

**Exceptional Council for Exceptional Times:
Creating a Governance Culture
of Civility and Purpose**

**Mayors & Council Members
Executive Forum Workshop
Friday, June 30, 2017**



**The Institute for Local
Government**

**ILG is the non-profit
research and education**

affiliate of



**California Special
Districts Association**
Districts Stronger Together

www.ca-ilg.org





ILG Mission

- Promoting good government at the local level
- Practical, impartial and easy-to-use materials

Today's Objectives

- ***Understand why governance matters and what it takes to become an exceptional council***
- ***Learn strategies and techniques to help you become an exceptional council member and to help your team become an exceptional council***

Today's Agenda

9:00AM	Welcome / Introductions / Learning Objectives / Why does Governance Matter?
9:45AM	Foundation for Exceptional Councils: Governance Mindset, Effective Council & Governance Tools
10:05AM	Effective Boards & The Four Cs: Collaboration, Coherence, Commitment & Consistency
11:15AM	Break
11:25AM	Effective Boards & The Four Cs: Collaboration, Coherence, Commitment & Consistency
12:00PM	Networking Lunch
12:30PM	Checking-In / Self-Assessment
12:40PM	Governance, Management, Roles & Responsibilities: Staying in Your Own Lane
1:00PM	Positive Governance Culture: From the Campaign Trail to Team Governance
1:30PM	Civility
2:30PM	Reflections: What will YOU "Start, Stop & Continue" Doing?
2:50PM	Closing Remarks
3:00PM	Adjourn

www.ca-ilg.org



Who's in the
room today?

www.ca-ilg.org



Workshop Team



Martin Gonzalez
Executive Director
Institute for Local
Government



Shelly Masur
Redwood City,
Councilmember



Mike Kasperzak
Mountain View,
Former Mayor



Rene Durazzo
Leadership/Executive Coach
All In Strategies



Hang Tran
Program Coordinator
Institute for Local Government



Melissa Kuehne
Communications Manager
Institute for Local Government



Randi Kay Stephens
Associate Program Manager
Institute for Local Government

www.ca-ilg.org



Why Does Governance Matter?

www.ca-ilg.org



Foundation for Exceptional Councils

Governance
Mindset

Effective
Councils

Governance
Tools

Why Governance Matters





**What brought you here to this session today?
Is there a specific challenge or issue in your
council or community you are grappling with?
Is there a specific topic or challenge you'd like us
to address today?**

www.ca-ilg.org



Please Participate

- 1 open smartphone browser
- 2 go to **sift.ly**
- 3 enter participant code **ELJZ**

www.ca-ilg.org



TELL
US **WHAT**
YOU THINK...

**What are the challenges /
barriers to having good
governance within your
council?**

Foundation for Exceptional
Councils

Governance
Mindset

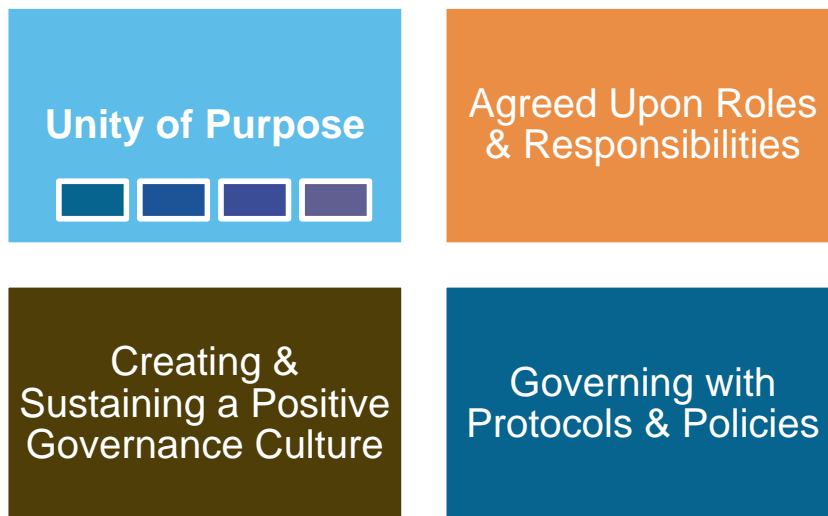
Effective
Councils

Governance
Tools

Governance Mindset



Effective Councils



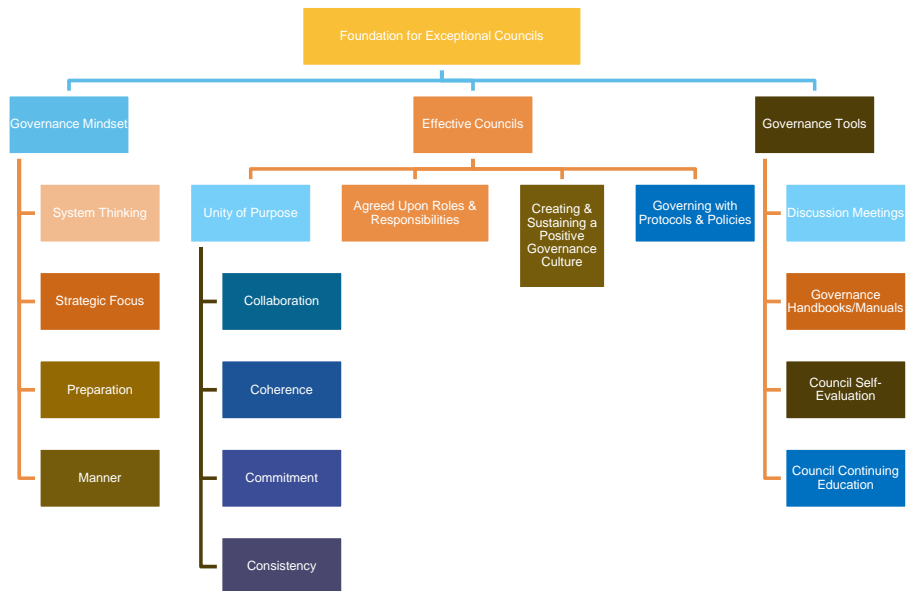
Governance Tools

Discussion Meetings

Governance Handbooks/Manuals

Council Self-Evaluation

Council Continuing Education



Hear Two Different Council Perspectives

www.ca-ilg.org



Foundation for Exceptional Councils

Governance
Mindset

Effective
Councils

Governance
Tools

www.ca-ilg.org



Unity of Purpose



Healthy Conflict



Healthy Conflict

- Conflict over ideas on how to achieve the team's goal
- Questions spring from genuine curiosity
- Mutual respect is maintained

Unhealthy Conflict

- Conflict over personalities
- Questions are more like cross-examinations
- Ego-based personal attacks

Effective Councils

Unity of Purpose



Agreed Upon Roles
& Responsibilities

Creating &
Sustaining a Positive
Governance Culture

Governing with
Protocols & Policies

“The Four Cs”

Collaboration

Coherence

Commitment

Consistency

**Reflect on a time
you had a great
collaborative
experience with
your council peers
or in (civic life?)**



Collaboration

- What does it look like?
- What are the characteristics?
- What are the obstacles?
- How to overcome obstacles?



Coherence

Strategic Goals

Avoid Mission Creep

Stick to the Plan but Remain Flexible

Coherence



Coherence

What is it?

Examples

Where am I?

What about my council?



- **What types of distractions does your council face?**
- **When distracted, how do you keep to your original council approved goals (if your agency has them)?**
- **How do you and your council govern amidst distractions?**



www.ca-ilg.org



Commitment & Consistency



www.ca-ilg.org



Case Story Reading:

Is Lake Elmo home to the most dysfunctional municipal government in America?



The Lake Elmo City Council assembled for a meeting on Feb. 16, 2016.

MinnPost photo by Craig Lassig

www.ca-ilg.org



Case Story Questions

What are the underlying factors contributing to the dysfunction among the council?

How could the council operate more effectively?

How would you help the council become a more consistent and committed team?

How would the principles of commitment and consistency make the council a better governing body/governance team?

www.ca-ilg.org



Learning from Experience

Reflections on
the problem
presented

Analyze
consequences

What are the
scenarios that
could occur?

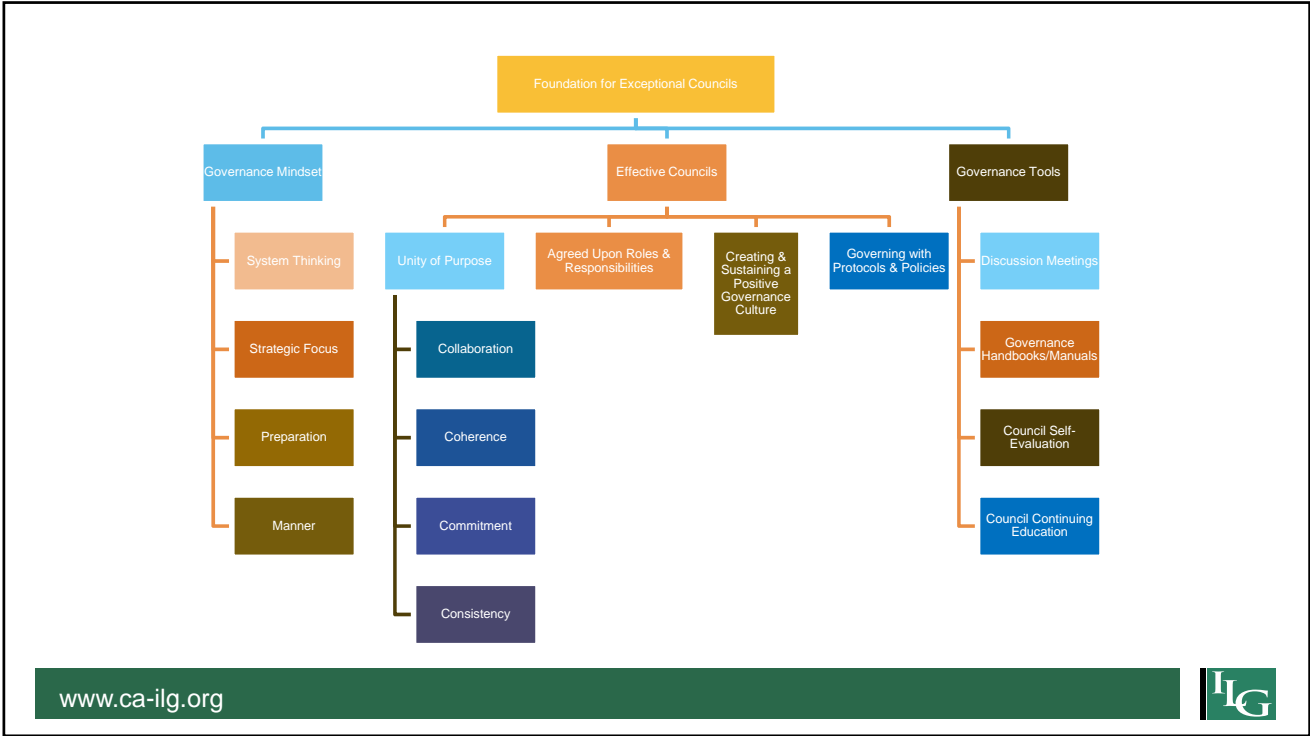
“The Four Cs”

Collaboration

Coherence

Commitment

Consistency



- **Where is your council on effectively governing?**
- **Where would you like to see your council grow?**





**What are you
observing about
your own
council?**



Effective Councils

Unity of Purpose



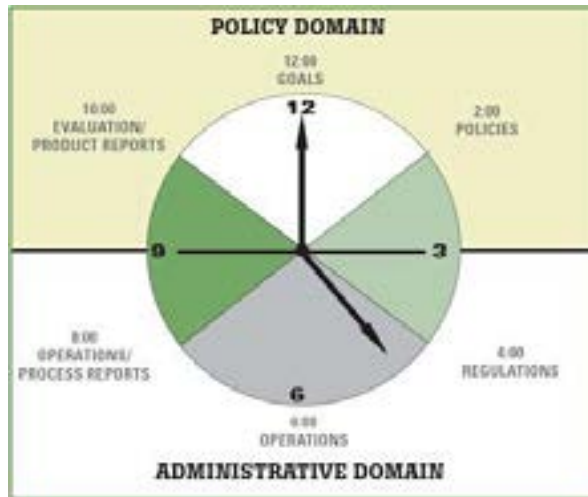
Agreed Upon Roles
& Responsibilities

Creating &
Sustaining a Positive
Governance Culture

Governing with
Protocols & Policies

Governance / Management Roles & Responsibilities





Source: www.districtadministration.com



or



?

Effective Councils

Unity of Purpose



Agreed Upon Roles
& Responsibilities

Creating &
Sustaining a Positive
Governance Culture

Governing with
Protocols & Policies

Positive Governance Culture



"What is culture but something you find in yogurt."

- Sandy Weill, the former chief executive and chairman of Citigroup



Leader-to-Leader: Council Peers Exchange Experiences

www.ca-ilg.org



Civility



www.ca-ilg.org



TELL
US **WHAT**
YOU THINK...

**What are challenges to civility in
your community?
Share your top three items via
mobile poll.**

www.ca-ilg.org



Governance Tools

Discussion Meetings

Governance
Handbooks/Manuals

Council Self-
Evaluation

Council Continuing
Education

www.ca-ilg.org



Reflections



www.ca-ilg.org



Reflections

You

What will you start doing?

What will you stop doing?

What will you continue doing?

Council

What will your council start doing?

What will your council stop doing?

What will your council continue doing?

www.ca-ilg.org



Reminder:

Today's Learning Objectives

- ***Understand why governance matters and what it takes to become an exceptional council***
- ***Learn strategies and techniques to help you become an exceptional council member and to help your team become an exceptional council***



Thank You From Your Workshop Team



Martin Gonzalez
Executive Director
Institute for Local
Government



Shelly Masur
Redwood City,
Councilmember



Mike Kasperzak
Mountain View,
Former Mayor



Rene Durazzo
Leadership/Executive Coach
All In Strategies



Hang Tran
Program Coordinator
Institute for Local Government



Melissa Kuehne
Communications Manager
Institute for Local Government



Randi Kay Stephens
Associate Program Manager
Institute for Local Government

www.ca-ilg.org



www.ca-ilg.org

