



# Memorandum

**To:** Board of Directors  
**From:** Todd Muck, Deputy Executive Director  
**Meeting Date:** May 22, 2019  
**Subject:** CalCOG California Academy for Regional Leaders

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From September 2018 to April 2019 I participated in the California Councils of Government (CalCOG) California Academy for Regional Leaders (CARL) program. I was one of 23 participants in the first inaugural CARL program class. The program is open to mid-career professionals working in regional governments in California. Participants are selected for diversity in life experience, geography, type of agency, and professional experience.

There were six two-day sessions, held at locations around California. Sessions included skills building activities, discussions related issues important to California's regional governments, team building and networking activities, and site visits to gain a deeper understanding of key policy issues shaping California. CARL participants were assigned to teams who worked independently to investigate and make recommendations on an issue of regional importance identified by a CalCOG member agency or a State agency. Highlights of each two-day session include:

September – Sacramento:

- Leadership discussions
- Building relationships in the work place
- Personality survey
- Leadership in transportation – Will Kempton

October – Long Beach:

- Strategic planning
- Business writing skills
- Visionary Leadership
- Port of Los Angeles tour

November – Contra Costa:

- What is a region?
- Think strategically about regional government
- Book assignment – *The Color of Money*
- Navigating careers & success
- Tour of GoMomentum Station (Autonomous Vehicle testing facility)

January – Stockton:

- Meaningful community engagement
- Gallup Strengthsfinder
- Career journey: Andy Chelsey

February – Monterey:

- Communicating for success and story telling
- Career Journey: Debbie Hale
- Tour of Taylor Farms Cooler
- Navigating the political world of local government
- Book assignment – *So You Want to Talk About Race*

April – Sacramento:

- Emotional intelligence
- Effective change management
- Ethics
- Team presentations
- Graduation!

My CARL team was tasked to investigate and propose additional methodologies to demonstrate how transportation projects proposed in Affordable Housing and Sustainable Communities (AHSC) grant applications improve access to destinations important to disadvantaged communities and low-income community residents. The team wrote a memo to the State agency who submitted the issue, the California Strategic Growth Council, and the team made a presentation the executive directors at the April 29, 2019 California Councils of Government COG Directors meeting.

Now that the 2018/19 CARL program is finished participants transition to CARLA - California Academy for Regional Leaders Alumni. Our goal is to maintain the professional network created through the CARL program and expand the network with future CARL participants.