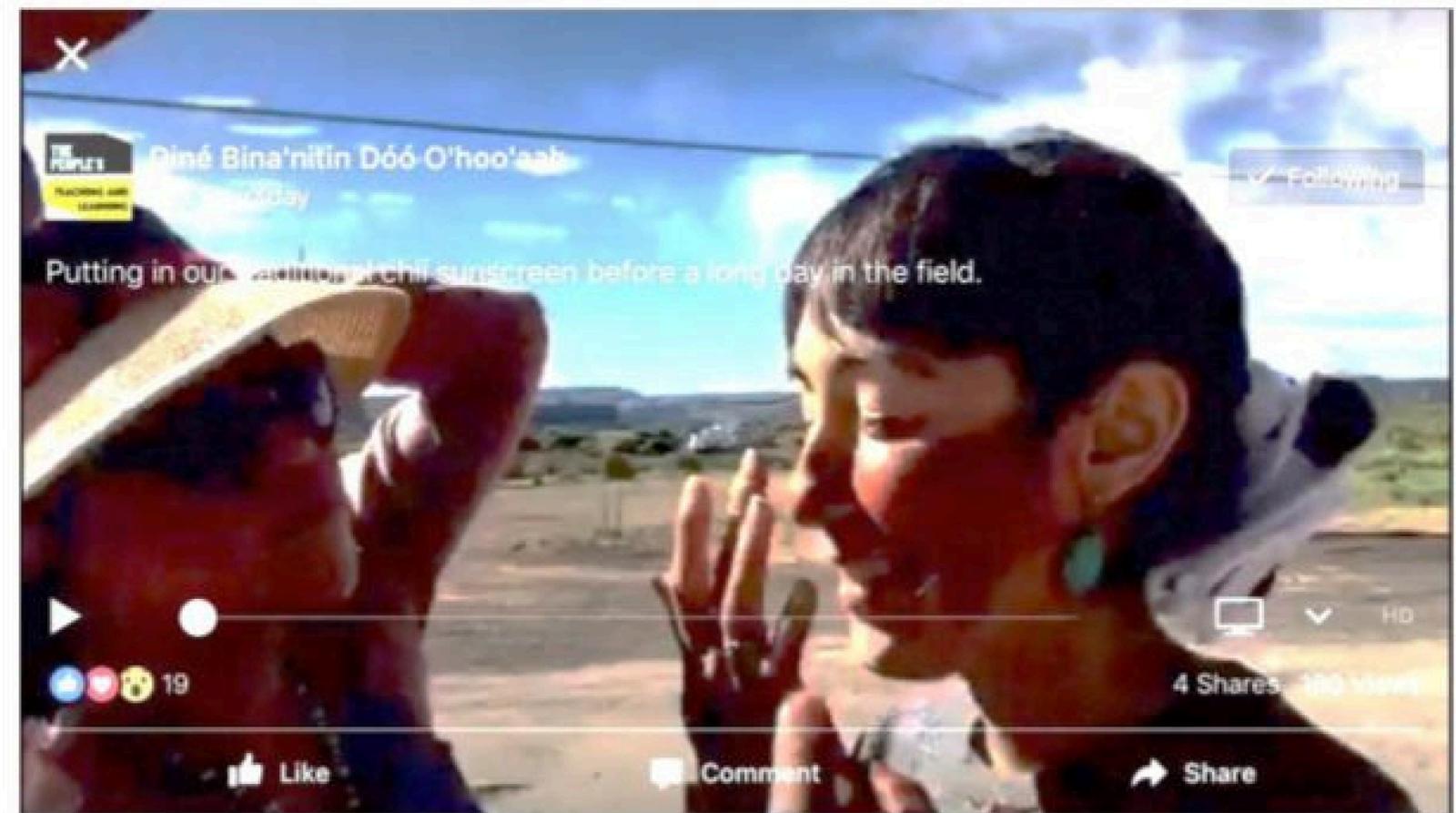


Diné Reality



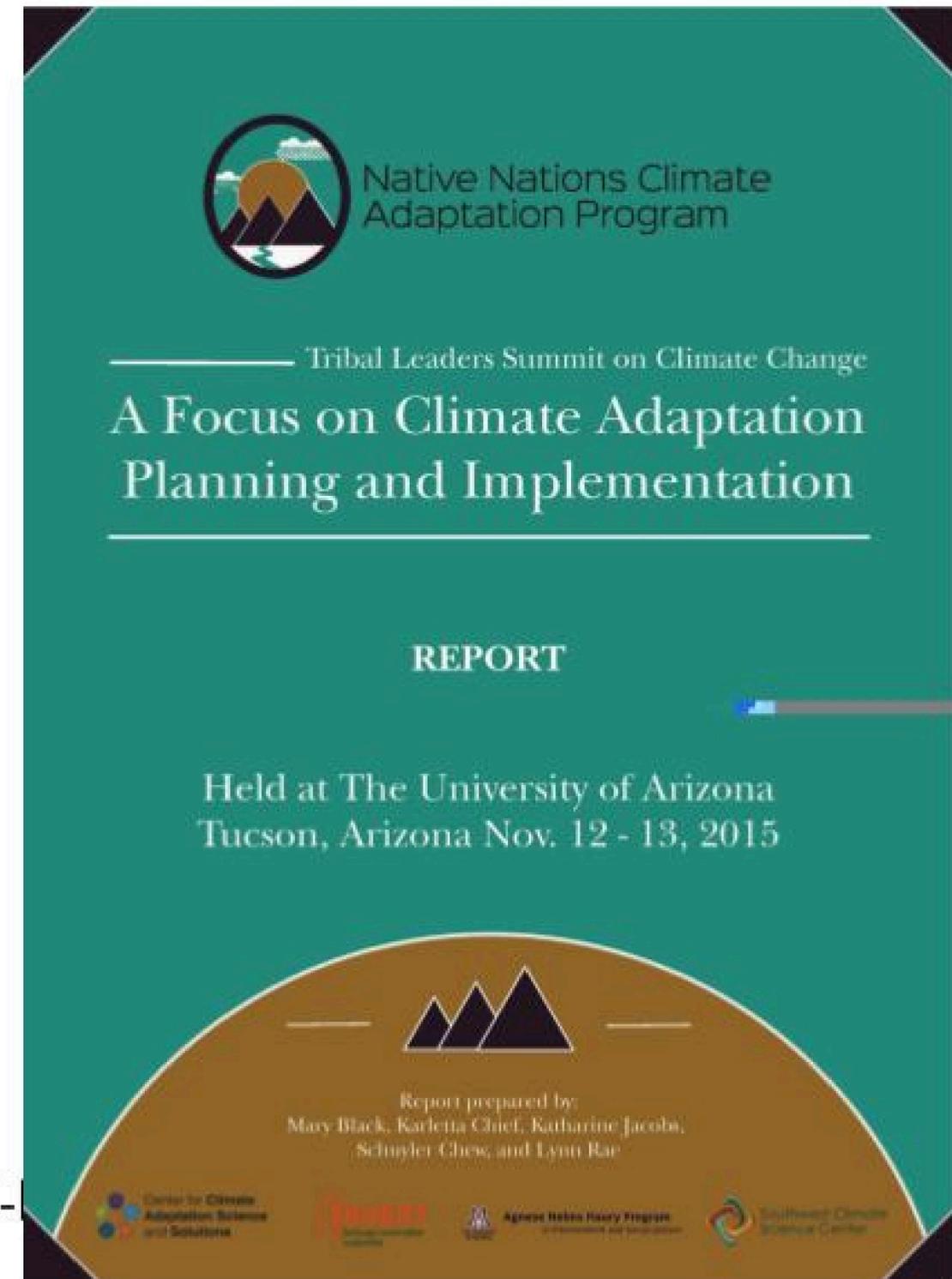
# RIVER ACTIVITIES

Activity Categories	Number
Cultural & Spiritual	14
Recreational	12
Livelihood	9
Arts & Crafts	7
<b>Total</b>	<b>42</b>



# TRIBAL ENVIRONMENTAL PLANS

1. Confederated Salish and Kootenai Tribe
2. Jamestown S'Klallum Tribe
3. Navajo Nation
4. Nez Perce Tribe
5. Oglala Lakota Nation
6. Red Lake Band of Chippewa Indians
7. Shinnecock Indian Nation
8. St. Regis Mohawk Tribe
9. Swinomish Tribe
10. Village of Newtok
11. Yurok Tribe <http://www.nncap.arizona.edu/projects/tribal-leaders-summit>

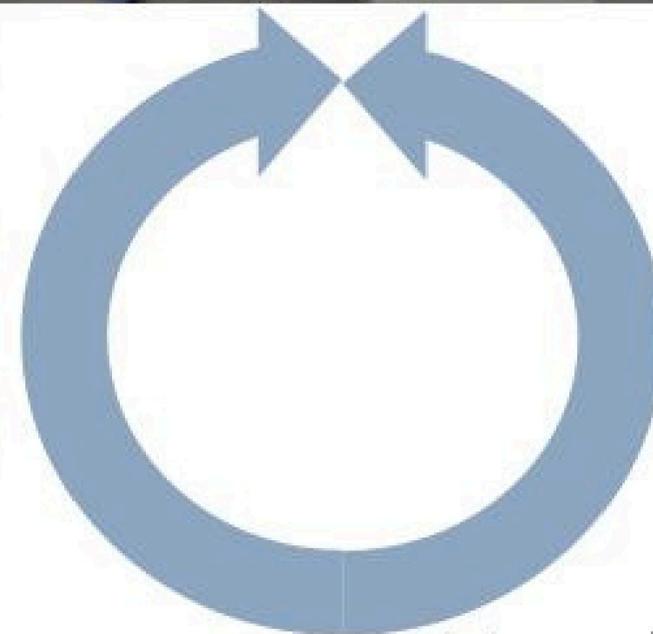


# COLLABORATIVE ADAPTIVE WATER MANAGEMENT STRATEGIES

Together develop future management plans



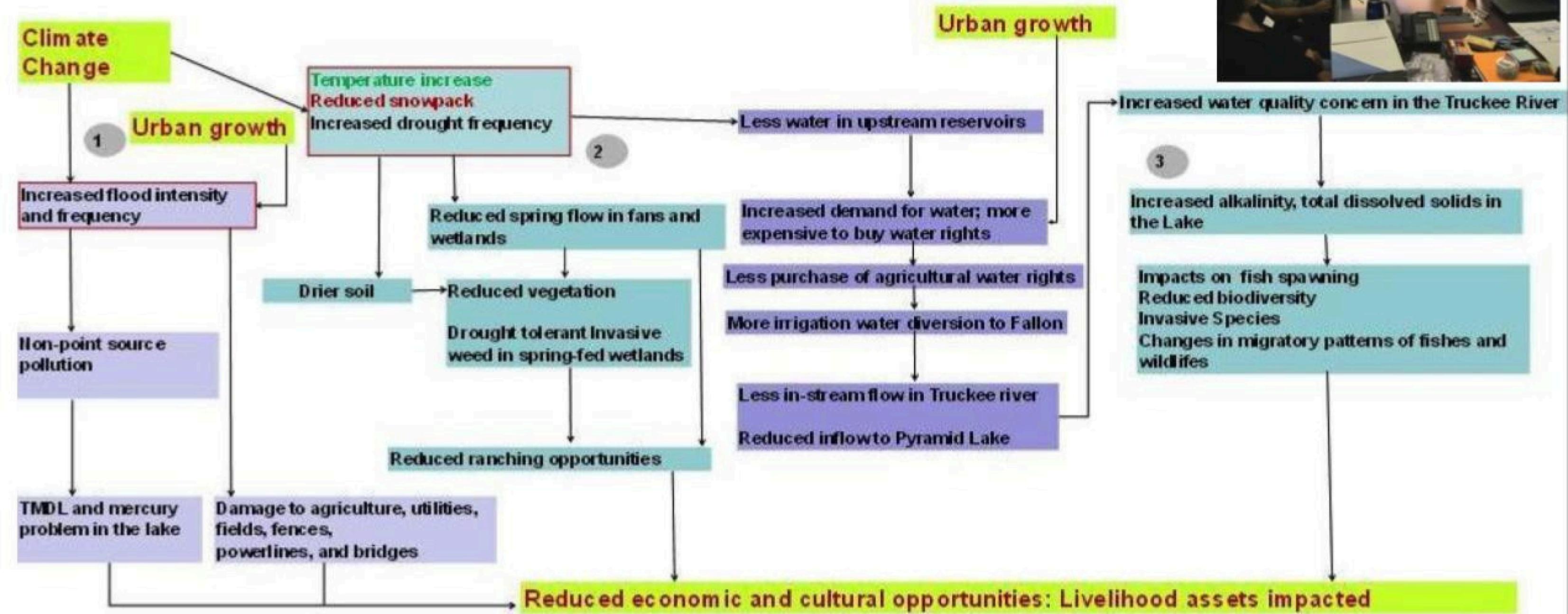
Understand local water resources and systems



Use climate change projections, develop future scenarios



# COMMUNITY MAP





Source: "Lifeline - Squilxw Resilience" was raised at Highway 3 and Cawston Avenue on July 1, 2019. (submitted).  
<https://www.pentictonwesternnews.com/news/indigenous-mural-raised-on-in-the-okanagan-on-canada-day-were-still-here/>



THE UNIVERSITY OF ARIZONA

Ahé'hee! Gracias! Arigatōgozaimashita





# Katy Hansen

Director, Rural & Small  
Cities Program

The Public Finance  
Initiative



# Outline

- How do we make decisions that align with community values?
- Share questions, practices, & tools from the US & South Africa
- Main take-aways
  - Move at the speed of trust
  - Engage meaningfully
  - Address power imbalances
  - Be transparent & accountable

# Who Makes Which Decisions?

- Decisions are made at multiple levels
  - Across jurisdictions & functions
  - No single actor has the capacity to develop solutions on their own
- Requires collaboration: people must work together to make decisions



# Progress Moves at the Speed of Trust

# Engage Meaningfully



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# Address Power Imbalances

# Strategically Address Issues

Goal

What do you want to accomplish?

Target

Who has the power to give you what you want?

Tactics

What are the steps you can take to influence target?

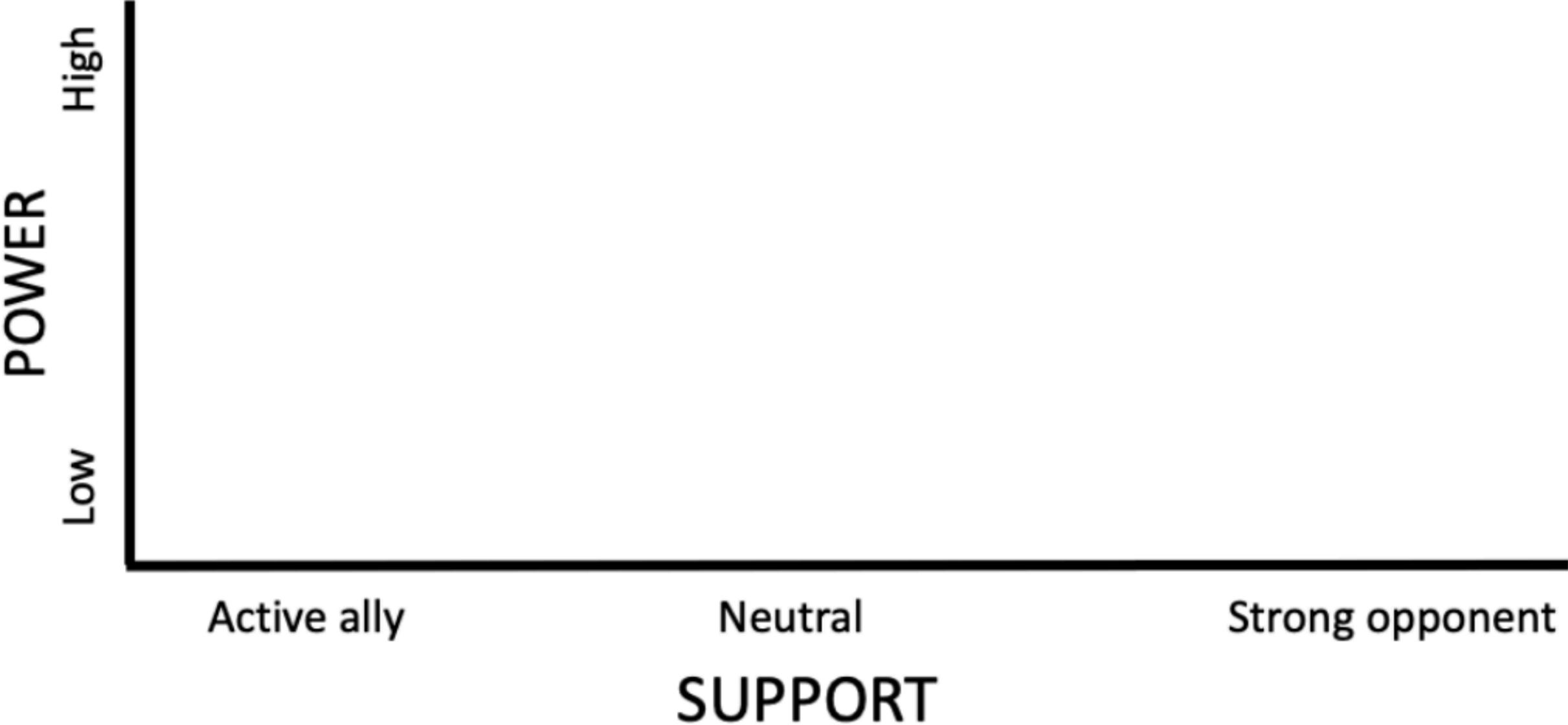
Resources

What do you need? What do you have?

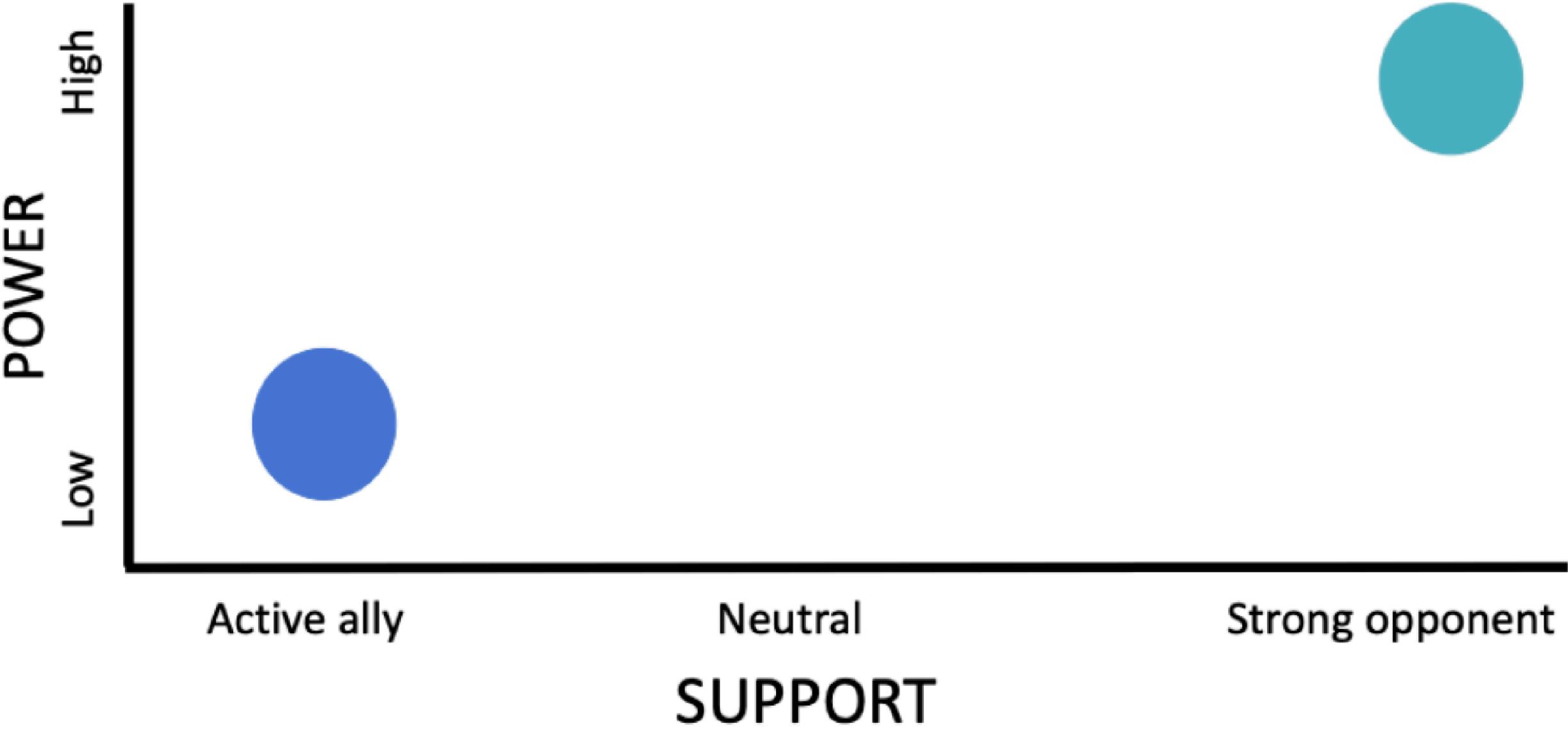
Map

Who's with you? Who's against you?

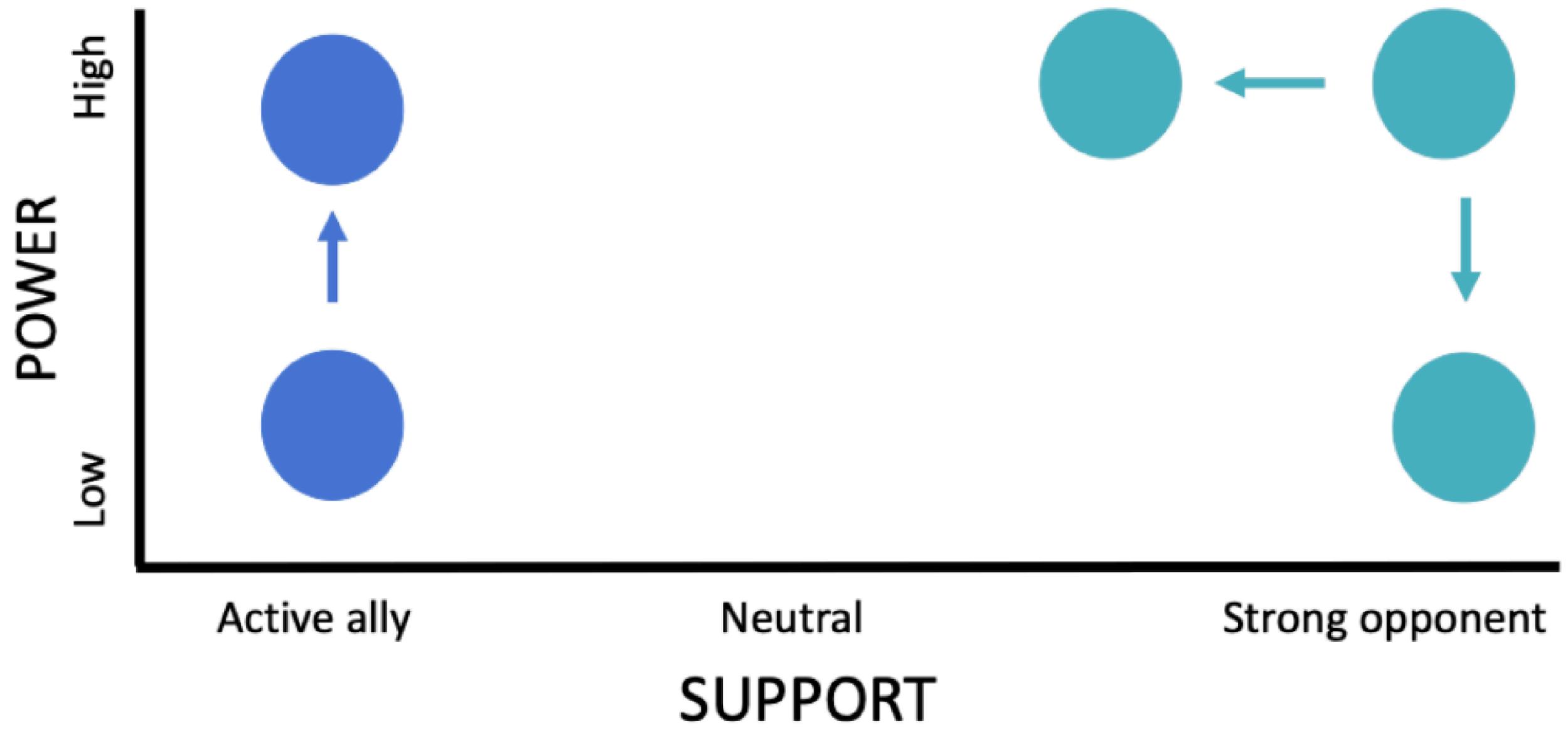
# Mapping allies & opponents



# Mapping allies & opponents



# Mapping allies & opponents



# Be Transparent & Accountable



# Thank You





# Andrew Simmons

Climate Resilience  
Specialist & Consultant  
The Public Finance  
Initiative

# Hunter Water's "Acknowledgment of Country"

"We acknowledge the Traditional Countries of the **Awabakal, Darkinjung, Geawegal, Wonnarua** and **Worimi** peoples and the Countries on which we operate and beyond where our water flows.

"We recognize and respect the cultural heritage, beliefs and continuing connection to the lands and waters of its Traditional Custodians and pay respect to their Elders past, present and emerging."

## *Miromaliko Baato*

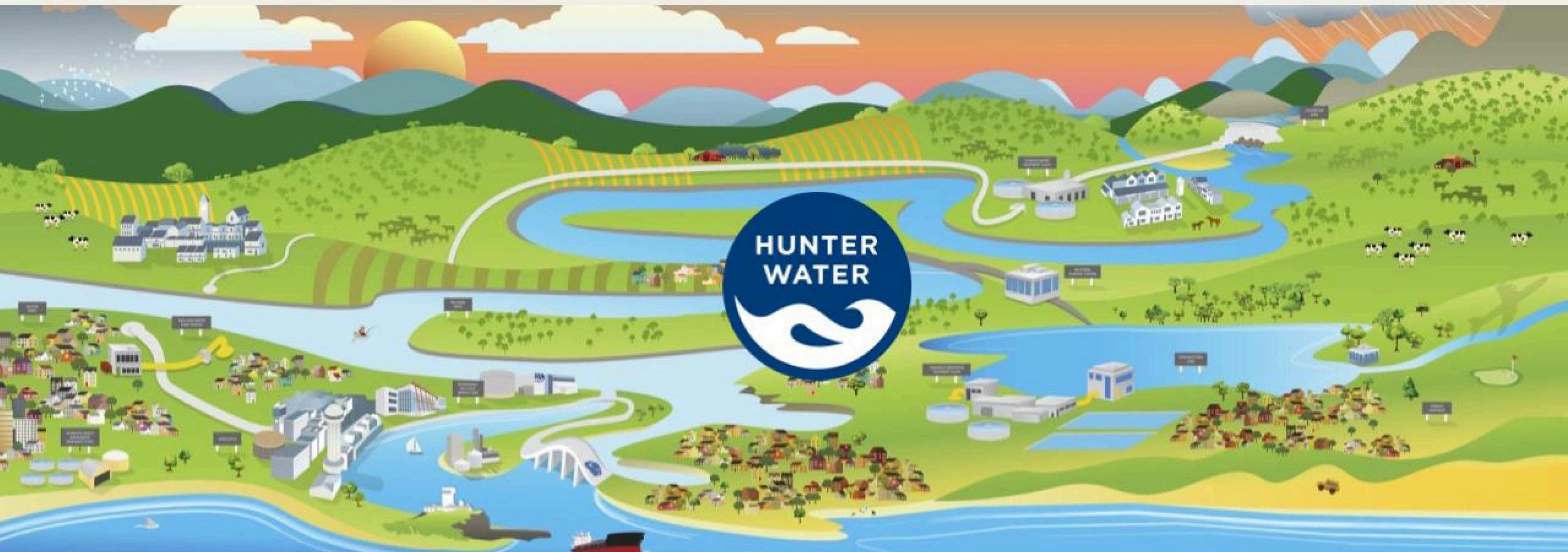
In the Gathung language, *Miromaliko Baato* means "saving water."

Hunter Water engaged Awabakal Elder Aunty Tracey Hanshaw to help us incorporate Aboriginal Language as part of Our Corporate Strategy.

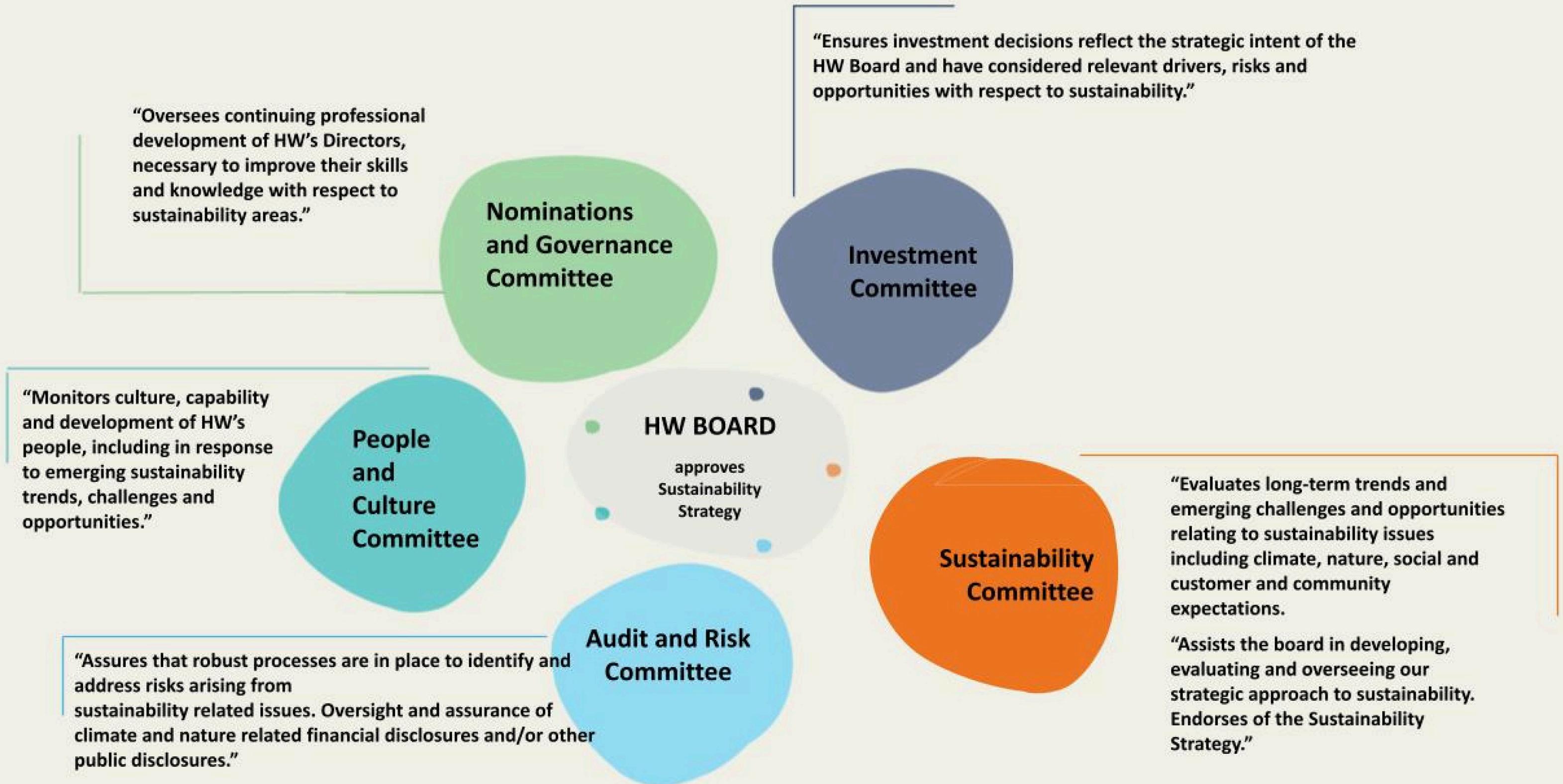


HW's Area of Operations with Traditional Boundaries

# Background and Context



# Hunter Water's Governance for Sustainability Planning



# Hunter Water's Strategic Approach and Drivers for Change



## Planning and Implementation *(ongoing actions)*

### Investment planning

"When where, when and how to invest to meet our strategic objectives and manage risk."

### Organizational planning

"Drives important organizational outcomes such as safety, health and wellbeing, sustainability and community activities"

Increasing environmental and social challenges



A growing region



A more variable climate



Increasing expectations and regulations



Navigating uncertainty and complexity



# Hunter Water's Drivers for Change

## Increasing environmental and social challenges



Water security, biodiversity loss, and intergenerational equity are some of the current and emerging challenges Hunter Water faces. HW will consider the diverse current needs of its communities and environment and future risks and opportunities to help create a sustainable water future for all.

## A growing region



The region's population is forecast to grow by more than 20% over the next 20 years. Safe and reliable water services underpin this growth, delivering the right solutions at the right time to support livable communities and enable regional prosperity. Hunter Water has a role in supporting a thriving local economy and enabling industry transition in the greater Hunter Region.

## A more variable climate



Hunter Water's assets, operations and services are exposed to a range of climate change risks, including increased severity of weather events, increasing mean temperatures, more frequent and severe droughts, bushfires, and rising sea levels. Hunter Water and its community needs to respond to the physical and transitional risks and opportunities that a changing climate presents at the right time to ensure a resilient future.

## Increasing expectations and regulations



Hunter Water's customers, communities and stakeholders expect Hunter Water to be open and transparent in providing services that meet its community's needs without compromising the ability of future generations to do the same. As HW's regulatory and reporting expectations evolve, we must anticipate future shifts and ensure our readiness to adapt and respond.

## Navigating uncertainty and complexity



For Hunter Water, navigating complexity involves understanding and addressing a multitude of interconnected environmental, social, and economic challenges. This includes navigating future uncertainties and being well-positioned to respond and adapt.

# Hunter Water's "Guiderrails" for Action-Oriented Delivery

## Guiderrails, Descriptions and Actions

Hunter Water's guiderrails include cross-cutting actions that will enable us to deliver on its sustainability objectives.

### Delivering commercial value

Working with HW's supply chain and procurement services to identify opportunities and deliver on HW's sustainability objectives.

### Trusted relationships

Partnering with customers, community and industry groups, local councils, regional bodies, and research institutions to innovate together and leverage resources and knowledge.

### Learning with First Nations Wisdom

Partnering with customers, community and industry groups, 'Learning with First Nations' wisdom will enrich our understanding of land and water management and strengthen our environmental stewardship.

### Planning for future generations

Embedding intergenerational equity and sustainability principles into our policy, strategic planning, investment, and risk frameworks.

### Listening and doing

Transparent and inclusive community engagement and education to understand our community's priorities and values, inform decision-making and help our community take meaningful action towards a more sustainable future.

### Digital transformation

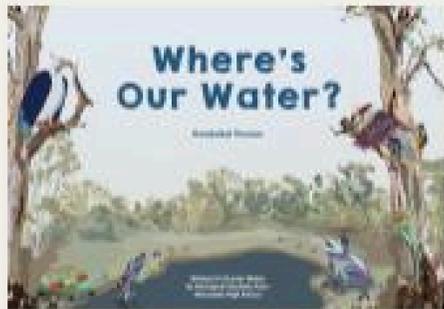
Improve operational performance to deliver environmental and customer outcomes through innovation, smart devices and data-driven decision-making.

# References and Resources



## Hunter Water - Innovate Reconciliation Action Plan

<https://www.hunterwater.com.au/documents/assets/src/uploads/documents/Other-Reports/Reconciliation-Action-Plan-2022.pdf>



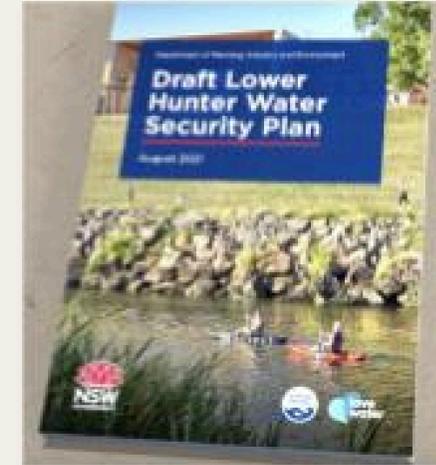
## “Where’s Our-Water?” Awabakal

[https://www.hunterwater.com.au/documents/assets/src/uploads/documents/Re-print-Wheres-Our-Water-Awabakal\\_2025-01-28-050513\\_vvop.pdf](https://www.hunterwater.com.au/documents/assets/src/uploads/documents/Re-print-Wheres-Our-Water-Awabakal_2025-01-28-050513_vvop.pdf)



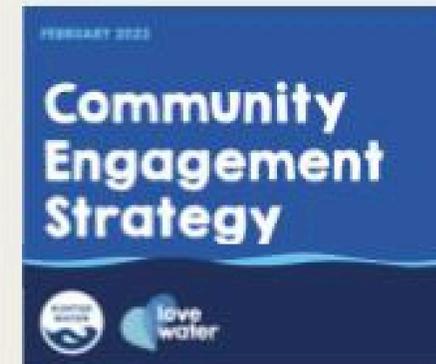
## Hunter Water Sustainability Strategy

<https://www.hunterwater.com.au/documents/assets/src/uploads/documents/sustainability-strategy.pdf>



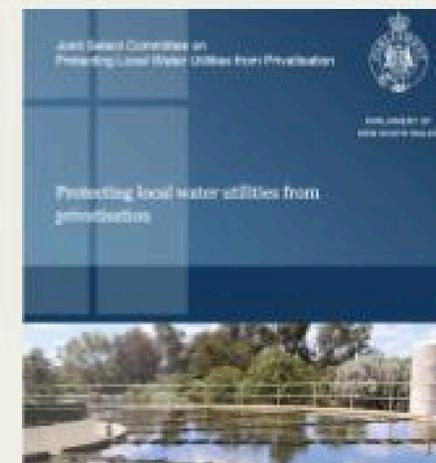
## Lower Hunter Security Plan

<https://www.hunterwater.com.au/documents/assets/src/uploads/documents/Plans--Strategies/lower-hunter-water-security-plan.pdf>



## HW Community Engagement Strategy (2023)

<https://www.hunterwater.com.au/documents/assets/src/uploads/documents/Plans--Strategies/Community-and-Engagement-Strategy.pdf>



## “Protecting local water utilities from privatisation” (Parliament of New South Wales)

<https://www.hunterwater.com.au/documents/assets/src/uploads/documents/Plans--Strategies/Community-and-Engagement-Strategy.pdf>

# Thank You



# Closing Reflections

# Audience Questions

# Expert Presenters



**Lourdes  
Germán**



**Dr. Karletta  
Chief (Diné)**



**Katy  
Hansen**



**Andrew  
Simmons**

# Thank You



# Appendix: Resource Links

# Additional Resources

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The following links provide you with access to sources our experts referred to in their presentations, and resources to help you learn more created by The Public Finance Initiative and other organizations.

**Hunter Water Resources**  
[www.hunterwater.com.au/](http://www.hunterwater.com.au/)

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**Bond Markets & Racial Equity Program**  
<https://tinyurl.com/2s3mtnyr>

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**Indigenous Resilience Center**  
<https://resilience.arizona.edu/>

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**Tribal Climate Adaptation Plans**  
<https://tinyurl.com/bdvdnr3h>

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**Bond Market Education Center**  
<https://www.msrb.org/EdCenter>

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**Land & Water Stewardship Resources**  
[www.lincolninst.edu/our-work/land-water/](http://www.lincolninst.edu/our-work/land-water/)

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**EPA H2O Community Solutions  
Team Pilot: Lynchburg, SC**  
<https://tinyurl.com/2ksk8dv9>

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**US Water Alliance Community  
Water Chronicles - Lynchburg**  
<https://shorturl.at/DUISn>

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# Appendix: About the Public Finance Initiative

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# About The Public Finance Initiative

We partner with governments and organizations who want to embed values in public finance decision-making to create lasting change in the world.

## Our Supporters

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- The Robert Wood Johnson Foundation
- The MacArthur Foundation
- Capital One Foundation
- Bloomberg Philanthropies
- The Pew Charitable Trusts
- Results for America



# Our Work

## Select Projects

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- Rural & Small Cities Program
  - City Budgeting for Equity & Recovery Program
  - Bond Markets & Racial Equity Program
  - National League of Cities University Training Partner
  - What Works Cities Certification Program Partner
- 

We have worked with **476 Governments** in **46 U.S. States**, including the District of Columbia and Puerto Rico.

To Learn more, visit: [www.publicfinanceinitiative.com](http://www.publicfinanceinitiative.com)

# Appendix: Presenter Biographies



## **Dr. Karletta Chief (Diné) Director of Indigenous, Resilience Center (Ires) & Professor, University of Arizona**

Dr. Karletta Chief (Diné) is a Professor & Extension Specialist in Environmental Science at the University of Arizona. She is the director of the Indigenous Resilience Center and lead for the NSF Indigenous Food, Energy, and Water Security and Sovereignty Training Program. Indige- FEWSS's vision is to develop a diverse workforce with intercultural awareness and expertise in sustainable food, energy, and water systems (FEWS), specifically through off grid technologies to address the lack of safe water, energy, and food security in Indigenous communities.

Dr. Karletta Chief grew up on the Navajo Nation without electricity and running water. Her family lived within the Peabody Coal Company leasehold area. Her lived personal experiences of environmental injustice and as a first-generation graduate motivate her to devote all her environmental research to supporting the resilience of Indigenous communities and training of students in sustainable technologies.



**Dr. Katy Hansen**  
**Director, Rural & Small Cities Program,**  
**The Public Finance Initiative**

Katy is committed to improving local public services. Most recently, she worked to advance equity in federal assistance for water infrastructure as a Senior Advisor at the EPA and a Deputy Director at the Environmental Policy Innovation Center.

Previously, Katy worked on increasing access to services with the Center for Rural Enterprise and Environmental Justice in rural Alabama, the Association for Water and Rural Development in South Africa, and the Arava Institute for Environmental Studies in the Middle East. She holds a BS in Engineering from Montana State University, an MSc in Water Science, Policy, and Management from Oxford University, where she was a Rhodes Scholar, and a PhD in Environmental Policy from Duke University.



## **Andrew Simmons Consultant & Climate Resilience Specialist. The Public Finance Initiative**

Andrew Simmons, a consultant to the Public Finance Initiative on the organization's body of work for the Pew Charitable Trusts, is an urban development strategist and social scientist committed to context-sensitive, integrated approaches to development. Working at the intersection of the public and private sectors, he provides interdisciplinary advisory and strategic planning that spans urban infrastructure and investment, climate-policy analysis and ESG-integration, impact evaluation, and place-based approaches to development.

As director of urban innovation and sustainability impact with the London-based Resilience Brokers, Andrew worked with a variety of local authorities, university research centers, developers, and multilateral institutions on climate resilience, civic technology, open data policies, sustainability-driven master plans, green infrastructure, and market-aligned visions for urban regeneration projects that produce wide-ranging public benefits.



## **Lourdes Germán, J.D., Executive Director The Public Finance Initiative**

Lourdes Germán, J.D., teaches public finance at the Harvard University Graduate School of Design and is the Founder and Executive Director of the Public Finance Initiative, a fiscally sponsored nonprofit organization of TSNE, which specializes in developing public finance programs that focus on the values of equity, sustainability, and inclusive growth in fiscal decision-making. Lourdes began her career as a public finance attorney at the law firm Palmer & Dodge (now Locke Lord, LLP), after which she served as the Vice President of Municipal Finance at Fidelity Investments. Subsequently, she served as the Vice President and General Counsel at Breckinridge Capital Advisors, followed by her appointment as a Director at the Lincoln Institute of Land Policy, where she helped launch and grow a global program of work on municipal fiscal health. At Lincoln, Lourdes also served on the team of expert advisors to the United Nations Habitat program, supporting the development of a municipal finance policy framework that served as a guide for the Sustainable Development Goals process, as well as co-authoring the book *Finance for City Leaders* (United Nations Press, 2017). Outside of work, Lourdes was appointed by the Governor of Massachusetts as the Chair of the Massachusetts State Finance and Governance Board, a role she held for over five years.

# Thank You

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