



6-MONTH BOOT CAMP

- Meets on Wednesdays
- Meets from 8:30-11:30am, PT
- From May - November 2026
- See next page for session topics, dates, and timeline

LOCATION: Online Zoom Meeting

TUITION: \$2,600

INCLUDES:

- Live, Instructor-led sessions
- Analyst Skills Assessment
- Panel discussions with experts
- Mentoring support and resources
- Networking opportunities
- Free MMANC membership/renewal (MMANC territories)

APPLICATION: [CLICK HERE](#)

REQUIREMENTS:

- New and experienced Management Analyst
- Other Analyst position
- Management Technician
- Admin/Executive Assistant
- Aspiring Management Analyst

Full attendee requirements on page 3

FOR QUESTIONS:

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**Develop your analyst skills remotely with
RGS' Analyst Boot Camp!**

Analysts are critical to the success of agency missions, programs, and projects. RGS' comprehensive Boot Camp develops an integrated set of fundamental local government analyst skills! Our Boot Camp is designed by trainers with extensive experience in all types of local agencies.

BENEFITS TO PARTICIPANTS:

- Work on real-life local government organizational issues
- Gain practical tools and applications including the use of AI
- Get insights into your analyst skills and gaps
- Hear from panels of experts and leaders on how to navigate today's challenges
- Receive guidance on how to set up and maintain a mentoring relationship
- Work with small groups on applied projects
- Network and learn from staff at other agencies

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All sessions are on Wednesdays from 8:30am - 11:30am, PT

| Session | Date | Title |
|------------------------|-------------------|---|
| Pre-Academy | N/A | Analyst Skills Assessment |
| Ongoing | N/A N/A N/A | DIY Mentoring Program Skills Development Tools Small Group Projects |
| 1 | 5/13/26 | The Role of the Management Analyst |
| 2 | 5/27/26 | Navigating Your Organization |
| 3 | 6/10/26 | Solving Agency Problems |
| 4 | 6/24/26 | Exploring Research Strategies |
| 5 | 7/15/26 | Excel Tips and Tricks: Organizing and Visualizing Data |
| 6 | 7/29/26 | Effective Time and Resource Management --AND-- Panel Session 1: Smarter, Not Harder: Harnessing AI for Time and Resource Optimization |
| 7 | 8/26/26 | Advancing Your Writing Skills & Project Kickoff |
| 8 | 9/09/26 | Budgeting 101 |
| 9 | 9/23/26 | Grant Essentials |
| 10 | 10/07/26 | Presenting Information to Others --AND-- Panel 2: Advice and Inspiration from Local Leaders |
| 11 | 10/21/26 | Basics of Local Government Contracts |
| 12 | 11/04/26 | Engaging the Local Community |
| 13 CLOSING SESSION! | 11/18/26 | Policy Analysis and Development --AND-- Small Group Project Presentations |

Attendee Requirements:

- Must be a management analyst, or another related analyst position, or other position in career track toward management analyst (such as management, administrative or executive assistant, etc.)

AND

- Must work for a government agency

Participation Requirements:

- Completion of the Skills Assessment
- A laptop/computer with connection to Wi-Fi, webcam, speaker, and microphone
- Sharing webcam/audio in environment free from outside noise or disruption
- Availability on scheduled Boot Camp days
- Attendance and participation in all Boot Camp elements
- Blocking out time on calendar; free from other meetings, calls, work
- Participation in “cameras on” interaction and discussion
- Engaging with trainers and other participants in discussion
- Participation in Boot Camp group project work outside Boot Camp schedule
- Completing homework, reading, and other materials
- Committing to approximately 4 hours/month of time for project/homework
- Supervisor approval for the time commitment and the requirements above

Learning Outcomes:

- Understand the role of the analyst/management analyst
- Decipher your organization and work effectively within it
- Incorporate community interests into your work
- Solve problems through rational processes and evidence-based knowledge
- Effectively manage time and resources
- Build influence to get results working with others
- Employ effective research strategies on complex projects
- Effectively organize and visualize data
- Interpret local government agency and program budgets
- Make policy recommendations that account for policy impacts
- Write effectively to communicate clearly and concisely
- Deliver presentations that convey your work with confidence
- Understand how AI tools and strategies, used ethically, can enhance effectiveness, communication, and service delivery in local government

| Session | Course/Element |
|----------------------|--|
| Pre-Boot Camp | Analyst Skills Assessment The skills assessment will identify analyst skills and gaps to help you focus your skills development throughout the Boot Camp and beyond. Attendees can use the assessment to receive feedback from your supervisor, peers, and/or subordinates. |
| Ongoing | DIY Mentoring Program Mentoring relationships are invaluable tools to accelerate success as a local government analyst. In this program, attendees source their own mentor. Then, the Boot Camp program provides the resources to help you: <ul style="list-style-type: none">• Understand mentoring benefits and select an effective mentor• Make the most of your mentoring relationship• Understand the stages of the mentoring relationship• Track goals and objectives identified |
| | Skills Development Tools The Skills Development Tools help attendees outline steps to close identified analyst skill gaps. These tools help you identify skills development goals, map out the requirements, and chart goals to achieve skill proficiency. |
| | Small Group Projects Attendees will work with small groups on specific projects outside of the Boot Camp courses. We've designed a variety of projects to provide: <ul style="list-style-type: none">• An opportunity to practice key skills from the Boot Camp• A local government context for the challenges facing you• Multiple opportunities to network |
| Session 1 | The Role of the Management Analyst A Management Analyst is a true "utility" player. The skills to be a successful analyst are extensive, including technical, interpersonal, and conceptual skills. In this session we are going to get off to a running start! In addition to setting the tone for a great Boot Camp experience, participants will: <ul style="list-style-type: none">• Understand the breadth of the management analyst role• Know and be able to use the steps in a process to complete staff work and outline steps for resolving agency issues |

| Session | Course/Element |
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- Understand local government use of emerging technologies and AI
- Apply principles of responsible and ethical AI use in local government decision-making and operations

Session 2 Navigating the Organization

Understanding the structure and purpose of organizations lays the groundwork for your capacity to succeed by shaping policies and results. This session provides you with a clear understanding of the role, authority, and function of different types of jurisdictions.

It also provides practical advice on creating influence with Councils/Boards and your supervisor. They count on you to secure the backing and endorsement of internal and external stakeholders to accomplish objectives. By the end of this program, you will have gained valuable knowledge and skills to enhance your organizational proficiency and attain successful outcomes. You will:

- Understand your organization's structure and its political oversight
- Appreciate your agency's role in the larger region
- Apply systems thinking to analyze organizational processes and challenges
- Utilize behavioral models to enhance communication and collaboration
- Recognize the interaction between trust and influence
- Develop strategies for contributing effectively and navigating organizational dynamics

Session 3 Solving Agency Problems

People in your organization rely on you for important tasks – and handling those tasks effectively requires strong critical-thinking skills. Critical thinking is your ability to ask questions, determine the rationale behind project requests, and communicate clearly with your manager when you believe their direction may be “solving the wrong problem.” At the end of this session, you will know:

- How critical thinking applies to your role, respectfully question direction, and identify when agency direction needs to be modified

| Session | Course/Element |
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- The importance of clarity in decision-making to ensure everyone understands and accepts their role in the decision-making process
- Tools for process improvement and how to use them to facilitate getting work done more efficiently

Session 4 Exploring Research Strategies

As a Management Analyst, you could be called on at any time to research any number of topics (Muni codes, legislation, labor issues, etc.).

Knowing where to look, how to present data without bias and working with others are instrumental to successful research. At the end of this session, you will be able to:

- Use a number of different research methodologies and sources
- Develop a research plan
- Identify how to involve others in the development of data sources
- Apply AI tools to support research, data analysis, and information synthesis
- Successfully complete a research project

Session 5 Excel Tips and Tricks: Organizing and Visualizing Data

An important part of the analyst role is collecting data about a variety of project topics. But what do you do with the data? And how do you use it to support your recommendations? There are a variety of powerful tools to organize and visualize data that can help illustrate facts in a compelling way. We'll show you how to get the most from them. At the end of this session, you will be able to:

- Identify a variety of software to organize and visualize data
- Use advanced Excel techniques (Pivot tables, VLOOKUP, formulas)
- Identify themes and trends from complex data sets
- Create charts and diagrams to visualize key points from the data

Session 6 Effective Time and Resource Management

With only 40 hours a week to get everything done, you have two options:

1) cross your fingers and hope it all gets done, or 2) be efficient! As much as we would like to endorse "hope" as a strategy, it's probably more realistic to focus on crucial time and resource management skills. At the end of this session, you will:

| Session | Course/Element |
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- Recognize the tools essential for successful meeting management
- Learn to manage up, manage team members, engage stakeholders
- Revisit decision-making to ensure decisions are made at the right level, by the right people
- Explore how AI can support efficient use of time and allocation of resources

--AND--

Panel Session 1: Smarter, Not Harder: Harnessing AI for Time and Resource Optimization

In an era of constant demands and limited resources, artificial intelligence (AI) offers powerful tools to help public sector organizations work more effectively and better serve.

This panel brings together local government leaders and innovators to discuss how AI is transforming the way the public sector operates, improves services, and engages with communities. Panelists will share insights, best practices, and real-world examples of AI applications in local government. The panel will be followed by Q&A with panel members and an opportunity for Boot Camp to discuss what they learned.

Session 7 Advancing Your Writing Skills

Writing is an essential part of the Analyst's role. At the core of this skill is the ability to communicate clearly and concisely for all stakeholders, including the public. In this session, we will cover the dos and don'ts of writing so you can prepare policy memoranda and reports that communicate effectively. At the end of this session, you will be able to:

- Provide policy recommendations and rationale
- Draft policy reports that are easily understood by key stakeholders
- Communicate effectively through emails and memos
- Proofread for typos and grammatical errors
- Leverage AI to enhance your writing, considering audience, tone, accessibility, and inclusivity

| Session | Course/Element |
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Session 8 **Budgeting 101**

Public budgeting can seem complicated, but a fundamental understanding of department or program budgets allows analysts to help their organizations serve the public. Critical tasks include building budgets, constructing budget reports, and performing audits to ensure efficient and effective use of funds. At the end of this session, you will be able to:

- Determine overall flow of budget and expenditures
- Understand your organization's budget cycle
- Analyze a department/program budget
- Develop budget tracking mechanisms
- Audit a budget to identify errors and anomalies

Session 9 **Grant Essentials**

As an analyst you may be asked to help find additional funding for important local projects, which means knowing how to identify the right opportunities and write strong proposals. This session introduces the fundamentals of successful grant writing. You'll learn how to navigate complex Notices of Funding Opportunities (NOFOs) and Request for Proposals (RFPs); assess whether a grant is a good match; and build compelling, competitive applications. At the end of this session, you will be able to:

- Learn how to find grants using reliable tools and search techniques
- Determine if a grant opportunity aligns with your project needs
- Understand the key components of a strong grant proposal
- Assess your project's competitiveness and whether it's worth pursuing
- Develop a realistic grant budget and timeline that instills confidence in reviewers

Session 10 **Presenting Information to Others**

After analyzing, visualizing, and writing about your policy research and key findings, analysts often need to present that work effectively. This involves understanding how to design clear PowerPoint slides and how to speak about them to a variety of stakeholders or the public. In this session, we will focus on the principles of creating strong presentations and presenting them with confidence.

| Session | Course/Element |
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At the end of this session, you will be able to:

- Understand what you want to say about your work and its impact
- Create graphs, charts, visuals to help illustrate key points
- Build slide decks to present findings and recommendations
- Anticipate questions from policy makers and the public
- Manage emotions and expressions while responding to stakeholders
- Use AI to create visuals, refine messaging, and deliver presentations effectively to diverse stakeholders

--AND--

Panel Session 2: Advice/Inspiration from Local Government Leaders

We will be joined by a panel of local agency leaders as we explore what it means to work in local government and:

- Essential qualities and skills for an Analyst to be successful
- Recommended strategies for self-development
- Methods they found successful for propelling their careers
- Advice for Analysts looking to grow in their positions/promote

The panel will be followed by Q&A with panel members and an opportunity for Boot Camp to discuss what they learned.

Session 11 Basics of Local Government Contracts

Being an effective analyst or manager includes having the essential skill of developing, designing, and managing contracts. This session aims to provide you with the basic knowledge of why and how contracts are used to secure goods and services in local government. Additionally, you will be introduced to the types of commonly used contracts and will be given best practices for writing and managing them. At the end of this session, you will be able to:

- Identify different types of government contracts
- Understand government contracting's bidding process, legal requirements, and regulatory requirements
- Know the essential elements of a government contract

| Session | Course/Element |
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- Navigate rules and regulations that govern government contracting
- Track the government contract life cycle

Session 12 Engaging the Local Community

The focus of local jurisdictions is on serving the community. You serve as a crucial link between your organization and the community. You may be called upon to facilitate a public meeting, hold one-on-one meetings to explain a process, or respond to Public Records requests. At the end of this session, you will:

- Understand the value of community outreach and feedback
- Be able to incorporate community interests into your work product
- Deliver exceptional service, even when dealing with upset residents
- Explore how local governments use AI to enhance community engagement and respond to residents' needs.

Session 13 Policy Analysis and Development

Management analysts play an important role in developing, implementing, and evaluating policies. As witnessed with the COVID-19 pandemic, designing and implementing policies is critical to the public well-being, especially during unforeseen circumstances. We will practice interpreting policies to increase your awareness of potential policy impacts and improve your policy development skills. After this session, you will be able to:

- Monitor and evaluate the impact of current policies
- Track a policy's lifecycle
- Identify and set objectives for new policies
- Develop policy recommendations
- Understand legislative policy's impact on agency operations

--AND--

Project Presentations

Small groups will present their projects and take feedback and questions from the larger group. Discuss key learning takeaways with your peers and trainers, and any plans for applying concepts at your agencies.