Mayors & Council Members
Advanced Leadership Workshops

Level Up Your Leadership: Mastering Your Role as a Council Member, Community Leader and Colleague

Friday, June 21, 2019
9:00am – 3:00pm
Newport Beach, California
LEVEL UP YOUR LEADERSHIP: MASTERING YOUR ROLE AS A COUNCILMEMBER, COMMUNITY LEADER AND COLLEAGUE

Mayors and Council Members Executive Forum
Friday, June 21, 2019
9:00 AM to 3:00 PM
Newport Beach, California
Mission

The Institute for Local Government (ILG) promotes good government at the local level with practical, impartial and easy-to-use resources for California communities.

Vision

The Institute envisions a future in California in which:

- People value their local public institutions.
- Local agencies effectively deliver public services.
- All segments of the community are appropriately engaged in key public decisions.
- Decision-makers make informed policy choices based on their best sense of the public’s interest.

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- Connect with us on LinkedIn
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Agenda

9:00AM    Welcome / Introductions & Why Leadership Matters
9:45AM    Foundation for Exceptional Councils
10:00AM   Leadership on the Council: Positive Governance Culture and Civility
11:00AM   Break
11:15AM   Leadership in the City: Roles & Responsibilities
12:15PM   Networking Lunch
12:45PM   Welcome Back / Burning Questions
1:00PM    Leadership in Your Community: Community Engagement
2:30PM    Reflections & Evaluation
2:50PM    Closing Remarks
3:00PM    Adjourn
## About Today’s Workshop

**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.

### What burning questions do I have today?

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<th>Question 1</th>
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Workshop Team

JOHN GILLISON has been the City Manager for Rancho Cucamonga for eight years. He has over 29 years of experience in local government with over 10 as a City Manager. He has worked in five different agencies, in two different counties, including both full service and contract agencies with populations between 15,000 and 200,000. John also has Bachelor of Arts in Political Science with a Minor in Criminal Justice, and a Master of Public Administration, both from California State University Fullerton, as well as a Juris Doctorate from Western State University College of Law and is a Licensed California Attorney.

ROD GOULD has successfully managed five cities over 29 years in both northern and southern California. He has also held leadership roles in the city management profession, including serving as a Vice President of the International City and County Management Association (ICMA), on the Board of Directors of the League of California Cities and as President of the City Managers Department and currently serves on the boards of the Institute for Local Government, and the Davenport Institute for Public Engagement and Civic Leadership at Pepperdine University.

LYNNE KENNEDY The professional career of Lynne Kennedy, Ph.D. spans four decades as an educator and school administrator for K-12 public school systems. She has held positions as junior/high school mathematics teacher, Principal, Assistant Superintendent and Superintendent. After retiring from education in 2012, Dr. Kennedy ran for City Council and currently serves as Mayor Pro Tem for the City of Rancho Cucamonga.

MELISSA KUEHNE is the communications & development manager for ILG. She has over 10 years of experience in outreach and communication working with federal, state, regional and local agencies. Prior to joining ILG in December of 2013, she worked for a member of Congress, with a California business improvement district and a collaborative policy center in Washington State. Her educational background includes a B.A. in Political Science from UC San Diego and an M.P.A. from the University of Washington’s Evans School of Public Affairs.

ERICA MANUEL is the CEO and Executive Director of ILG. She has over 15 years of experience as a leader in the public, private and non-profit sectors, including as manager of community, economic development and education at the Sacramento Municipal Utility District (SMUD), the 6th largest utility in the nation. In that role, she directed all community development, education and customer engagement activities for the electric utility serving Sacramento County, designed and implemented programs to address environmental policies and employed proactive and diverse stakeholder engagement to reinforce an inclusive approach to decision-making and governance.

SHELLY MASUR is the CEO of Californians Dedicated to Education Foundation (CDEF). She brings almost twenty years of experience working with youth serving non-profits and in education-related leadership roles for CDEF. She is a former school board member in the Redwood City School District in San Mateo County where she served for 10 years and is currently a city councilmember in Redwood City. Shelly serves on the League’s Peninsula Division, the Community Services Committee, and ILG’s Public Engagement Advisory Committee.
Group Exercise: Discuss the questions below with your table colleagues and then be prepared to share reflections with the room.

What brought you here today?

Is there a specific challenge or issue among your council or in your community?
Foundations for Exceptional Councils

Governance Mindset
- Systems Thinking
- Strategic Focus
- Preparation
- Manner

Effective Councils
- Unity of Purpose: Collaboration, Coherence, Commitment & Consistency
- Agreed Upon Roles & Responsibilities
- Creating & Sustaining a Positive Governance Culture
- Governing with Protocols & Policies

Governance Tools
- Goal Setting
- Governance Handbooks (Norms, Protocols and Principles)
- Council Self-Evaluation
- Study Sessions
- Continuing Education
Foundations for Exceptional Councils

**Governance Mindset**

- Strategic Focus
- Preparation
- Systems Thinking
- Manner

**Effective Councils**

- Unity of Purpose
- Clarity of Roles & Responsibilities
- Positive Governance Culture
- Norms, Protocols & Policies
Foundations for Exceptional Councils

Governance Tools

- Goal Setting
- Governance Handbooks (Norms, Protocols and Principles)
- Self-Evaluation
- Study Sessions
- Continuing Education

Reflections / Notes
Foundations for Exceptional Councils

Polling Exercise: Tell us about the effectiveness of your city council and existing challenges.

Reflections / Notes

[Blank lines for notes]
Leadership in the City: Attributes of Effective Councils

Leading public organizations and governing with colleagues on a council is a challenging art of community service. ILG recognizes that many aspects of leadership and governance are not intuitive. The tips below provide insight into the attributes of exceptional councils as well as practical tips to help any council become exceptional.

1. Exceptional councils develop a sense of team – a partnership with the city manager to govern and manage the city

The mayor, councilmembers and city manager see themselves and work as a team as they undertake a series of tasks to further their common purpose. The individual team members work in a coordinated and collaborative manner with a high degree of respect, trust and openness. The team values diversity in style and perspective. The team thinks and acts strategically as it examines issues/situations and decides on a course of action serving their city’s mission and goals.

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.

BEST PRACTICE TIPS

Build capacity to create a more effective team. The governance team (mayor, councilmembers and city manager) should get to know each other; how each person approaches issues, decision-making style and so on. This can be accomplished at annual meetings or workshops throughout the year. In the event that councilmembers disagree, clear ground rules (norms of behavior and practice) can help quell acrimony before it becomes a problem. It’s important to remember that trust is built around understanding and respect, not necessarily agreement.
2. Exceptional councils have clear roles and responsibilities that are understood and adhered to

Exceptional councils understand their role is to serve as policy maker - to represent the values, beliefs and priorities of their community while serving in the community’s best interest. They carry out a variety of responsibilities including: developing and adopting a vision for the city; focusing and aligning plans, policies, agreements and budgets in furtherance of this vision; and holding themselves and the city manager accountable for results.

Exceptional councils understand that the city manager is responsible for the day-to-day operations of the city. The city manager is responsible for undertaking and accomplishing the policy objectives of the council. Exceptional councils recognize the subject matter expertise of staff and utilize their knowledge and experience to guide and inform decision making.

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.

BEST PRACTICE TIPS

Create a shared understanding of the city manager’s role and the council’s expectations to optimize the working relationships. This shared understanding is informed by local charter and ordinance provisions that provide the overall framework for the relationship. The council should make time to have conversations during retreats and or study sessions to define and/or reveal and refine their role and responsibilities. Since role clarity between the city council and city management is critical to mutual success, having clear protocols helps avoid misunderstandings.
3. Exceptional councils honor the relationship with staff and each other

Exceptional councils understand that a good working relationship with staff is vital for the city to be run successfully. Exceptional councils treat each other and staff with dignity and respect. They act with civility and a high level of professional decorum. Councilmembers build trust by not playing the “gotcha game” and strive to have a no secrets, no surprises approach as an operating norm. Finally, they respect the diversity of styles and perspectives among their colleagues and staff and are open to new ideas.

**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.

**BEST PRACTICE TIPS**

Set council priorities and strategic goals at an annual meeting; these goals and priorities are a tool to guide the city manager and staff on where to focus their efforts. This annual meeting provides time for the council to reflect on community priorities as well as offer an opportunity to discuss their decorum and their relationship among each other and the relationship between the city manager/staff and the council.

4. Exceptional councils routinely conduct effective meetings

Open and public meetings are central to democratic decision-making. Exceptional councils master the art of effective meetings. They develop and adhere to meeting protocols and processes. They spend time planning and organizing the agenda with the aim of having a more focused meeting. They allocate the council’s time and energy appropriately (focused on the council’s role and responsibilities) and meeting short- and long-term priorities. They honor the public’s participation and engagement and they generally start on time and are held during reasonable hours.

**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.
Exceptional councils use public meetings not only for their intended purpose, information sharing and decision-making, but they also use the meeting to demonstrate respect and civility for each other, staff and the public. Exceptional councilmembers prepare in advance of the meeting, remain focused on the city goals and objectives and mindful of their role and responsibilities.

**BEST PRACTICE TIPS**

Develop and adopt (with regular reviews and updates), guidelines for conducting meetings and making decisions. These governance protocols typically address meeting procedures (agenda preparation, how to put issues on the agenda, debate and voting procedures (parliamentary rules) and standards of decorum (civility). As part of a regular self-assessment, councils should evaluate their meetings and their effectiveness and adjust behavior and practices for better results.

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**5. Exceptional councils hold themselves and the city accountable**

Exceptional councils operate openly, ethically and work to engage the community in a myriad of decisions impacting the prosperity and well-being of their community. Toward that end, exceptional councils consistently provide short- and long-term strategic direction and goals, as well as provide budget, program and policy oversight.

Exceptional councils hold themselves accountable for the conduct, behavior and effectiveness of the council. They establish clear priorities and goals and hold the city manager accountable for results. And finally, they embrace accountability as a process and tool to calibrate ongoing efforts to address and meet policy and program objectives.

**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.
Annually evaluate council and city manager performance toward achieving the city’s priorities and goals (consider having this be part of an annual goal setting meeting). Council should consider assessing its own behavior and effectiveness as part of its annual self-assessment.

6. Exceptional councils have members who practice continuous personal learning and development

Governance is not intuitive. In addition, the policy and economic environment impacting cities are ever changing. Exceptional councils continually provide the opportunity to build their knowledge and skills, to enhance their understanding of key issues, increase their awareness of best practices and sharpen their leadership and governance skills.

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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.

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BEST PRACTICE TIPS

Seek out national, state and local professional growth and educational opportunities. These opportunities can focus on the nuts and bolts of governing to helping you gain valuable information and/or insights on key policy issues facing your city. In addition, city-run orientations for newly elected officials provide a good way to acclimate new members to the council’s norms and protocols as well as the budget and key policy issues.
Leadership in the City: Positive Governance Culture & Civility

“Civility is about more than just politeness, although politeness is a necessary first step. It is about disagreeing without disrespect, seeking common ground as a starting point for dialogue about differences, listening past one’s preconceptions, and teaching others to do the same. Civility is the hard work of staying present even with those with whom we have deep-rooted and fierce disagreements. It is political in the sense that it is a necessary prerequisite for civic action. But it is political, too, in the sense that it is about negotiating interpersonal power such that everyone’s voice is heard, and nobody’s is ignored…And civility begins with us.”

The Institute for Civility in Government, www.instituteforcivility.org

Positive governance culture is developed over time and the experience is visible to staff, the public and members of the council. High-performing councils/boards develop and maintain a positive governance culture by behaving with dignity and respect for other members of the council/board and by listening and acting with humility and empathy to the public. The collective governing body pursues strategic goals and outcomes and practices decorum by being unified and consistent in service to the mission and goals of the council.

Effective councils/boards work through their differences by finding common ground with members they may disagree with by seeking win-win opportunities rather than win-lose. While there may be differences of opinions and members may have diverging viewpoints, conflict does not define the council. Through shared experience, the tenets and norms may be clearly articulated and documented for reflection and to hold each other accountable to their agreed upon principles.

Key characteristics of a highly-performing council is also maintaining a positive governance culture:

- The council/board develops a **sense of team** among each other and with executive leadership.
- The **roles and responsibilities** of individuals and the governing body are clearly understood and adhered to.
- **Relationships** are honored. Individuals treat policy-makers, executive leaders and agency staff with **respect**.
- The council/board conducts **effective meetings** by following **protocols and procedures** and operating with decorum.
- The council/board reflects on performance and **evaluates its achievements and effectiveness** as a body.

Members of effective councils/boards use available tools and resources in pursuit of excellence and performing as a highly effective team. Tools include special study sessions, a council/board-developed governance handbook, self-evaluations, goal setting and professional development opportunities for individuals and the governing body as whole.
Leadership in the City: Positive Governance Culture & Civility (continued)

Why Do Culture and Civility Matter?

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

TEAMWORK

- Getting things done for the community as a team makes us all look good
- Accomplishments build relationships... which lead to other successes
Tools, Policies & Protocols

When elected officials and top management professionals partner and govern efficiently they are a high-performing team that can more effectively serve an agency’s constituents. A variety of tools are available to elected officials and executive staff to ensure the team of policy-makers and managers have clarity to operate as an effective team. These tools include: Team Building / Priority & Goal Setting; Documented Norms, Policies & Protocols (Governance Handbook); Self-Evaluation; Study Sessions; and Continuing Education/Professional Development.
Tools, Policies & Protocols

Setting Priorities and Goals
When a council has clearly articulated priorities and goals, it can pursue a strategic course of action and provide clear direction to staff. Through strategic goal setting, typically done in a study session (a special workshop), the council can discuss and then document the short- and long-term priorities of the city. A council may choose to host an annual goal setting study session and meet a couple of times per year to check on progress with the executive management team. The council can document these goals and keep them at the forefront of their discussions; as items come up throughout the year the council can determine if the council is focusing on its goals and hold each other accountable if other items emerge and begin to take precedence.

Governance Handbook
A governance handbook is a document that outlines the norms, protocols and operating principles of the council. It is not a rule book or a code of conduct book, although those items may be included. It is a comprehensive document that outlines the behavior and expectations of the council as a whole and provides guidance on how the council will hold itself accountable by individual members and to the public. The document is dynamic; thorough reviews and updates need to be made as the elected officials change so it reflects up-to-date norms, protocols and principles agreed upon by the governing body. Assessing the adherence to the norms, protocols and operating principles is also an important tool in measuring the performance of the council as a whole. During the annual goal/priority setting session, the council can also discuss how it is operating and how to improve the culture and interaction it has among the council, with staff and the public and any revisions to its norms, policies and protocols. A written document is the outcome of the discussion around a council’s culture.

Agenda Management
The council agenda is a document and process by which the council operates. The council sets protocols to clarify how items are added or removed from an agenda and how the consent calendar works and understand appropriate protocols for discussing topics on the agenda, not on the agenda, etc. With proper agenda management, the chair and council may run more efficient and effective meetings.
Tools, Policies & Protocols (continued)

**Council Self-Evaluation**

Self-evaluation or assessment is an important tool at the disposal of a council. The council can assess its own progress over a period of time and determine if it is on track to meet or has met desired goals. The evaluation can be done through a survey or facilitated discussion by a third party. The process also offers an opportunity to examine whether the council is following its desired governance protocols.

An evaluation tool can be developed internally to assess council performance per its specific goals and the processes the council has set up for itself. In some communities, agency staff or members of the public may also participate in an evaluation of the council’s performance or its adherence to specific goals.

**Study Sessions**

A study session is an opportunity to bring special or difficult topics to the council for open discussion in a public setting. Study sessions allow policy-makers to reflect on issues and raise concerns before an item is fully developed into a policy or plan. Study sessions provide staff with information to pursue a course of action. Study sessions 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**

Policy-makers may have a wealth of knowledge about community issues and share innovative solutions through campaigns. Getting the work done with council colleagues is a different story. Some elected officials have very limited experience running governing bodies and chairing board meetings. A good place for policy-makers to hone their skills on how to serve, as well as to brush up on issues and topics, is the membership association for the profession, such as the League of California Cities and other non-profits like the Institute for Local Government and ICMA. By participating in educational webinars, reviewing articles and research and attending classes and conferences, city council members can pursue excellence in their role as an elected official and specific policy matters. For more information see:

- [www.cacities.org/Education-Events/Calendar.aspx](http://www.cacities.org/Education-Events/Calendar.aspx)
- [www.ca-ilg.org](http://www.ca-ilg.org)
- [www.icma.org/cal-icma](http://www.icma.org/cal-icma)

In summary, councils that are high-performing do more than just appropriate a budget and evaluate the city manager. They prioritize team building, priority/goal setting and determine what the policy focus of the council will be to ensure staff has clarity and direction about how to use limited resources. High-performing councils are consistent in their operations and expectations of staff because they have made strategic decisions about what the city’s primary and secondary priorities are. Effective councils can focus on cross-cutting issues when they are using all available tools and working with management to achieve their identified goals.
Leadership in the City: Roles & Responsibilities

Electeds and Staff Bring Different and Necessary Perspectives

Understanding and embracing different perspectives is part of what makes our democratic institution at the local level so great. Both staff and elected official perspectives are vital when making decisions in the community’s interests.

- Elected officials focus on what their constituents value and need from the agency; and
- Staff has technical expertise in policy areas and what can work, given their day-to-day experiences with implementing agency policies, practices and service delivery that can help inform the decision-making process.

Role Clarity

A shared understanding of the chief executive’s role and the governing board’s expectations optimizes the working relationship. This understanding is informed by local charter and ordinance provisions that provide the overall framework for the relationship.

- The process of developing a shared understanding begins with the hiring process and each participant in the process being forthright about their respective expectations.
- An annual evaluation process is an ongoing opportunity for such communication, particularly as governing board members change.

Staff will be most able to perform to expectations if those expectations are clear and mutually acceptable.

Reflections / Notes
Role Delineation

Current thinking is that elected and appointed officials operate in all four dimensions of the governance process: mission, policy, administration and management, although to differing degrees. This graphic illustrates this phenomenon. The curved line illustrates the division of roles between governing boards and executive staff; how this line looks for each local agency varies.

This material is reproduced with permission of John Wiley & Sons, Inc.
Leadership in the City: Roles & Responsibilities (continued)

Individual Exercise: Jot down your interpretation of the roles and responsibilities of individual elected officials, the council as a governing body and the manager/executive. Note anything that needs clarification.

- Individual Elected Official
- Council as a Governing Body
- Manager/Executive
Leadership in the City: Roles & Responsibilities (continued)

Group Exercise: In pairs discuss:
   Is this what actually happens?
   Are there any aspects of these relationships that are causing problems?

Pairs will then share with their tables.

Notes
Leadership in Your Community: Community Engagement

What makes you an exceptional council member? Beyond being at council meetings and responding to members to the public that attend and speak, how are you engaging with the community that you serve?

An Overview of Public Engagement

<table>
<thead>
<tr>
<th>Who</th>
<th>Your agency’s targeted audience; keeping in mind the various populations who will be impacted by the decision at hand.</th>
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<tbody>
<tr>
<td>What</td>
<td>A mix of engagement ‘elements’ (or activities) chosen after thoughtful analysis.</td>
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<tr>
<td>Where</td>
<td>At locations that make sense given who you are trying to reach (go to them) and provide open opportunities for them to come to you.</td>
</tr>
<tr>
<td>When</td>
<td>Within a timeframe that allows for adequate planning, execution, analysis of data received so it is useful to the decision making body.</td>
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<tr>
<td>How</td>
<td>Through intentional activities such as surveys, in person and/or online engagement, focus groups, tabling at community events, social media, town hall meetings.</td>
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When we talk about public engagement what do we mean?

**Civic Engagement**
Residents involve themselves in the civic and political life of their community. Ex. Little League coach, community gardern, PTA, etc.

**Public Information/Outreach**
One-way local government communication to residents to inform them about a public problem, issue or policy matter.

**Public Engagement**
A broad range of methods through which members of the public become more informed about and/or influence the 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
Leadership in Your Community: Community Engagement

IAP2 SPECTRUM, OF PUBLIC PARTICIPATION
International Association for Public Participation: www.iap2.org

<table>
<thead>
<tr>
<th>Public participation goal</th>
<th>Inform</th>
<th>Consult</th>
<th>Involve</th>
<th>Collaborate</th>
<th>Empower</th>
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<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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Promise to the public

We will keep you informed.
We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.
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.
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.
We will implement what you decide.

Example techniques

- Fact sheets
- Web sites
- Open houses
- Public comment
- Focus groups
- Surveys
- Public meetings
- Workshops
- Deliberative polling
- Citizen advisory committees
- Consensus-building
- Participatory decision-making
- Citizen juries
- Ballots
- Delegated decision
Leadership in Your Community: Community Engagement

EXAMPLES OF PUBLIC ENGAGEMENT APPROACHES

<table>
<thead>
<tr>
<th>LOW</th>
<th>MEDIUM</th>
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<tr>
<td>• One public meeting</td>
<td>• One to two “coffee” meetings with community leaders</td>
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<tr>
<td>• Info on the website</td>
<td>• Workshops</td>
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<td></td>
<td>• Online survey</td>
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<td>• Go to CBO meetings and present</td>
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<table>
<thead>
<tr>
<th>HIGH</th>
<th>CONSIDERATIONS</th>
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<tr>
<td>• Numerous “coffee” meetings</td>
<td>• Purpose</td>
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<tr>
<td>• Tabling at community events</td>
<td>• Budget</td>
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<tr>
<td>• informal focus groups (in several</td>
<td>• Timeframe</td>
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<td>languages, Spanish and Vietnamese,</td>
<td>• Capacity</td>
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<td>for example)</td>
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<td>• Online/digital engagement</td>
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<td>• Social media and communications</td>
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<td>(web, newsletter, graphics)</td>
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<td>• Public workshops</td>
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Notes
Leadership in Your Community: Community Engagement

Group Exercise: At your table, discuss the case story presented. Consider the following questions:

- Who do you need to engage?
- What is your city’s approach?
- What is your role?

Notes
Leadership in Your Community: Community Engagement

City Profile: Rancho Cucamonga

Notes
Reflections

Individual Written Exercise: In the space below, write down ideas about your next steps as an individual leader and that of your council. As time allows, participants around the room will be asked to share.

**Individual Leader**

<table>
<thead>
<tr>
<th>What will you start doing?</th>
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<tr>
<td>What will you stop doing?</td>
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<tr>
<td>What will you continue doing?</td>
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**Council**

<table>
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<th>What will your council start doing?</th>
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<td>What will your council stop doing?</td>
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<tr>
<td>What will your council continue doing?</td>
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Resources

The following ILG resources are provided to support leaders in developing their abilities as individuals and as members of a governing body.

Leadership and Governance
To thrive, California’s cities, counties and special districts need the best of governance and administrative leadership. When elected officials and top management professionals partner to govern efficiently, local government agencies can more effectively serve their communities. These resources aim to help elected officials and staff collaborate and effectively govern and promote a positive governance culture.

www.ca-ilg.org/leadership
www.ca-ilg.org/resource/attributes-effective-governance-teams
www.ca-ilg.org/conduct

Good Governance Checklist: Good and Better Practices
This checklist helps local officials and staff determine what practices they can put in place to promote public trust and confidence and minimize the risk of missteps that could undermine that trust. It identifies practices that are necessary to comply with California law and ways they can go above and beyond legal requirements.

www.ca-ilg.org/goodgovernance

Meeting Resource Center
Meetings are central to democratic decision-making. Leaders can increase the effectiveness of public meetings with thoughtful advance planning and by taking a few simple steps. The Institute’s Meeting Resource Center aims to help local officials and agency staff in these efforts by providing practical tools and useful materials.

www.ca-ilg.org/meetingresourcecenter

Inclusive Public Engagement
These resources range from the benefits of, and steps for planning successful engagement around issues such as budgeting, land use, immigrant engagement and economic development.

www.ca-ilg.org/engagement
www.ca-ilg.org/TIERS
www.ca-ilg.org/immigrant-engagement-and-integration