Level Up Your Leadership:

Mastering Your Role as a Councilmember, Community Leader and Colleague

Mayors & Council Members Executive Forum
Advanced Leadership Workshop
Friday, June 21, 2019
About the Institute for Local Government

ILG is the non-profit training and education affiliate of...
What does ILG do?

Promoting good government at the local level

Program Areas
- Leadership & Governance
- Sustainable Communities
- Public Engagement
- Youth & Civics Education

Services
- Education & Training
- Technical Assistance
- Capacity Building
- Convening

Practical, impartial and easy-to-use resources
<table>
<thead>
<tr>
<th>Time</th>
<th>Session Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>9:00 AM</td>
<td>Welcome / Introductions &amp; Why Leadership Matters</td>
</tr>
<tr>
<td>9:45 AM</td>
<td>Foundation for Exceptional Councils</td>
</tr>
<tr>
<td>10:00 AM</td>
<td>Leadership on the Council: Positive Governance, Culture &amp; Civility</td>
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<tr>
<td>11:00 AM</td>
<td>Break</td>
</tr>
<tr>
<td>11:15 AM</td>
<td>Leadership in the City: Roles &amp; Responsibilities</td>
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<tr>
<td>12:15 PM</td>
<td>Networking Lunch</td>
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<tr>
<td>12:45 PM</td>
<td>Welcome Back / Burning Questions</td>
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<tr>
<td>1:00 PM</td>
<td>Leadership in Your Community: Community Engagement</td>
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<tr>
<td>2:30 PM</td>
<td>Reflections and Evaluation</td>
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<tr>
<td>2:50 PM</td>
<td>Closing Remarks</td>
</tr>
<tr>
<td>3:00 PM</td>
<td>Adjourn</td>
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</table>
Workshop Description

California cities face a myriad of critical and emerging issues from constrained budgets, to the retirement wave, to the expanding housing and homelessness crisis. In order to navigate this, elected officials must be equipped to lead through these changing, and sometimes challenging, times.

This interactive session will provide tools and strategies to help elected officials operate more effectively as a council and better engage with fellow council members, with city staff and with the community.
Today’s Objectives

Understand the importance of effectively engaging with your council, city and community

Learn strategies and techniques to help you become an exceptional council member and to help your team become an exceptional council
Workshop Team

Rod Gould
City Manager
(retired)

Lynne Kennedy
Mayor Pro Tem
Rancho Cucamonga

John Gillison
City Manager
Rancho Cucamonga

Erica Manuel
Executive Director
ILG

Melissa Kuehne
Communications Manager
ILG
Who’s in the room today?
Foundations for Exceptional Councils
Foundations for Exceptional Councils

- Governance Mindset
- Effective Councils
- Governance Tools
Perspectives from the Workshop Team

Why are we part of this workshop?

Why do we care about this issue?
What brought you to this session today?

Is there a specific challenge or issue in your council or community you are grappling with?
Online Poll

Please Participate

1. open smartphone browser
2. go to sift.ly
3. enter participant code 57A7
Leadership on the Council:

Attributes of Effective Councils

Positive Governance Culture & Civility
Attributes of Effective Councils

- Develop a sense of team
- Have clear roles and responsibilities
- Honor the relationship with staff and each other
- Conduct effective meetings
- Hold themselves and the city accountable
- Practice continuous learning and development
Develop a Sense of Team

Key Characteristics

• Successfully transition from candidate to a member of the council.

• Become a champion for the city. Make decisions based on the needs and interests of the community at-large / the greater good.

• Develop, communicate and support policy goals and council decisions.

• Demonstrate a willingness to work collaboratively (as a team) and have a citywide perspective.
Have Clear Roles and Responsibilities

Key Characteristics

• Understand the role of local government and their responsibilities.

• Know their role: to set vision and policy, avoid micromanagement.

• Councilmembers should strive to be informed about the issues facing the city and be prepared to ask questions of staff and each other.
Honor the Relationship with Staff and Each Other

Key Characteristics

• Councilmembers have the ability to respectfully disagree (to disagree without being disagreeable).
• They are able to leave it at the dais; debates are about policy, not personality.
• Exceptional councilmembers reflect positive decorum/model of leadership by providing respectful tone with colleagues.
• Effective councils establish a set of behaviors ahead of time, potentially documented in a code of conduct, to help promote civility and respect.
Conduct Effective Meetings

Key Characteristics

• Councilmembers are respectful of each other, the public and everyone’s time.
• Councilmembers use engaging body language as a way to demonstrate respect.
• Issues are not personalized, thoughtful dialogue is the objective.
• Agenda packets are read, councilmembers come prepared and have an open mind.
• Respect is demonstrated for varied opinions.
• Everyone strives to be civil and act with decorum.
Hold Themselves and the City Accountable

Key Characteristics

• Councilmembers operate ethically and with integrity.
• Councils conduct team building / goal setting exercise to track progress towards mutually agreed upon goals.
• Councils taking responsibility for the results (good and bad).
• Councils celebrate success.
• Councilmembers hold themselves responsible for adhering to operating protocols and codes of conduct.
• Everyone strives to be civil and act with decorum.
Practice Continuous Learning and Development

Key Characteristics

- Stay informed on key issues.
- Gain key insights and knowledge on all aspects of governing, from budgets to plans and everything in between.
- Learn to listen. Listening is sometimes more important than learning to give a speech.
SHARE YOUR STORY

How does this correspond to what you are experiencing in your city?

What resonates with you?

What do you disagree with?

Small Group Exercise
Modeling Positive Civil Behavior

- Be respectful in what you do (actions)
- Be respectful in what you show (visual)
- Be respectful in what you say (verbal)
- Civility
Respect and Civility

Show respect for:

- Fellow councilmembers
- Community at large
- Staff
- Speakers
- Press
- Legislative process
Two Basic Rules

1. Count to 4 to get anything done. *

2. If I slam my colleagues or they slam me, refer to Rule #1.

*Note: 3 on a 5 member Council.
You can be a standout Councilmember and a solid team player too!

- City government is a **team sport**.
- It’s all about **collaboration, persuasion** and **relationships**.
Getting things done for the community as a team makes us all look good.

Accomplishments build relationships...which lead to other successes.
Teamwork

How to get there …

• Play nice, be fair, be patient, be kind, no surprises

• Avoid squabbling and personal attacks

• Maintain a formal decorum and be respectful

• Refer to colleagues with their titles
Teamwork

• Look for connections & intersections
  - With your priorities
  - With Councilmembers and City Manager (Relationships Matter)

• Work together to develop a support system (Brown Act caution)

• Discuss your interests with the City Manager and the Mayor
It depends on how you do it...

• When dealing with your colleagues …
  • dignity, civility, kindness, patience, support and inclusiveness

• Never underestimate the power of a little civility and kindness
Focus on Outcomes

- Be attentive
- Ask clarifying questions
- Let people know you are listening
- Separate people from the problem
- Focus on interests, not positions
- Invent options for mutual gain
- Insist on using objective criteria
Governance Tools
Policies & Protocols

High-Performing Team

- Team Building / Priority & Goal Setting
- Governance Handbook
- Study Sessions
- Self-Evaluation
- Continuing Education / Professional Development
Council Goal Setting

Encourage Council to work with the City Manager to establish goals for the year

• City staff should support them
• Quarterly updates
• Budget priorities follow goals
Establish Clear Measures for Success

- **Specific**
- **Measureable**
- **Achievable**
- **Realistic**
- **Timely**

Encourage regular review of policy effectiveness and implementation practices
Periodic Reviews of Council Norms

Confirm or modify Council norms

• Review the agreements made previously and check in on how they are working

• Determine tune-ups needed

• Consensus on agreements

Its you and me vs. the problem
Not you vs. me
Norms that Will Help the Governance Process Work Effectively

1. What norms are important for the Council-to-Council working relationship to be most effective?

2. What will make the Council-City Manager relationship most effective?
   - Communications with staff
   - Roles
   - Treating each other with mutual respect
Examples of Council Norms

• Work together, modeling teamwork and civility for our community
• Demonstrate honesty & integrity in every action
• Share information & avoid surprises
• Disagree agreeably & professionally
• Work for the common good, not personal interest
• Strive for win-win – work toward for consensus and seek common ground
• Honor “discussion” before “decisions” – reserve formal motions until initial discussions have taken place
Self – Evaluation

Board Governance Survey

Governing Principles and County Values

The Board has established 7 governance principles that guide their behavior. (More information can be found on pages 9 and 10 of the Board Governance Manual.) A workgroup of County employees created a values statement that was adopted by the Board in 2012. Please provide feedback on these two items below. (More information can be found on page 8 of the Board Governance Manual.)

Please indicate your perception of the Board’s attainment of the following principles:

<table>
<thead>
<tr>
<th>The Board governs as a team, strategically focused and mission driven.</th>
<th>Agree</th>
<th>Somewhat Agree</th>
<th>Disagree</th>
<th>Unable to comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Board aligns goals and measures.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Board establishes and governs within a culture of inquiry.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Board governs in an accessible manner, committed to openness and transparency.</td>
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</table>

Section I: The Board

| 1. | UNSATISFACTORY | Inconsistent and/or low quality practice of the majority of the Board or the Board as a whole |
| 2. | COULD BE IMPROVED | Practice sometimes exhibited by some members of the Board or the Board as a whole |
| 3. | SATISFACTORY | Practice often exhibited by some members of the Board or the Board as a whole |
| 4. | EXCELLENT | Consistent and high quality practice of the Board as a whole |

<table>
<thead>
<tr>
<th>Q.</th>
<th>The Board</th>
<th>(1) Unsatisfactory</th>
<th>(2) Could Be Improved</th>
<th>(3) Satisfactory</th>
<th>(4) Excellent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>The Board is committed to a common vision.</td>
<td>1 2 3 4</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>Governs as a team, strategically focused and mission driven.</td>
<td>1 2 3 4</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>Governs in a dignified and professional manner, treating everyone with civility and respect.</td>
<td>1 2 3 4</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td>Governs in an accessible manner, committed to openness and transparency.</td>
<td>1 2 3 4</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td>Governs within a culture of inquiry.</td>
<td>1 2 3 4</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td>Governs in a collaborative manner with the community, staff and within the Board.</td>
<td>1 2 3 4</td>
<td></td>
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</tbody>
</table>
Study Sessions

• An opportunity to bring **special or difficult topics** to the council for open discussion in a public setting

• Allow policy-makers to reflect on issues and raise concerns **before** an item is fully developed into a policy or plan

• Are purposeful, do not require a vote, and are an opportunity to learn and **share insight & perspectives** on challenges or issues
Continuing Education / Professional Development

• www.cacities.org/Education-Events/Calendar.aspx
• www.ca-ilg.org
• www.icma.org/cal-icma

www.ca-ilg.org
BREAK TIME
Leadership in Your City:
Roles and Responsibilities
Governance / Management
Roles & Responsibilities
Councilmember Role

You cross the line of responsibilities if you start to direct staff to work on your projects.

Unless your City Charter is different, the City Manager, City Attorney (and perhaps the City Clerk) are your only employees.

The Council directs the City Manager, who directs staff - simple chain of command.
Councilmember/Manager Relationship

**DO**
- Build a close relationship and meet with your Manager periodically
- Hold the City Manager accountable for Council goals

**DO NOT**
- Direct the staff to work on your projects
- Publicly criticize the City Manager or staff – discuss your disappointments privately

Your manager can be your greatest asset in reaching your goals. If you want to get things done, ask the Manager, not the staff!
Mayor’s Role

Don’t forget about the Mayor!

- Mayor works closely with the City Manager to move the City Council goals forward, anticipate upcoming issues and manage the action of the council meeting.

- All of this can happen more smoothly if the Mayor understands your concerns.

- Remember the Brown Act applies to the Mayor as well!
Manager Goals

- Make the Council as a whole productive and successful
- Help each Councilmember to succeed
- Meet the Council’s goals and the city looks good
- Help to keep the Council together and making progress
- Guide and develop staff and organizational culture
## Greatest Challenges to the Manager and Governing Board Relationship

<table>
<thead>
<tr>
<th>Lack of respect for the council-manager form of government; role differentiation; micromanagement.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Difficult financial conditions and budget reductions.</td>
</tr>
<tr>
<td>Organizational impact of controversial issues.</td>
</tr>
<tr>
<td>Conflict between councilmembers and “outlier” councilmember(s).</td>
</tr>
<tr>
<td>Need for elected boards to set priorities and understand workload impacts and limited resources.</td>
</tr>
<tr>
<td>Demands of individual council and board members (versus receiving direction from the council majority); bullying conduct by elected official.</td>
</tr>
</tbody>
</table>
Council – City Manager Communications

- What does the City Manager need from Council to be successful?
- What does the Council need from the City Manager for the Council to fulfill their policy role?
- What are each other’s preferred communication methods?
Individual Exercise

What is your role as an individual elected official?

What is the role of the council as a governing body?

What is the role of the Manager/executive staff?
Is this what actually happens?

Are there any aspects of these relationships that are causing problems?
lunch break
welcome back
What Are Your Burning Questions?
Leadership in Your Community: Community Engagement
## What Do We Mean by Public Engagement?

<table>
<thead>
<tr>
<th>Civic Engagement</th>
<th>Public Information/Outreach</th>
<th>Public Engagement</th>
</tr>
</thead>
</table>
| • Residents involving themselves in the civic and political life of their community.  
• Ex. Little League coach, community garden, PTA, etc. | • Characterized by one-way local government communication to residents to inform them about a public problem, issue or policy matter. | • A general term for a broad range of methods through which the public becomes more informed about and/or influence public decisions. |
Why Engage the Public?

Better identification of the public’s values, ideas and recommendations

More informed residents - about issues and about local agencies

Improved local agency decision-making and actions, with better impacts and outcomes

More community buy-in and support, with less contentiousness

Faster project implementation with less need to revisit

More trust - in each other and in local government
An Overview of Public Engagement

**Who**
- Your agency’s targeted audience; keeping in mind the various populations who will be impacted by the decision at hand.

**What**
- A mix of engagement ‘elements’ (or activities) chosen after thoughtful analysis.

**Where**
- At locations that make sense given who you are trying to reach. (Go to them)

**When**
- Within a timeframe that allows for adequate planning, execution, analysis of data received so it is useful to the decision making body.

**How**
- Through intentional activities such as surveys, in person and/or online engagement; focus groups, tabling at community events, social media.
# IAP2’s Public Participation Spectrum

The IAP2 Federation has developed the Spectrum to help groups define the public’s role in any public participation process. The IAP2 Spectrum is quickly becoming an international standard.

## Increasing Impact on the Decision

<table>
<thead>
<tr>
<th>Public Participation Goal</th>
<th>Inform</th>
<th>Consult</th>
<th>Involve</th>
<th>Collaborate</th>
<th>Empower</th>
</tr>
</thead>
<tbody>
<tr>
<td>To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.</td>
<td>To obtain public feedback on analysis, alternatives and/or decisions.</td>
<td>To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.</td>
<td>To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.</td>
<td>To place final decision making in the hands of the public.</td>
<td></td>
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</table>

Promised to the Public:

- **Inform**: We will keep you informed.
- **Consult**: We will keep you informed; listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.
- **Involve**: We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.
- **Collaborate**: We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.
- **Empower**: We will implement what you decide.

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Online Poll

Please Participate

1. open smartphone browser
2. go to sift.ly
3. enter participant code 57A7

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<table>
<thead>
<tr>
<th>Newcomer Communities</th>
<th>Renters</th>
<th>Young Adults</th>
</tr>
</thead>
<tbody>
<tr>
<td>Latino</td>
<td>Asian &amp; Pacific Islander</td>
<td>African Americans</td>
</tr>
<tr>
<td>Gay, Lesbian, Bisexual &amp; Transgender</td>
<td>People with Disabilities</td>
<td>Low Income</td>
</tr>
</tbody>
</table>

And... anyone who is busy: work, kids, etc.
# Inclusive Public Engagement – Tips

<table>
<thead>
<tr>
<th>Know Your Community</th>
<th>Build Relationships with Key Leaders &amp; Orgs</th>
<th>Identify Issues of Concern</th>
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<tbody>
<tr>
<td>Overcome Language Barriers</td>
<td>Use Effective Media &amp; Outreach Strategies</td>
<td>Make Public Engagement Accessible, Enjoyable &amp; Rewarding</td>
</tr>
<tr>
<td>Make Meeting Processes &amp; Materials Appropriate</td>
<td>Build Community Leadership Capacity</td>
<td>Enhance Staff Capacity</td>
</tr>
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</table>

**Plan Collaboratively – Think Long Term**
## Public Engagement Approaches

<table>
<thead>
<tr>
<th>Low</th>
<th>Medium</th>
<th>High</th>
<th>To Consider</th>
</tr>
</thead>
<tbody>
<tr>
<td>- One public meeting</td>
<td>- 1-2 “coffee” meetings with community leaders</td>
<td>- Numerous “coffee” meetings</td>
<td>- Purpose</td>
</tr>
<tr>
<td>- Info on the website</td>
<td>- Workshops</td>
<td>- Tabling at community events</td>
<td>- Budget</td>
</tr>
<tr>
<td></td>
<td>- Online survey</td>
<td>- informal focus groups (in several languages, Spanish and Vietnamese, for example)</td>
<td>- Timeframe</td>
</tr>
<tr>
<td></td>
<td>- Go to CBO meetings and present</td>
<td>- Online/digital engagement</td>
<td>- Capacity</td>
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<tr>
<td></td>
<td></td>
<td>- Social media and communications (web, newsletter, graphics)</td>
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<tr>
<td></td>
<td></td>
<td>- Public workshops</td>
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Overview of Rancho Cucamonga’s Experience with Public Engagement

No Communications / Community Affairs Division until 2014

1.5 Person team until 2017

Leverage skills in all departments

Sent cross departmental team to first round of pilot for TIERS training
Overview of Rancho Cucamonga’s Experience with Public Engagement

- Low attendance at community meetings
- High cost for mailing materials
- Low readership in print media
- Younger demographic overall difficult to reach
Combating the decreasing effectiveness of traditional engagement methods

• Go to where the people are
• Create innovative partnerships and new alliances for change.
• Build capacity of local leaders to advocate for policy change.
• These collaborations are influencing policy makers in the public, business and non-profit sectors – producing real change in our community.
Happy Valley Estates

The City of Sunshine is hosting a series of community meetings to introduce the East Side Annexation Project to the community.

There will be four separate Community Meetings held on the following dates and at the identified locations. All meetings are scheduled from 6:30 p.m. to 8:30 p.m. and will provide the same information to attendees. Further...

We welcome this opportunity to further inform the community about this project, solicit feedback and questions, and look forward to meeting with all attendees.
What would you do in this situation?

- *Who do you need to engage?*
- *What is your role?*

How would you recalibrate your engagement activities?

- *What is your city’s approach?*
Important Definitions: Know the Difference

Authentic Public Engagement

Required Public Notice
Is meeting legal requirements enough?

Required Public Notice

• Generally: Publish in newspaper of general circulation within the city; If there is no newspaper of general circulation, post in 3 public places within city

• Must contain:
  – Date, Time, Place of public hearing, Hearing body or officer, General explanation of matter, General description of the location of real property subject to hearing

• Mailed Notices – 300 feet radius
ILG’s TIERS Framework

A Guide to Practical Public Engagement for Local Government
THINK

• Self-Assessment*
• Consider Public Engagement Approach*
• Contemplate Community Landscape

INITIATE

• Draft Public Engagement Approach*
• Develop Outreach Plan*
• ‘Reality Check’
- Implement Outreach Plan
- Implement Public Engagement Approach*
- ‘Reality Check’
- Evaluate Public Engagement Approach*
- Evaluate Outreach Plan
- What Barriers Did You Overcome?

- Internal Organization
- External | Your Community
- Policy Changes
THINK

Initiate

August 2018

ETIWAHA HEIGHTS NEIGHBORHOOD & CONSERVATION PLAN OUTREACH

August 13-22: Small Group Meetings

Objective: Review project data. Share and employuseum concepts, frameworks and imagery. Host a series of small group development of ideas and concepts for interactive storyboards and multi-media presentation.

Format: Short, 1:1 conversation, electronic: sharing of ideas, images, and facilitated dialogues.

Workshop: August 10th: Small Group Meetings (workshop to be held offsite)

August 20-22: Flashpoint

Objective: Conduct city-wide outreach. Test mail group outreach through de-construction and imagery. Use location, images, and personal interaction, interactions and events.

Format: All your interactions.

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ENGAGE

In 10 years from now, what would you like to see in your neighborhood?

#ETIWANDAHEIGHTSPLAN

¿Qué significa eso para nosotros?

Por qué la Ciudad está llevando a cabo este proceso de planificación?

- 1,200 acres de terreno propiedad del Condado ya son necesarios para propósitos de control de inundaciones.
- En el 2003, el Condado intentó liquidar esta tierra solamente y obtenen el mejor precio para los condonatarios.
- La tierra está en el Condados y está sujeta a la reversion del Condado, lo que permitiría flexibilidad en el uso residencial y comercial de dicha tierra.
- El Plan Especial para el Norte de Etiwanda, de 1990, propuso aproximadamente 600 unidades y también usó tierras comerciales.
- Queremos opinar sobre cómo se desarrolla la tierra para garantizar que los impactos se minimicen y que el desarrollo se piega por la misma.
- In the end, the challenge ahead is to ensure a process of planificación cooperative.
October 2018 – May 2019: Develop Draft Plan & Environmental Review

June-July 2019: Public Hearings on the Final Specific Plan & EIR

July-September 2019: If approved, submit the Plan for annexation
The Role of Elected Officials in Engagement

- Identify decisions that will benefit from public engagement
- Respect and support governance models that include members of the public in decision-making.
- Promote and encourage public participation in engagement opportunities.
- Attend and observe, without overtly contributing to or influencing, public engagement activities.
- Review and consider public input as part of the decision-making process.
- Recognize and understand that meeting with advocates can impede public faith in the legitimacy and transparency of the decision-making process.
- Support staff efforts to increase the capacity of employees to advance public engagement competencies.
The Role of City Staff

• According to the municipality’s public engagement policy, identify decisions that will benefit from public input.

• Lead the:
  - Public engagement strategy/plan.
  - Public engagement implementation, including activities, reporting.
  - Systematic and ongoing evaluation of plan and activities.

• Collaborate with the project team to ensure that they have quality public input to support the decision-making process.

• Support the project and public engagement-related communications, plan development, and community relations.
What are We Doing Next?

- Health Equity Lens in Community Engagement Policy
- Sending Inter-Departmental Teams to ILG TIER5 Training
- Community Schools Model
- Community Affairs Team is Cross-Departmental and growing
- Strategic Communications Plan addresses community engagement and a multitude of available methods
- Digital Media Listening Tools (ZenCity, Sprout Social, Happy or Not)
ILG Resources

- Public Engagement Resource Page: www.ca-ilg.org/engagement
- TIERS Public Engagement Framework: www.ca-ilg.org/TIERS
- Immigrant Engagement and Integration www.ca-ilg.org/immigrant-engagement-and-integration
Wrapping Up
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?
Reminder:
Today’s Objectives

Understand the importance of effectively engaging with your council, city and community

Learn strategies and techniques to help you become an exceptional council member and to help your team become an exceptional council
Online Evaluation

Please Participate

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Stay in Touch
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