

From Surveys to Solutions: Leveraging Feedback to Power Community Engagement

MONDAY, DECEMBER 8, 2025 | 1:30 – 3 PM



**THANKS FOR
JOINING US
TODAY!**

Host & Moderator

MELISSA KUEHNE

*Director of Enterprise Programs
and Special Projects*

Institute for Local Government



WEBINAR OVERVIEW

About ILG & Setting the Stage

Presentation on Leveraging Feedback to Power Community Engagement

- ◉ **Allison Estes** – City of Yorba Linda
- ◉ **Nate Farnsworth** – City of Yorba Linda
- ◉ **Richard Bernard** – FM3 Research
- ◉ **Ryder Todd Smith** – Tripepi Smith

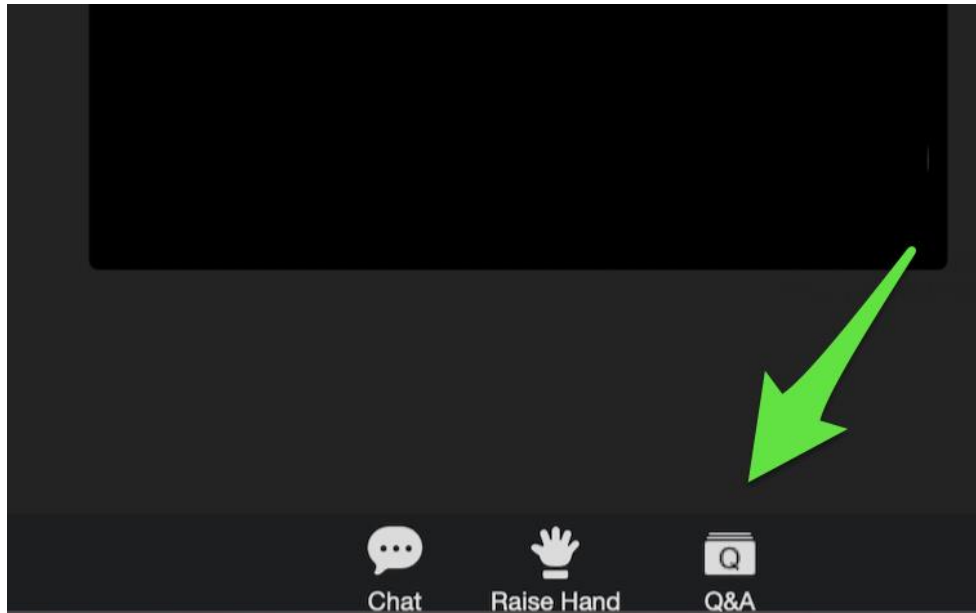
Audience Q&A

Type your questions in Zoom's Q&A feature!

Wrap Up & Adjourn

TECH OVERVIEW & HOUSEKEEPING

- All webinar participants will be on **MUTE** for the duration of the event.
- Please type questions into the **Q&A BOX** at any time during the session.



- A recording of the session will be available shortly after the webinar.

ABOUT THE INSTITUTE FOR LOCAL GOVERNMENT (ILG)

NON-PROFIT, NON-PARTISAN & COMMITTED TO SUPPORTING & IMPROVING LOCAL GOVERNMENT

- The Institute for Local Government is the non-profit training and education affiliate of the League of California Cities & CSAC
- We were founded in 1955, 70 years ago, and our mission is to serve and support local government
- Our target population is the 2,500 cities, counties, and special districts in California
- We provide practical and easy-to-use resources so local agencies can effectively implement policies on the ground



INTER-CONNECTED PROGRAMS & SERVICES

Our mission is to help local government leaders
navigate complexity, increase capacity & build trust
in their communities.

PROGRAM AREAS

Leadership &
Governance

Workforce
Development & Civics
Education

Public Engagement

Sustainable & Resilient
Communities



SERVICES

Education &
Training

Technical
Assistance

Capacity Building

Convening

SETTING THE STAGE



WHY TRUST MATTERS

“Trust is the currency of democracy.”
– *Karen Cook, Sociologist*

Local government is the most trusted level of government (Edelman, 2024).

Without trust:



Harder to
adopt policies



Lower
community
satisfaction



Declining civic
engagement

KEY DRIVERS OF TRUST (...OR LACK THEREOF)



Perception of Government: Only 30% trust federal government; ~50% trust local government
(Edelman, 2024)



Increased Divisiveness: Polarization doubled in last decade *(Pew, 2023)*



Decline in Reputable News Institutions: 250+ local newspapers lost in CA since 2005
(Brookings, 2023)



Negative Recall Bias: People remember bad news 5x stronger than good *(Baumeister, 2001)*



Squeaky Wheels: Dissatisfied residents are 3x more likely to give feedback *(Cornell, 2019)*

EROSION OF TRUST

CALIFORNIA CONTEXT

Hostility against public officials is rising: harassment, recalls, threats
(CalMatters, 2023)

Federal & state policy turbulence – complex budgets, mandates, executive orders – confuses residents

Social media spreads misinformation **6x** faster than facts
(MIT Media Lab, 2020)

EFFECTIVE COMMUNITY ENGAGEMENT CAN HELP

Better identify values,
needs, ideas, priorities &
recommendations

More informed residents

Improved decision-
making

Greater community buy-
in and support

Faster project
implementation

Build trust

REACHING DIVERSE GROUPS

Identify Impacted Communities and Groups

- What individuals or groups impacted by the effort?

Identify Important Locations and Events

- Where do your various community groups gather?
- Do they have any standing meetings?

Assess Effective Communication Channels

- Are there certain way your community gathers information?
- What sources and languages do they use?

Consider Relationships

- Are there existing relationships?
- Is there history within the community that needs to be acknowledged?

TODAY'S PANELISTS



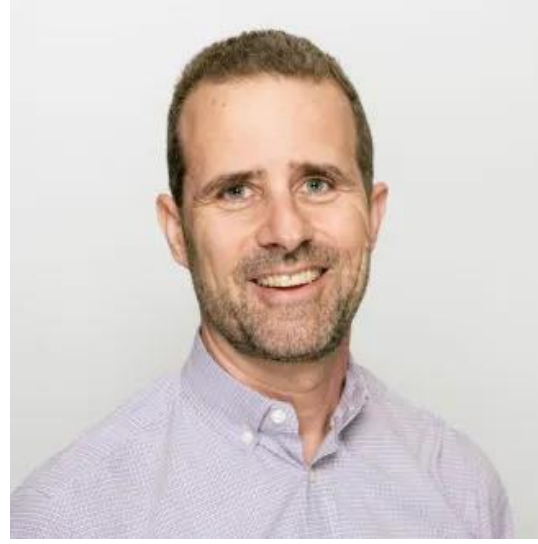
Allison Estes
Assistant to the
City Manager

City of Yorba Linda



Nate Farnsworth
Community
Development Director

City of Yorba Linda



Richard Bernard
Partner

**Fairbank, Maslin,
Maullin, Metz &
Associates
(FM3 Research)**



Ryder Todd Smith
President and
CEO

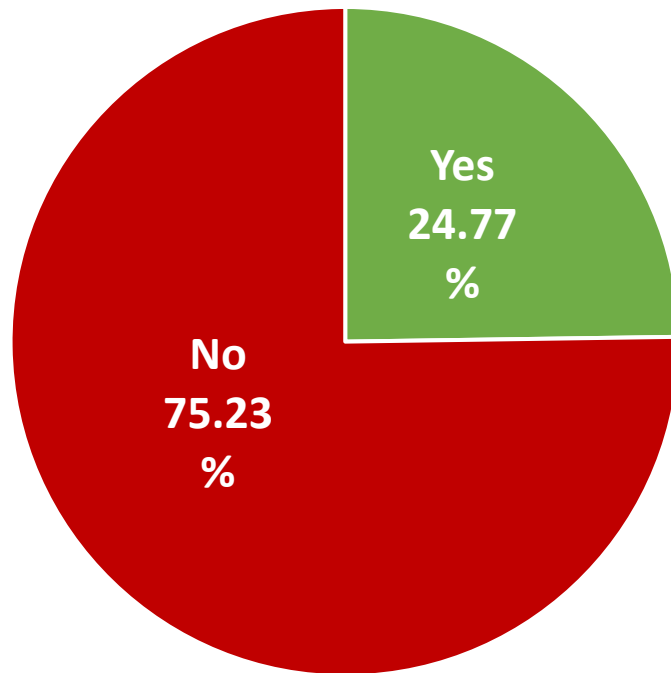
Tripepi Smith

From Surveys to Solutions: Leveraging Feedback to Power Community Engagement

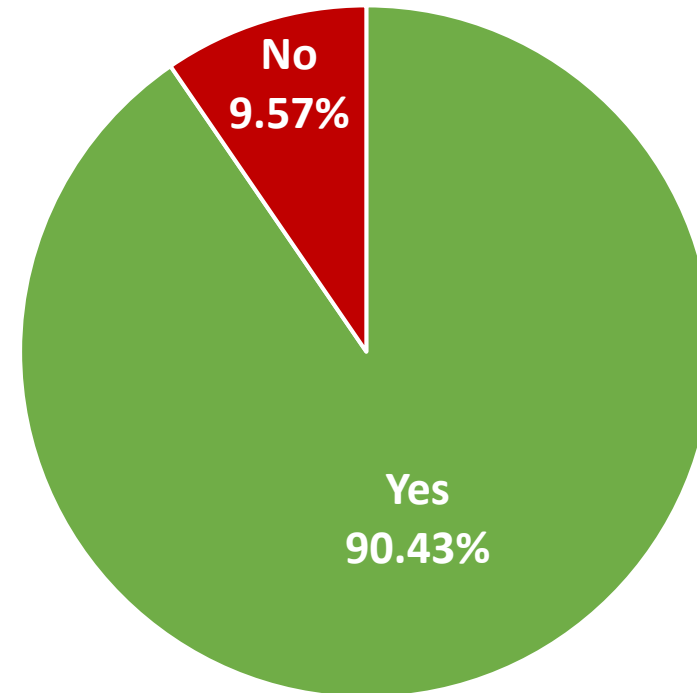
City of Yorba Linda's 2021-2029 Housing Element

Let's Talk Lessons Learned

How Strategic Engagement, Outreach & Collaboration Brought Us Here



2022

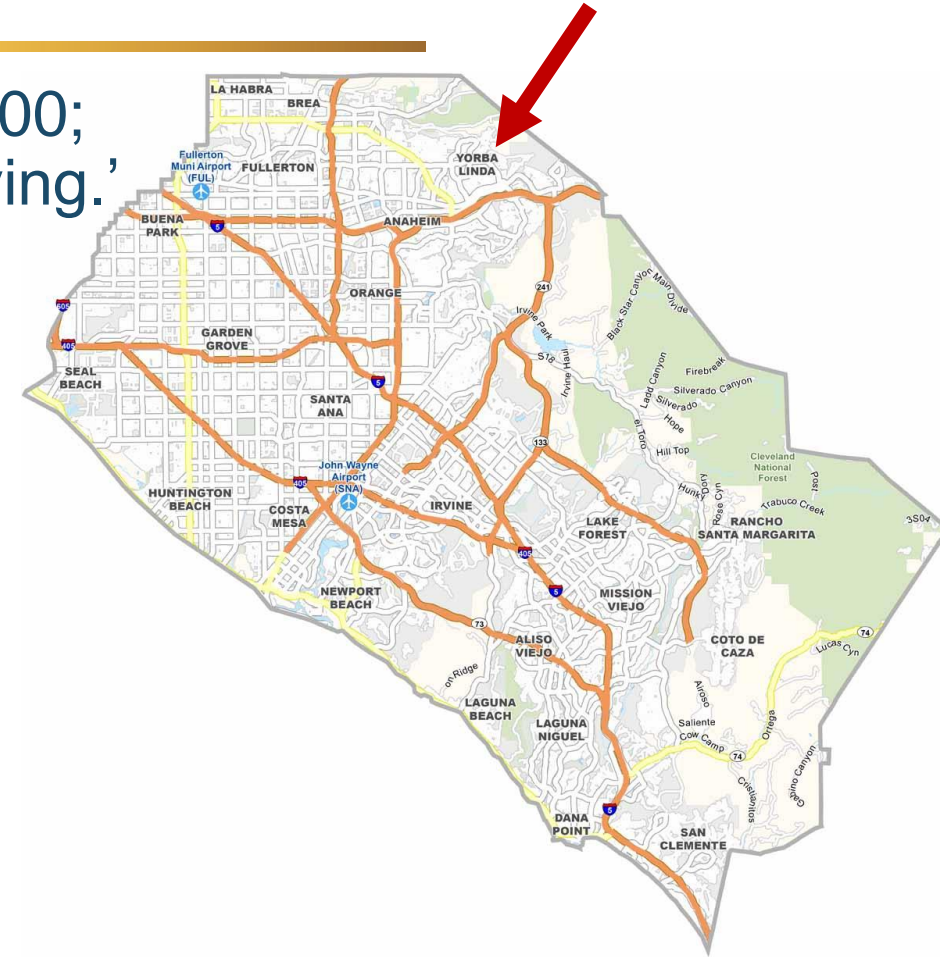


2024

Context & Challenges

About Yorba Linda

- Northeastern Orange County; population ~68,000; ~20 sq. mi. Known as the 'Land of Gracious Living.'
- Suburban community characterized by mostly:
 - Residential family neighborhoods
 - Key commercial centers
 - Parklands and open space
 - Multi-use trails
 - Important historic resources



Why Housing Planning Is Complex Here

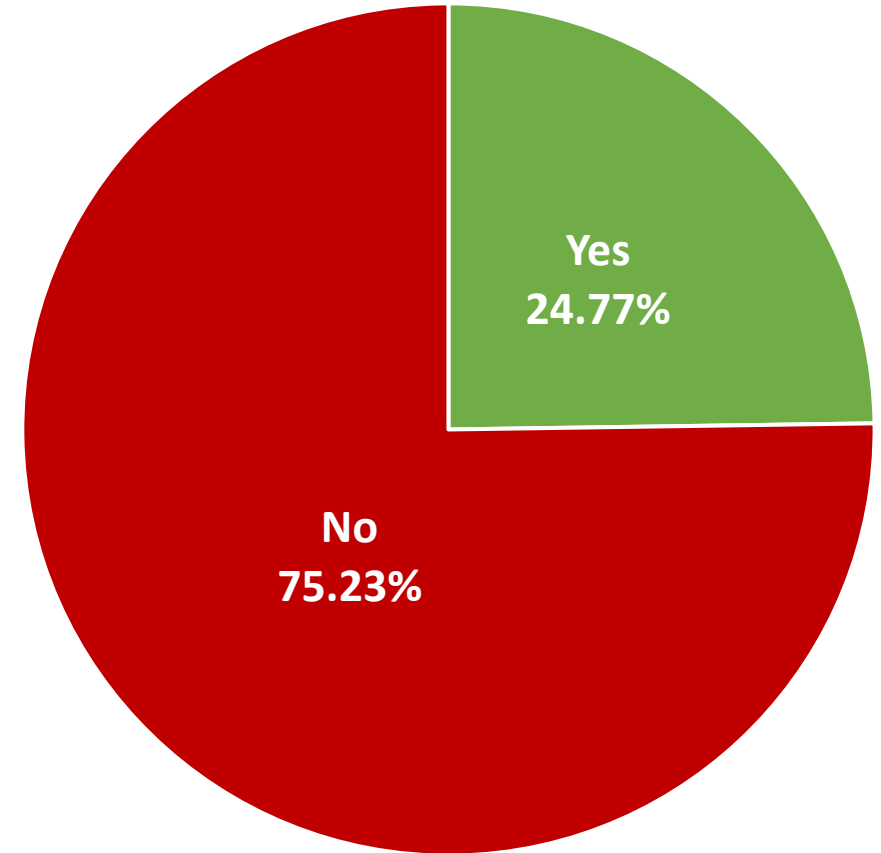
- Measure B (“Right to Vote”) requires voter approval for certain major land-use amendments, including Housing Element rezonings
- Strong community resistance to State housing mandates
- Identity rooted in predominately single-family neighborhoods
- Highly engaged and organized residents require transparent, well-structured outreach

The Policy Challenge

- Yorba Linda's RHNA Housing Allocation for the 6th Cycle was 2,415 units
- A "Certified" Housing Element is a critical requirement of State law. Without one, the City could face:
 - Monthly fines from the State
 - Loss of State funding
 - Loss of local control
 - Risk of Builder's Remedy claims
- The City needed a pathway to compliance that aligned with resident priorities

First Attempt: Measure Z (2022)

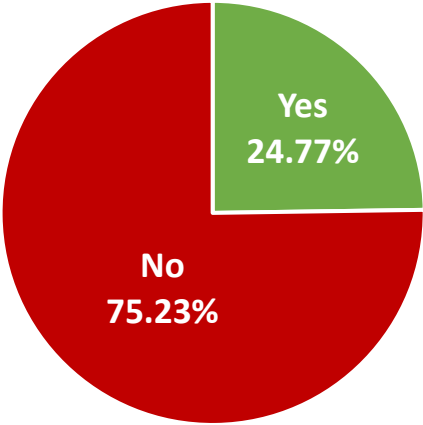
- Ballot measure for voters to approve some of the required rezonings
- Failed: 24.77% Yes, 75.23% No
- Major community distrust, misinformation and sentiment that the City wasn't doing enough to fight the State mandates



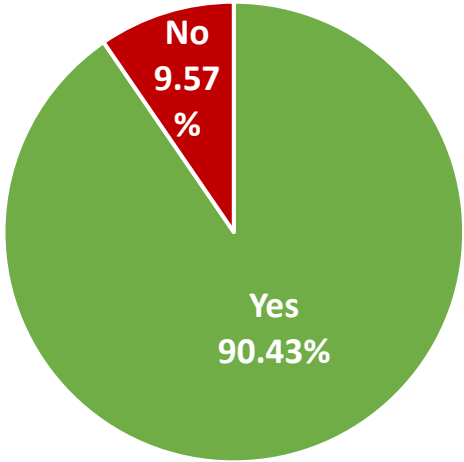
Measure Z: What Went Wrong?

- Community didn't fully understand RHNA or implications of State mandates
- The State extended Housing Element compliance deadlines during the Measure Z process, leading many residents to believe there was more time and no urgency to approve rezonings
- A narrative vacuum allowed misinformation to spread
- Insufficient early education and meaningful engagement
- Lack of measured, representative community feedback to guide decisions and messaging

So How Did We Get From Here...To Here?



2022



2024

Building a New Process:
The Working Group

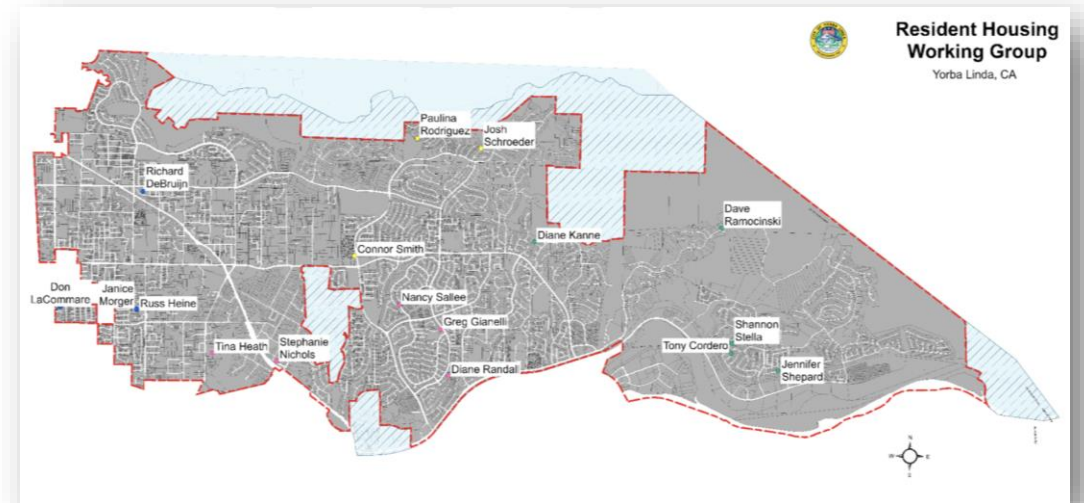
Resetting the Approach

Instead of pushing a revised plan, the City asked:

- “What would it look like to start with residents rather than end with them?”
- “How can we turn everyday residents into informed collaborators?”
- “How can we bring our strongest opponents to the table and involve them in creating the solution?”

Forming the Housing Policy Resident Working Group

- The City convened six meetings with a Working Group made up of 17 Yorba Linda residents
- Membership criteria:
 - Previous interest in housing issues
 - Represent all points of view on housing while being solutions-oriented
 - Geographical distribution throughout the City
 - Mix of demographics in terms of age, gender and socio-economics
 - No prior or current elected/appointed officials



Turning Laypeople Into Subject-Matter Partners

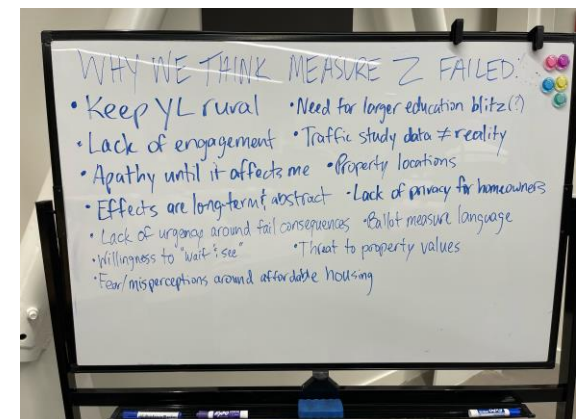
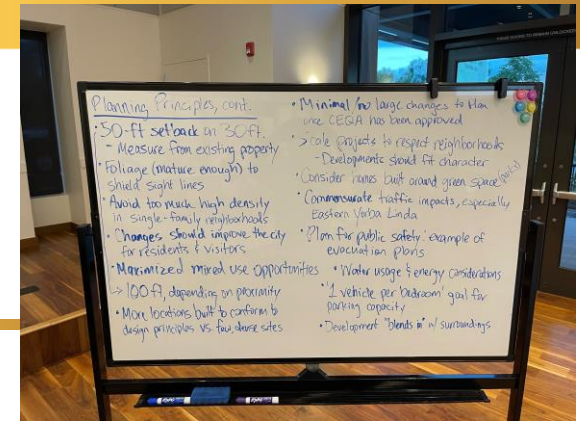
The Working Group learned about and discussed:

- Goals and expectations for the group
- Why Measure Z failed
- Consequences of not having a Certified Housing Element
- History, timeline, and context of the Housing Element
- Housing Element 101 content to build shared understanding



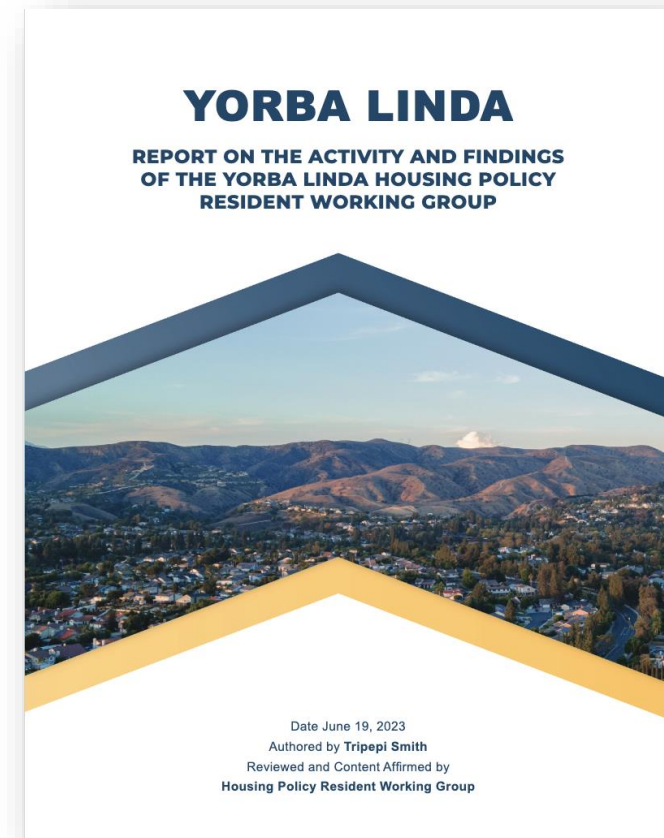
Consensus Achieved

- Working Group members had several weeks to provide input
- A shared Google Doc allowed real-time collaboration and visible progress
- No one member was fully satisfied, compromise was essential
- Significant consensus emerged on facts, planning principles, findings, and the Housing Element 2.0 concept



Working Group High Level Recommendations

- Prioritize retaining local control by pursuing a November 2024 ballot measure
- Clearly communicate the consequences if the ballot measure does not pass
- Expand community education and outreach tools, including supplemental consulting support
- Conduct a resident survey to gather data that can guide engagement and decision-making
- Strategically leverage Savi Ranch as a mixed-use and residential opportunity area



Council Support

- The City Council advanced the resident-led, revised Housing Element to HCD for review
- This marked a shift from a staff-driven plan to a resident-driven solution



Citywide Outreach Strategy

18-Month Engagement Timeline

- A two-phase outreach process supported both the revised Housing Element and the subsequent ballot measure
 - **April 2023** → **July 2024**: Revised Housing Element Education & Formal Approval
 - **July 2024** → **November 2024**: Ballot Measure Outreach & Education
- Outreach deliverables in brief:
 - 32 community meetings + public hearings
 - 2 statistically valid surveys
 - Dedicated website
 - Direct mail + digital outreach

Not So Brief...

Revised Housing Element Education & Formal Approval

(April 2023– July 2024)

Resident Working Group

- 6 in-person meetings + ongoing Zoom check-ins
- Comprehensive Working Group report

Core Communications Tools

- YLLocalControl.com website
- Custom logo + branded materials
- Council talking points & mayor speeches
- Closed-session strategy support

Citywide Outreach

- 2 FM3 surveys (baseline + tracking)
- 21 community meetings (virtual, small-group & large in-person)
- 3 citywide mailers (EDDM)
- 2 YouTube ads (190K+ impressions)
- 35 organic social posts
- 7 digital ads (93K impressions)
- 25 email blasts
- 20 City news articles
- 5 flyers + 1 evolving brochure
- 4 print ads

Ballot Measure Outreach & Education

(July 2024– October 2024)

Targeted Voter Education Campaign

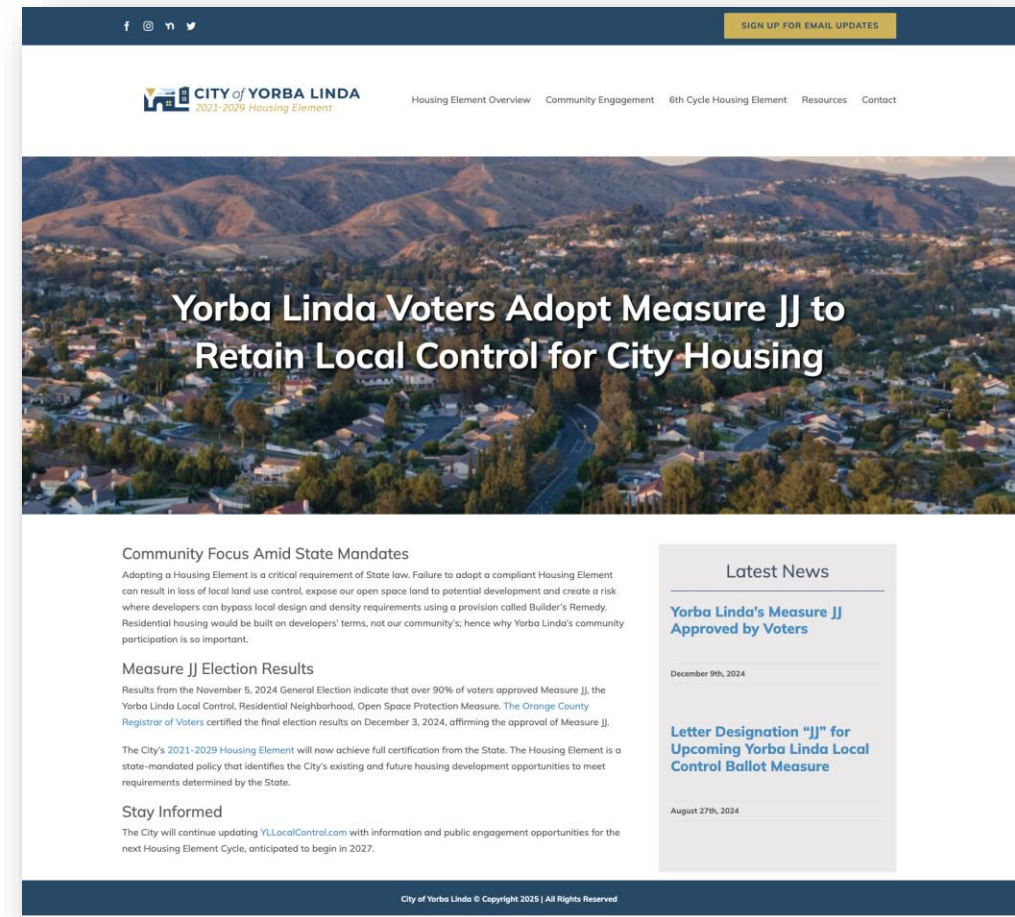
- 2 EDDM mailers to all residents and businesses
- 11 organic social media posts
- 4 digital advertisements across YouTube, Facebook, and Instagram
 - \$3,852.35 total spend
 - 206,990 impressions
- 8 Constant Contact email blasts
- 5 City news articles
- Ongoing Working Group Zoom meetings every ~3 weeks

Community Engagement

- 11 community meetings:
 - 1 virtual (Zoom)
 - 7 small-group sessions
 - 3 in-person community meetings

Multi-Channel Engagement Framework

- Website: YLLocalControl.com
- Social media campaigns & ads
- Direct mailers
- Email newsletters
- Workshops + community meetings
- Videos: Housing 101 + Builder's Remedy explained



Education-First Messaging Strategy

Goal: Make complex planning concepts clear and accessible.

- Plain-language explanations
- “Local control” framing
- Visual aids and infographics
- Scenario modeling










CITY of YORBA LINDA
2021-2029 Housing Element



UNDERSTANDING HOUSING DENSITY

Density refers to the amount of development per acre permitted on a parcel under the applicable zoning, commonly measured as dwelling units per acre (du/acre).



DID YOU KNOW?
Only the Savi Ranch area has zoning for 60 units per acre in the Housing Element.

What Does Density Look Like?

10 du/acre	20 du/acre	60 du/acre
 Brandywine Homes - Covington Yorba Linda, CA 51 units @ 10 du/acre	 Oakcrest Heights Yorba Linda, CA 54 units @ 19 du/acre	 Granite Court Irvine, CA 71 units @ 58 du/acre
 Melia Homes - Anderson Grove Yorba Linda, CA 40 units @ 10 du/acre	 Oakcrest Terrace Yorba Linda, CA 69 units @ 22 du/acre	 La Floresta Brea, CA 204 units @ 68 du/acre
 Brandywine Homes - Providence Yorba Linda, CA 28 units @ 9 du/acre	 Altrudy Senior Apartments Yorba Linda, CA 48 units @ 20 du/acre	 The Depot Santa Ana, CA 70 units @ 56 du/acre

  Learn more and stay informed at YI.LocalControl.com

Facts About High Density and Affordable Housing

 AFFORDABLE HOUSING Higher density housing isn't always affordable housing. These units can be market rate. Adding more homes to the site reduces land and construction costs. There are many upscale areas across California with these types of units.	 COMMUNITY CHARACTER High density does not mean high-rise. These developments can be designed to seamlessly integrate into existing communities and maintain single-family neighborhoods.
 NEIGHBORHOOD The revised, resident-driven Housing Element will maintain the City's single-family neighborhoods and enhance Savi Ranch economic opportunities.	 PROPERTY VALUES Factors such as location, supply, and demand and existing land value predominantly influence property values, not affordable housing.
 TRAFFIC & INFRASTRUCTURE With an approved Housing Element, the City can limit the traffic impacts on our community. If the City turns control over to developers and the State, they won't have the same regard for impacts on our community. Yorba Linda's Traffic Analysis shows that the impacts from this proposed rezoning will not worsen any traffic conditions below the acceptable level of service conditions.	 CRIME Studies have found no direct link between housing density or income levels and crime rates. There is a more distinct relationship between the design and use of public spaces and crime levels. With an approved Housing Element, the City will retain control over housing projects, including design and use of public spaces.

  Learn more and stay informed at YI.LocalControl.com

FM3 Statistically Valid Survey Goals

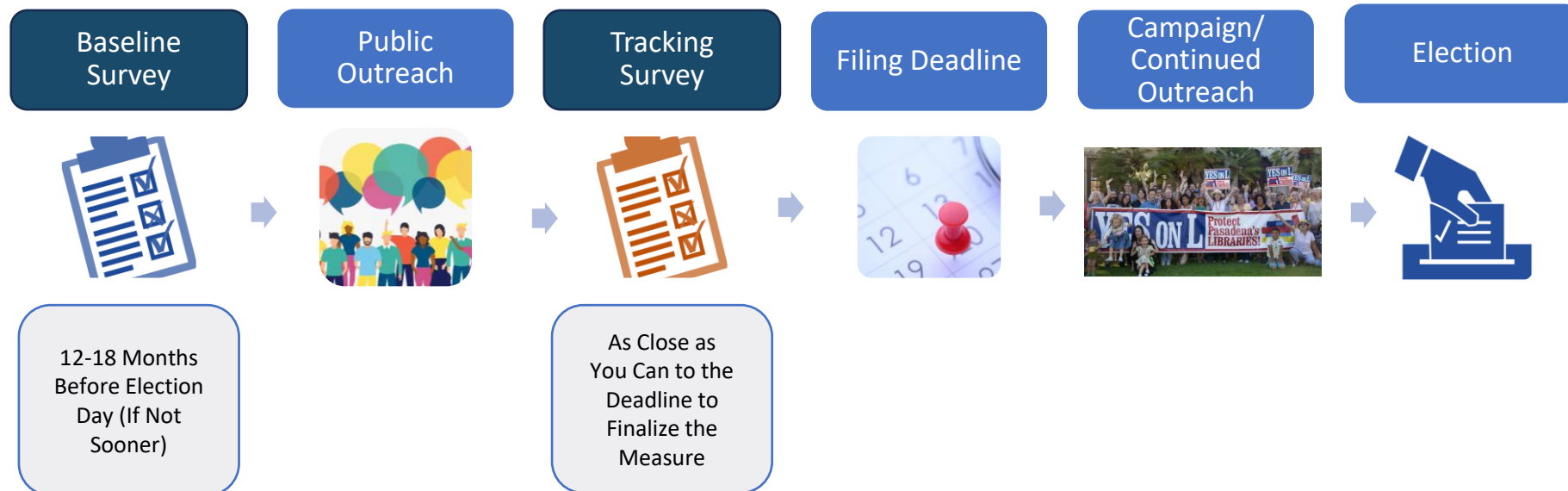
- To determine how best to ***develop*** a ***legally permissible ballot title and summary*** and a ***legally permissible educational road map*** to help residents understand the land use issues in order for them to make an informed decision.
- To work in ***collaboration with*** the ***City*** and its ***outreach consultants'*** efforts.

To Accomplish These Goals

Develop a survey that was fielded to likely November 2024 City of Yorba Linda voters to better understand:

- Awareness of the 2022 Ballot Measure
- What potential elements of the land use measure that the City considers necessary to meet State requirements mirrors priorities of Yorba Linda voters
- What legally-permissible educational messages resonate with voters to support land use reforms
- What are voters' concerns about the potential measure that the City can take into account so that to the best of their ability the City can be responsive to its constituents
- Track awareness and opinion overtime
- Monitor the effectiveness of outreach efforts

Start Early to Get the Most Out of the Research

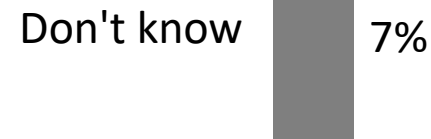


Voters overwhelmingly prefer to have local city governments take on critical problems.

When there are critical problems that affect your community and other communities, **STATE GOVERNMENT** should take charge because they have the resources and expertise to take on the big problems that affect the whole state.





LOCAL CITY GOVERNMENTS are best-suited to take on critical problems because they are more accountable to residents and they know what is best for their local community.



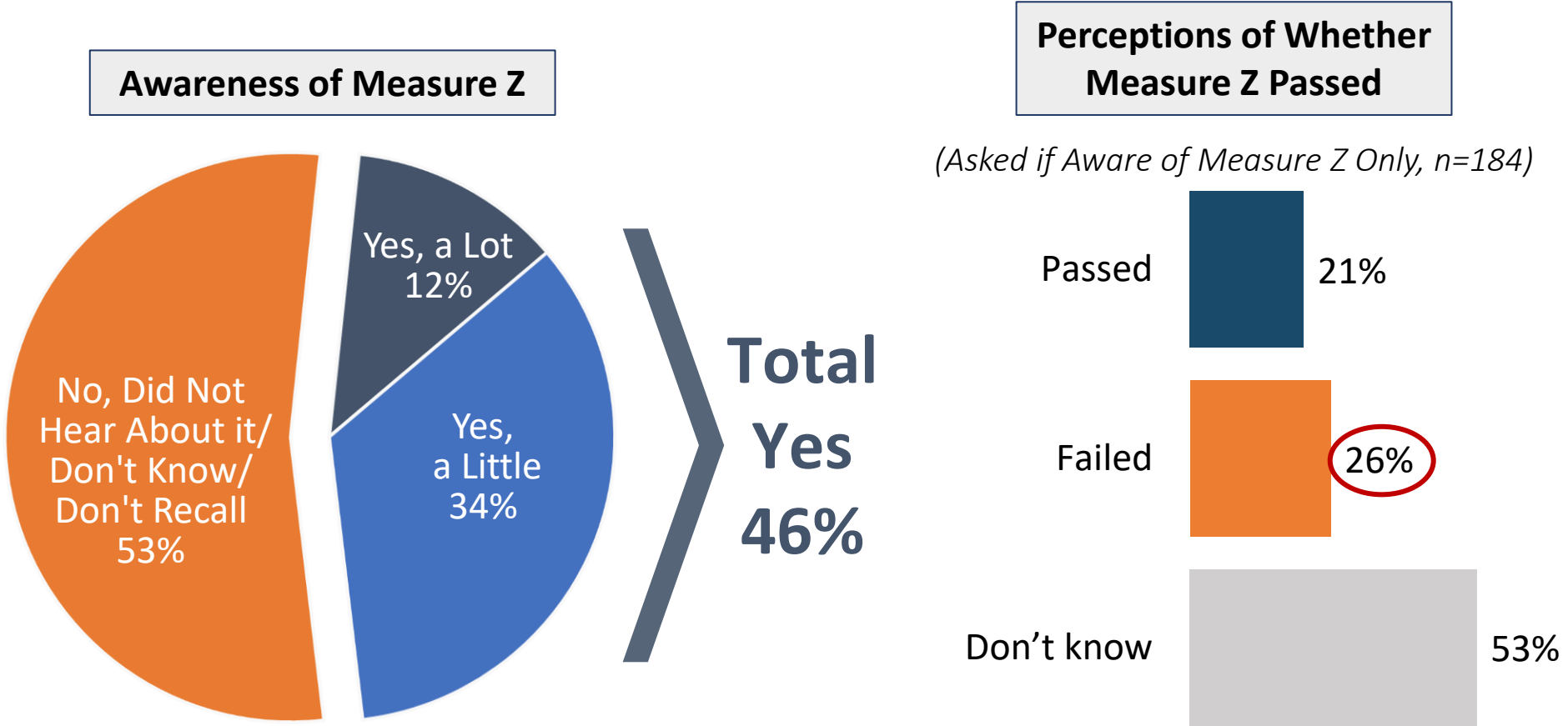
Q. Which of the following statements do you agree with more?

Baseline Survey Methodology

Dates	March 11-April 2, 2024
Survey Type	Dual-mode Voter Survey
Research Population	City of Yorba Linda Likely November 2024 Voters
Total Interviews	400
Margin of Sampling Error	(Full Sample) $\pm 4.9\%$ at the 95% Confidence Level (Half Sample) $\pm 6.9\%$ at the 95% Confidence Level
Contact Methods	 Telephone Calls
Data Collection Modes	 Telephone Interviews

(Note: Not All Results Will Sum to 100% Due to Rounding)

Slightly less than half know anything about Measure Z, with only 12 percent reporting they know a lot; however, even among those who know something, only one-quarter know the outcome.



Q. In November 2022 Yorba Linda voters were asked to consider a measure, known as Measure Z, to approve certain land use plans. Prior to this survey, do you recall having heard, seen or read anything about this measure?
 Q. As far as you know, was this measure passed by voters or did it fail?

Hypothetical Ballot Title and Summaries Tested in the Survey

(As Approved by Legal Counsel)

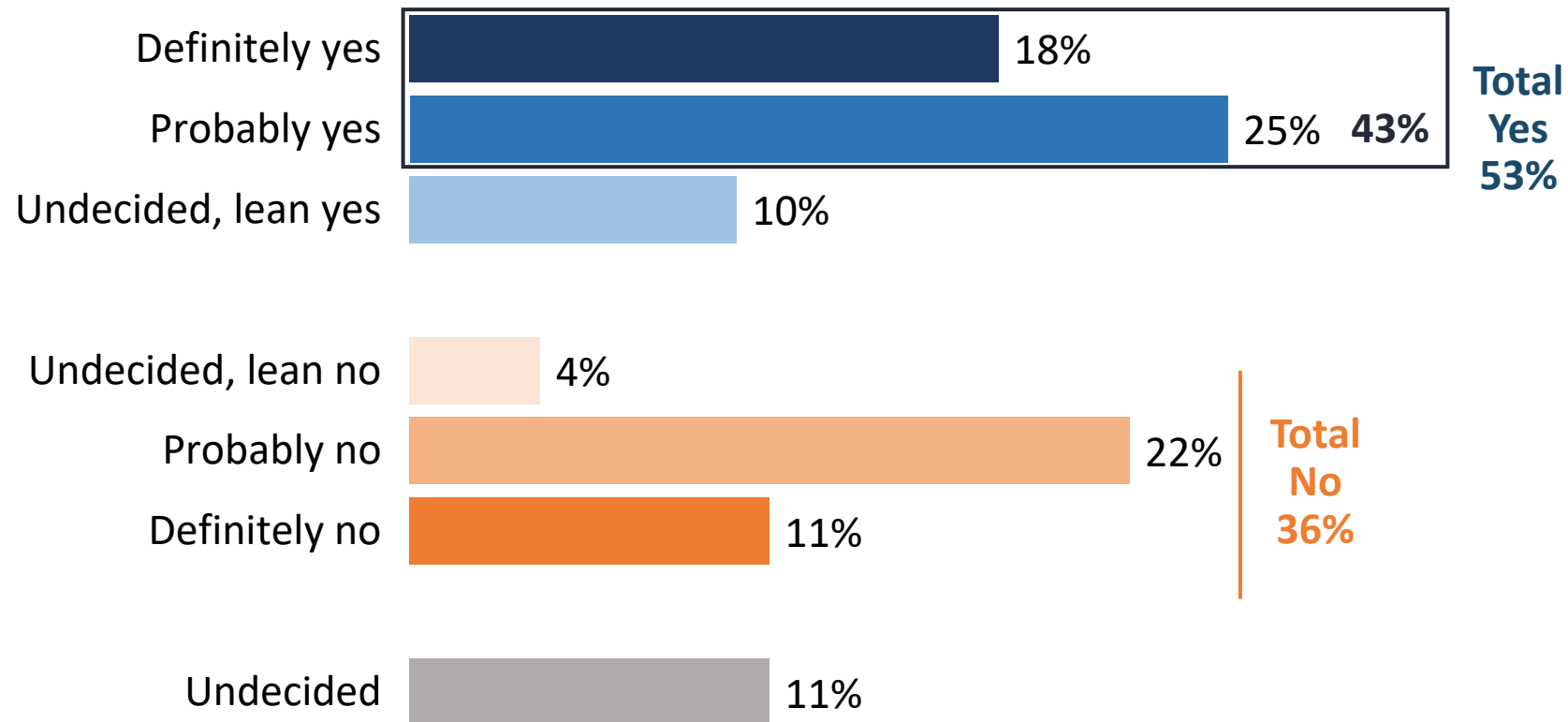
Yorba Linda Local Control, Residential Neighborhoods Protection Measure

To maintain local control over land use decisions; retain voter-approved development restrictions; protect open space, single-family residential neighborhood character; limit building heights, growth/traffic; shall the Yorba Linda resident-led land use plans be adopted including mixed-use housing at Savi Ranch to revitalize businesses; limit new housing density in areas such as Richfield/Christmas Tree Farm and Buena Vista, vacant land at Fairmont /Quarter Horse Drive; requiring developer fees supporting parks/schools, public oversight?

Q. Based on this description, would you vote yes in favor of the measure or no to oppose it?

Overall, slightly more than half support the Local Control, Neighborhood Protection Measure, with a very modest 18 percent who would definitely vote yes and a modest 11 percent who would definitely vote no.

(M.O.E. = ±4.9%)

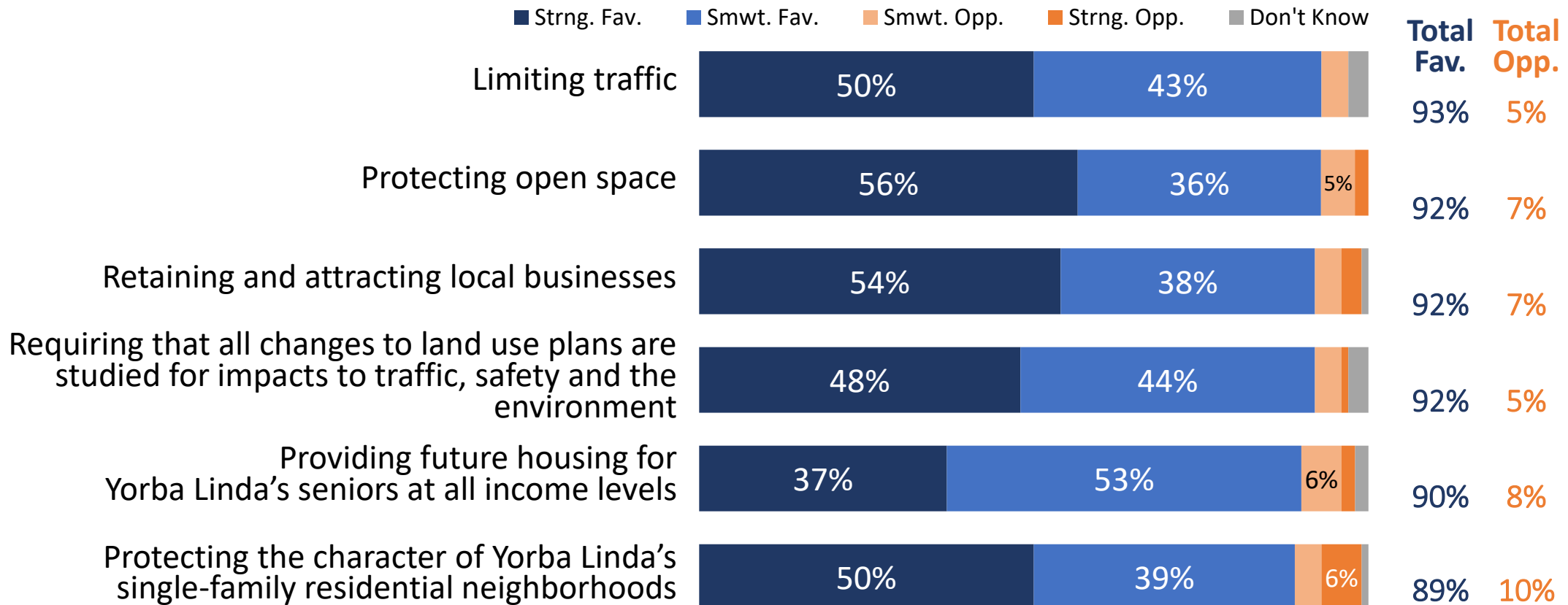


Q. Based on this description, would you vote yes in favor of the measure or no to oppose it?

Opinions Towards Possible Features of the Measure

Limiting traffic; protecting open space; retaining/attracting local businesses; and requiring all land use changes are studied for traffic, safety and environmental impacts are among the most favored features.

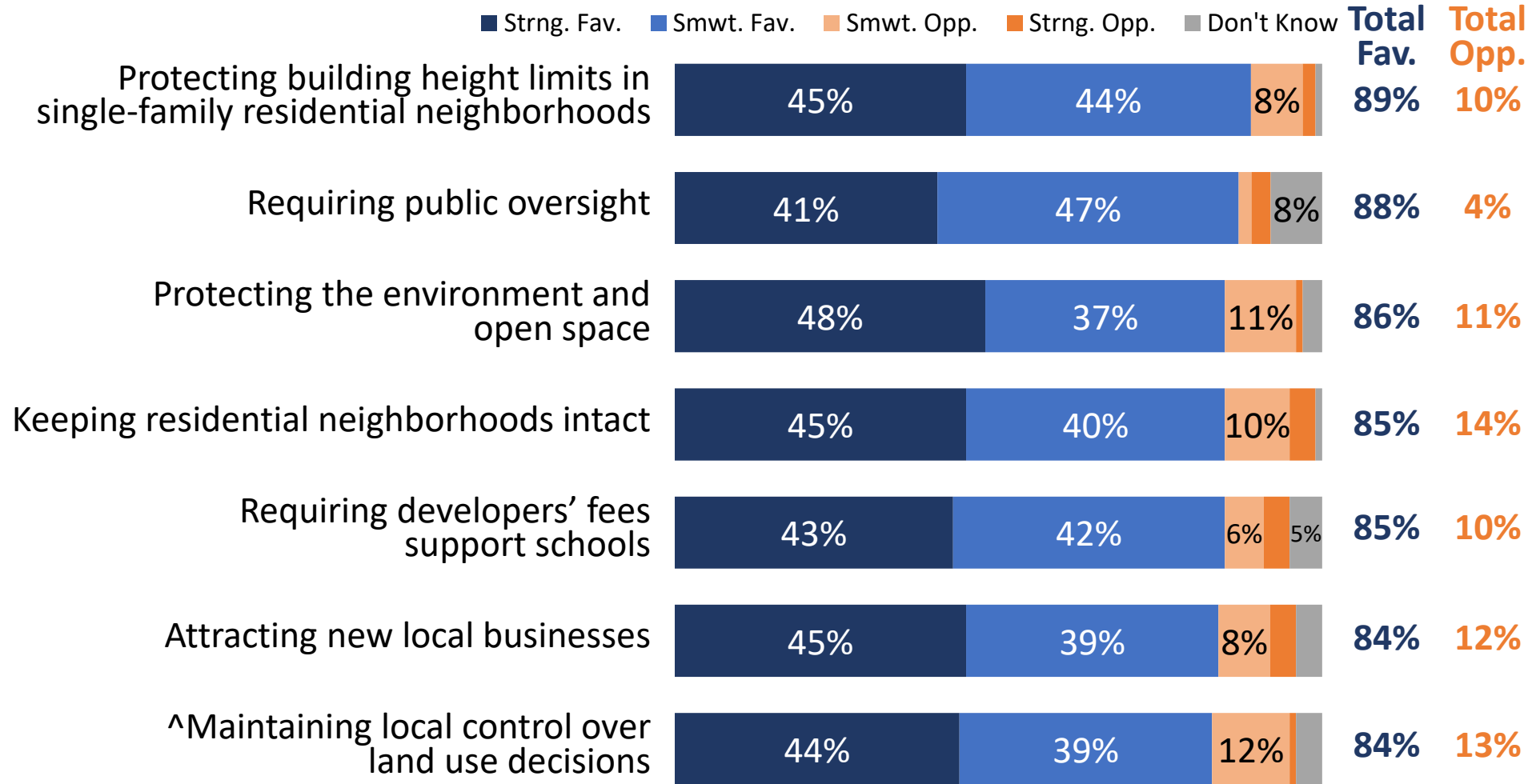
(Ranked by Total Favor)



Q. I would like to return to the measure entitled **Yorba Linda Local Control and Residential Neighborhoods Protection Measure** you considered a few moments ago. This measure has not yet been written. I would like to mention some specific features that could be included in the measure. Regardless of your opinion on the measure overall, please tell me if you favor or oppose that feature. Split Sample

Continued

(Ranked by Total Favor)



Q. I would like to return to the measure entitled *Yorba Linda Local Control and Residential Neighborhoods Protection Measure* you considered a few moments ago. This measure has not yet been written. I would like to mention some specific features that could be included in the measure. Regardless of your opinion on the measure overall, please tell me if you favor or oppose that feature. ^Not Part of Split Sample

Workshops and Q&A Sessions

- 21 community meetings (virtual, small-group & large in-person) held across the City
- Public invited to learn more about the process and ask questions
- Residents often entered meetings with inaccurate assumptions
 - Addressed with baseline operating facts at the beginning of each presentation
- Working Group members helped correct rumors among peers



Building a Trust Infrastructure



- Frequent updates
- Transparent timeline
- Published all materials online
- Explained tradeoffs, not just choices
- Treated residents as partners, not obstacles

Round Two:
Measure JJ

Preparing the Revised Ballot Measure

- FM3's research identified resonant themes:
 - Maintaining local control
 - Protecting open space
 - Preserving neighborhood character
 - Emphasizing resident-developed plans
- These insights shaped the Measure JJ ballot language, shifting the frame from “approving density” to preserving what residents value

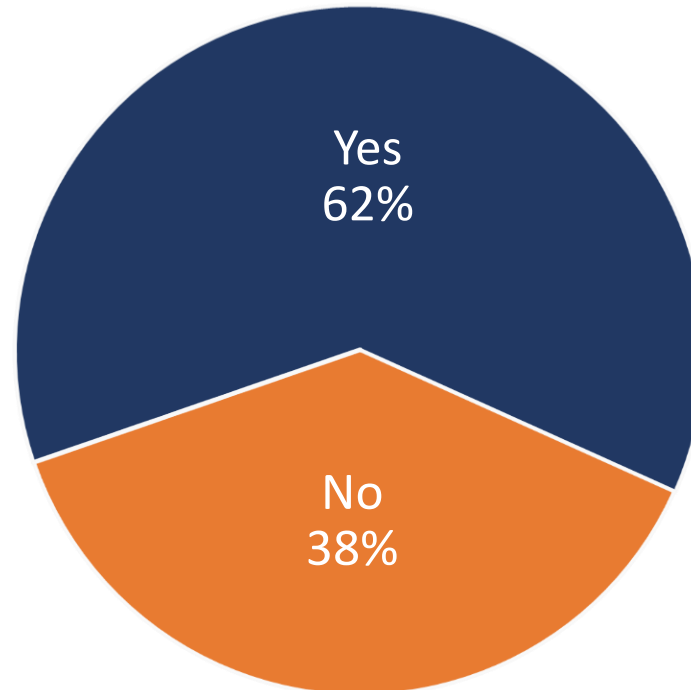
Follow-up Survey Methodology

Dates	June 9-24, 2024
Survey Type	Telephone Voter Survey
Research Population	City of Yorba Linda Likely November 2024 Voters
Total Interviews	300
Margin of Sampling Error	(Full Sample) $\pm 5.7\%$ at the 95% Confidence Level (Half Sample) $\pm 8.0\%$ at the 95% Confidence Level
Contact Methods	 Telephone Calls
Data Collection Modes	 Telephone Interviews
Survey Tracking	March-April 2024

(Note: Not All Results Will Sum to 100% Due to Rounding)

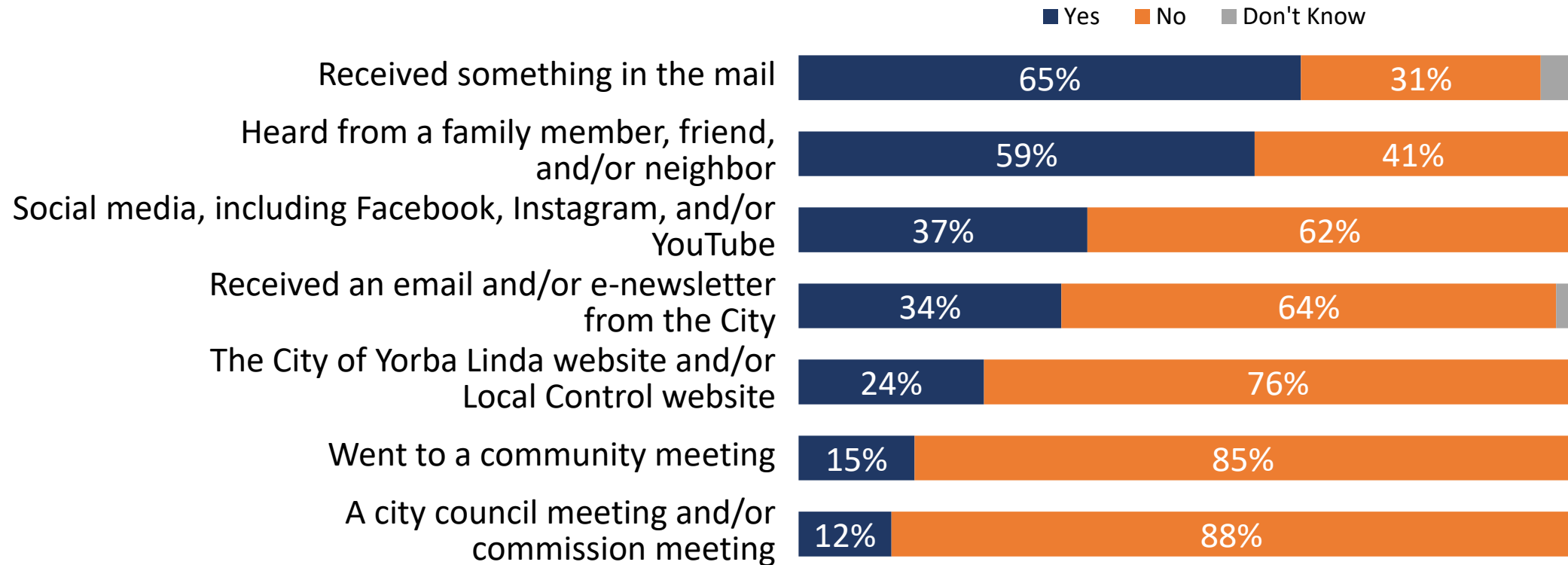
Roughly 6-in-10 have seen, heard or read something about land use issues being discussed in Yorba Linda before taking the survey.

Before taking the survey, had you seen, heard, or read anything about the land use issues being discussed by the City of Yorba Linda?



Among those received at least some information before taking the survey, majorities had received at least some information from a city mailer or word of mouth.

(Ranked by Total Yes, n=186)



48% Heard/Saw/Read Something From 2+ Sources
28% Heard/Saw/Read Something From 3+ Sources

Q. Here are some ways that you may have learned about the land use issues being discussed by the City of Yorba Linda. Please tell me whether or not you received information in that way about land use issues being discussed by the City.

Hypothetical Ballot Title and Summaries Tested in the Survey

(As Approved by Legal Counsel)

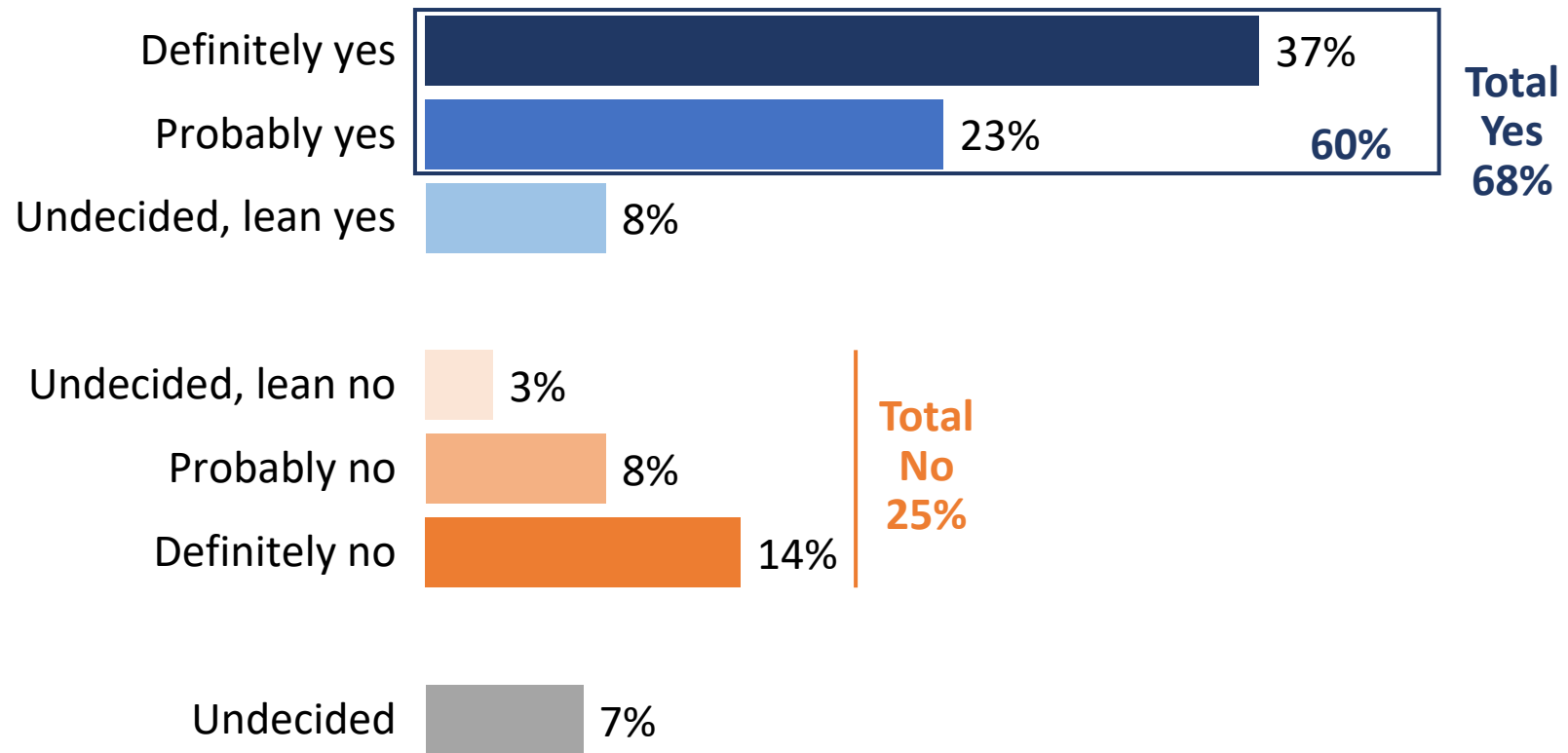
Yorba Linda Local Control, Residential Neighborhood, Open Space Protection Measure

To maintain local control over land use decisions; protect open space, single family residential neighborhood character, height limits; limit traffic; shall Yorba Linda retain voter-approved development restrictions, adopt land use plans developed by residents including mixed-use housing, retaining/attracting businesses at Savi Ranch; limiting new housing density in areas including Richfield/Christmas Tree Farm and Buena Vista, vacant land at Fairmont/Quarter Horse Drive; requiring developer fees supporting parks/schools and public oversight?

Q. Based on this description, would you vote yes in favor of the measure or no to oppose it?

Overall, two-thirds support the Local Control, Neighborhood, Open Space Protection Measure, with slightly more than one-third who would definitely vote yes and a modest 14 percent would definitely vote no.

(M.O.E. = ±5.7%)



Q. Based on this description, would you vote yes in favor of the measure or no to oppose it?

Language Matters

Before Survey Research

November 2022

Measure Z: City of Yorba Linda, Yorba Linda Housing Element Implementation General Plan Amendments and Rezoning

Shall ordinances be adopted amending General Plan/Zoning requirements allowing housing units, some with increased heights, to meet state mandated laws at: Rose/Blake, Yorba Linda/Mountain View, Lemon/Plumosa, Old Canal/Eastpark, mideast Oakcrest, Imperial/Bastanchury, Richfield (south of Calgary), Yorba Linda/Liverpool, Highland/Mountain View, Yorba Linda/Ohio (2 sites), Eureka/Oak Leaf, Eureka/Bastanchury, Prospect/Imperial, northeast Altrudy, Eureka/Mark, Eureka/Buena Vida, Imperial (west of Casa Loma), and Bastanchury/Plumosa?

After Survey Research

November 2024

Measure JJ: City of Yorba Linda, Local Control, Residential Neighborhood, Open Space Protection Measure

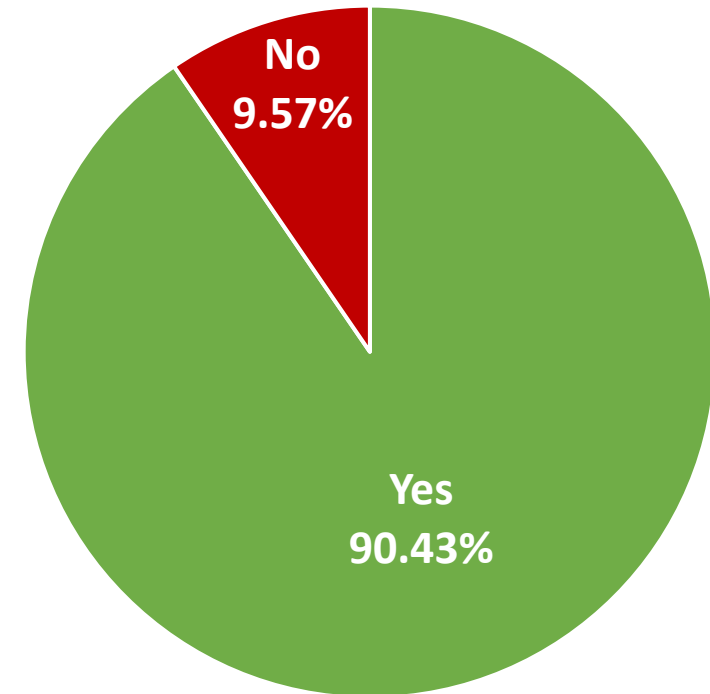
To maintain local control over land use decisions; **protect open space, single-family residential neighborhood character, height limits; limit traffic**; shall Yorba Linda **retain voter-approved development restrictions**, adopt land use plans developed by residents including mixed-use housing, retaining/attracting businesses at Savi Ranch; limiting new housing density in areas including Richfield/Christmas Tree Farm and Buena Vista, vacant land at Fairmont/Quarter Horse Drive; **requiring developer fees supporting parks/schools and public oversight?**

For: Frank Stefano, Stefano Golden Baked Ham, Small Business Owner; Beth Haney; Donald LaCommare, YLPA President; David Romacinski, DDS

Against: No argument against the measure was submitted.

Measure JJ Result

- Measure Z (2022): 24.77% Yes
- Measure JJ (2024): 90.43% Yes
- A 65-point increase in voter approval over two years
- Validation of the outreach model



Why It Worked: The Power of Authentic Engagement

- Residents were brought inside the process, not just consulted at the end, turning skepticism into shared ownership.
- Genuine, ongoing dialogue built trust as the City listened, responded, and incorporated resident perspectives.
- Survey insights confirmed resident priorities (local control, open space, neighborhood character), ensuring the final plan and ballot language aligned with community values.

Recognition, Replicability & Takeaways

Project Recognition



Award of Merit
Communications Initiative
& Outreach



Award of Excellence
Communications Initiative
& Outreach



Certificate of Excellence
Communications or Marketing
Plans/Campaigns – Consultant-Supported
(Project Budget: \$75,001+)



A Replicable Model for Local Governments

- Resident advisory groups
- Education-first outreach
- Clear, transparent messaging
- Surveys to guide strategy
- Visual explanations of complex issues
- Consistent, multi-channel communication

More Success Stories

Costa Mesa
November 2022

✓ Yes 50% ✗ No 49%

Measure K: City of Costa Mesa, Residential Neighborhood Revitalization Measure

To provide for future housing needs of workers, middle-class families, and seniors; maintain the character of Costa Mesa's single-family neighborhoods; protect the environment and open space; attract new businesses; and maintain local control; shall voters authorize the City Council to adopt publicly-reviewed land use plans to revitalize outdated commercial/industrial corridors such as Newport and Harbor Boulevards, and expand affordable housing, while restricting building heights, requiring developer-paid fees, and keeping residential neighborhoods intact?

South Pasadena
November 2024

✓ Yes 57% ✗ No 43%

Measure SP: City of South Pasadena, Building Height Limits Measure

To protect South Pasadena's single-family neighborhoods' residential character; maintain local control over local land use; improve affordable housing opportunities for middle/working-class families/individuals/ seniors; retain/attract local businesses; shall an ordinance be adopted retaining existing height limits in single-family residential neighborhoods; restricting multi-unit housing in commercial/mixed-use corridors/neighborhoods including Downtown, Huntington Drive, Ostrich Farm with publicly-reviewed height limits necessary to implement South Pasadena's Housing Element?"

Key Takeaways

- **Authentic engagement transforms outcomes.** When residents help shape a process, they support the result.
- **Trust is earned through process, not persuasion.** Make trust-building a core project driver.
- **An informed community is a better partner.** Educate early, plan collaboratively, then move to a ballot.
- **Data strengthens engagement.** Survey insights reveal what residents value and guide effective messaging.
- **Transparency builds credibility.** Share constraints, explain tradeoffs, and communicate openly.

AUDIENCE Q&A

What questions
do you have
for us?



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RECORDING & RESOURCES AVAILABLE SOON ON CA-ILG.ORG



The webinar recording and related resources will be shared via email with all registrants a few days after the webinar.

TIERS FRAMEWORK

A Practical Guide To Public Engagement for Local Government



THINK

Self Assessment

Contemplate Community Landscape

Consider PE Approach



INITIATE

Develop Outreach Plan

Develop PE Plan

Reality Check

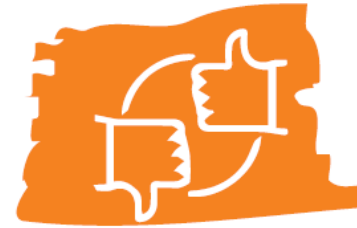


ENGAGE

Implement Outreach Plan

Implement PE Plan

Reality Check



REVIEW

Evaluate Outreach Plan

Evaluate PE Approach

Evaluate Outcomes



SHIFT

Internal

External

Policy Change

MEETING MASTERY: MARCH 4-5

How to design and facilitate engaging and productive public meetings

- **Registration is now open!**
- **Designed for local government staff who lead public meetings, workshops, committees, and focus groups.**
- **Grow your skillset in meeting facilitation and meeting design including techniques for more interactive and accessible meetings, active listening strategies, and tips to navigate contentious meetings.**

Register Now!



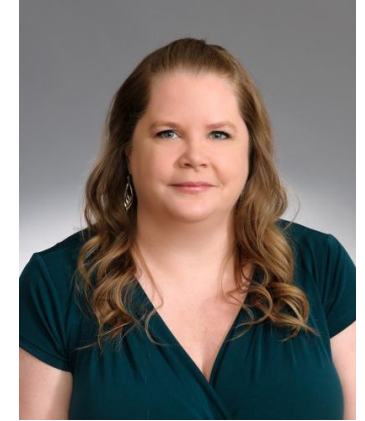
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