

PROMOTING GOOD
GOVERNMENT AT
THE LOCAL LEVEL



2022

ANNUAL REPORT

THE INSTITUTE FOR LOCAL GOVERNMENT



INSTITUTE FOR
LOCAL GOVERNMENT

FOUNDED 1955

Our Progress

ILG maintained strong momentum in our 4 pillar areas in 2022:

Sustainable & Resilient Communities

Public Engagement

Leadership & Governance

Workforce & Civics Education

Some of ILG's greatest impact is made through our program offerings and last year was one of our most successful yet.

WHO WE SERVE:

482
Cities

58
Counties

1,000+
Special
Districts

Local agency
elected and
appointed
officials and
staff

OUR REACH:

Our website:
158,144
website visitors,
287,312 page views,
19,135 downloads

Our
newsletter:
12,000+
newsletter
subscribers

Our
social media:
46%
growth in followers
across all ILG
platforms



ILG

A Message From Our CEO & Executive Director

2022 was a year of change, innovation, and resilience for California's local governments. From climate change and economic shifts to an evolving workforce, local government leaders were at the forefront of our state's most pressing issues. The Institute for Local Government has been a supportive presence through it all, providing resources, events, trainings, and convenings that helped local governments serve their communities at the highest level. As we reflect on the last year, we are grateful to all the city, county, and special district leaders who have led with integrity and persevered despite mounting challenges. Thousands of you have utilized our resources and stepped up as collaborators to help us fulfill our mission to be the go-to education and training resource for California's local governments.

Erica L. Manuel



Delivered
OVER 60
webinars, workshops,
and conference
sessions across our
4 pillar areas

Trained
approximately
8,500
people at
our virtual and
in-person events

Delivered TIERS
Public Engagement
Trainings with
97 PARTICIPANTS
from over 70
public agencies

Led 15 in-person
Regional Planning
Commissioner
Trainings, training
OVER 400
planning
commissioners

Serving as Expert Facilitators & Trainers

Team ILG's expertise in planning and facilitating trainings for local governments was at the forefront of our work in 2022. Across our pillar areas, we hosted virtual webinars and in-person trainings to help local leaders access the subject matter expertise they needed to succeed.

ILG conducted two sold out virtual **Public Engagement Trainings** with 97 participants from over 70 public agencies. Our curriculum also expanded to include more information on how to improve engagement practices within local agencies and initiate changes for a more inclusive and effective community engagement approach. Community-centered or community-created policies and programs are growing in popularity with the state and federal government, including stronger provisions for community engagement in grant and

In ILG's 2022 annual survey, over 50% of respondents identified building meaningful relationships with key stakeholders as their agency's biggest public engagement challenge.

other funding applications. Our training was modified in 2022 to acknowledge that trend and help local agencies prepare for it. Participants heard directly from local community leaders about how to build important community partnerships and leverage the trust of community-based organizations for increased participation in local decision-making.

ILG also released an update to our flagship **Planning Commissioner Handbook**. As local governments across the state are facing increased pressure to plan for growing populations, increase their housing supply, and create more sustainable communities, this Handbook is designed to help support planning commissioners, local agency staff, and other officials interested in land use and planning. The updated information helps local officials understand the basics of the planning process and provides a glimpse of the evolving issues and potential planning challenges commissioners may experience in their complex roles. In addition to the Handbook, the ILG team facilitated 15 **Regional Planning Commissioner Trainings**, training over 400 planning commissioners and staff on the planning basics, roles, and responsibilities, community engagement, CEQA, and more.



OVER 50%
of ILG survey respondents experienced an increase in incivility, divisiveness, misconduct, and bad behavior in public meetings.

Leading through Adversity

In 2022, an ILG survey identified **civility in public meetings** as a priority issue area for local governments with *over 50% of respondents sharing that their local government had been experiencing an increase in incivility, divisiveness, misconduct, and bad behavior in public meetings.* ILG responded by developing webinars, trainings, sample policies, and other tools to equip local leaders to better address civility challenges in public meetings, on social media, and in their communities.

As part of our Leading Local series, ILG partnered with national non-profit Braver Angels to co-host a multi-installment training series called **Bridging Divides**, which offered some practical tips for local government leaders to better interact with the public and with colleagues to foster productive and respectful conversations. In response to continued

calls for promoting equity in local government, ILG also hosted a virtual **Cultural Intelligence Training Series**, examining the various elements of cultural intelligence and how to operationalize it in their local agency and community.

As a companion to this work, the team also launched a customized leadership and governance training program which allowed us to facilitate a wide range of trainings for local government leaders on topics ranging from effective councils and boards to team building to strategic planning and goal setting.



Local government agencies need support prioritizing equity, with nearly 70% of 2022 ILG survey respondents confirming their agency is exploring key equity topics in their work but that nearly 40% are unsure about whether their agency has funding to implement new equity policies.

Providing Technical Assistance to Expand Local Capacity and Partnerships

Climate resilience is a key issue facing California communities, and communities of concern are especially vulnerable to this threat. ILG continued its important technical assistance work to ensure local governments have access to critical funding streams to support their climate action projects. Much of our technical assistance work focused on climate resilience and equity, with the goal of helping communities apply for grant funding to support their climate action and environment justice projects and building stronger connections between local governments and under-resourced communities.

As part of these efforts, the ILG team launched the second round of the **BOOST Program** in 2022, which runs through 2023. Through the BOOST Program, ILG has provided capacity building and technical assistance to seven historically under-invested communities across the state. BOOST participants are receiving support to:

- Make progress on compliance and plan integration, including the development of Safety Elements, Environmental Justice Elements, Climate Action, Adaptation and Resilience Plans, and Local Hazard Mitigation Plans.
- Enhance local capacity by helping find funding for various staff positions at the agencies, hosting quarterly community of practice meetings that focus on public engagement, grant management, plan integration, and capacity building, and providing additional training.

- Develop and secure funding for community-driven projects including application assistance for \$7 million in grant funding to increase active transportation, implement infrastructure improvements, and improve health and safety all while reducing greenhouse gas emissions.

ILG also continued to provide community engagement and outreach for the San Joaquin Council of Government's **Sustainable Transportation Equity Project** (STEP) grant. This project aims to increase transportation and mobility options for Stockton residents who are looking for clean, affordable ways to travel to job opportunities, school, doctor's appointments, grocery stores, and other key destinations. STEP focuses on bringing electric car-sharing, electric bike-sharing, and updates to technology to ease public transportation trip planning. It also includes incentives for low-income residents to offset transportation costs and a workforce development program to recruit candidates for paid apprenticeships where they will learn the technical, operational, and managerial components of electric shared mobility. ILG is working with numerous community-based organizations to gather feedback on program design and siting, and building awareness of the program and the opportunities it creates for Stockton residents.

NEARLY 40%
of 2022 ILG survey
respondents noted that their
agency does not have the
internal capacity to address
climate issues.





In this photo: ILG's inaugural cohort of the Summer Jobs and Ambassadors in Motion Program.

64%
of 2022 ILG Annual Survey respondents identified a limited hiring pool of qualified candidates as a major workforce issue for their agency.

53%
of respondents also noted that training the next generation of local government employees to lead presents a challenge.

Building Pathways for the Public Sector Workforce of the Future

ILG's Workforce and Civics Education pillar had a refreshing start in 2022, with renewed focus on improving pathways into public service and better access to civics education programs.

ILG launched **Summer Jobs and Ambassadors in Motion (Summer JAM)**, a program which helped high school students better understand the role of local government in their lives. The program served nearly 20 high school students living or attending school in the City of Sacramento. Students heard from local government leaders and staff from cities, counties, and special districts across California including: the Citrus Heights Water District, the City of Sacramento, Humboldt County, Sacramento County, the California Special Districts Association, and more. Each speaker provided insights into their careers and mentorship advice for students about how they can successfully start careers in the public sector.

Each student who completed the program's 40 service and work-based learning hours earned a \$500 stipend. As part of the workforce development curriculum, ILG was also able to connect students with online learning

platforms IMAGO and My10YearPlan. Students used these platforms to complete professional development modules and map out their career goals. The program was made possible through a grant from the City of Sacramento and PRO Youth and Families #SacYouthWorks initiative. In addition to connecting youth to the important work of local governments in their lives, it also helped young people picture themselves in local government careers without sacrificing their passions.

ILG also began developing a relaunch strategy for the longtime public sector workforce collaborative, **Innovative Pathways to Public Service (IPPS)**, which ILG administers. IPPS helps public sector organizations in the greater Sacramento region improve opportunities to enter public service, particularly for underserved communities and individuals. At the end of the year, IPPS began focusing on a renewed vision for collaboratively addressing shared challenges related to educating, recruiting, and retaining a robust, inclusive public sector workforce within the Sacramento region.

ILG continues to be responsive to key workplace issues that impact local governments. ILG explored the public sector apprenticeships pipeline in 2022, bringing a webinar to local governments in partnership with the California Division of Apprenticeships Standards and local government workforce experts. The webinar

brought together local government staff who are interested in apprenticeships as a potential workforce solution. In late 2022, ILG also hosted a series of workforce webinars focusing on topics including recruitment retention, hybrid working policies, and succession planning for encouraging the next generation

to lead. Each session featured workforce, legal, and human resources partners who served as expert panelists addressing local agency's biggest workforce concerns. Team ILG is excited to continue this workforce and civics education programming momentum into 2023. ■



Thank You to Our Partners

We would not be able to provide the technical assistance, trainings, and resources we do without the support of our partners. Thank you to our partners for their continued support.

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 Bang the Table/Granicus
 Best Best & Krieger LLP
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 California Coalition for Rural Housing
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 Connect Consulting Services
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 Enterprise Foundation
 Estolano Advisors
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 So Cal Gas
 Social Pinpoint
 Southern California Edison
 The Housing Workshop
 Tripepi Smith & Associates
 Urban Math
 San Joaquin Council of Governments
 San Joaquin Regional Transit District
 Sigala Inc.
 UC Davis Institute of Transportation Studies
 And more...



ILG is the nonprofit training and education affiliate of the League of California Cities, the California State Association of Counties and the California Special Districts Association. Our mission is to empower local government leaders and deliver real world expertise to help them navigate complex issues, increase their capacity and build trust in their communities.




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Institute for Local Government

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 Become an ILG partner
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Our ILG Team

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- Roberto Carlos Torres**, Senior Program
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