

Eastern Sierra Council of Governments

STRATEGIC PLANNING RETREAT REPORT

Completed by the Institute for Local Government

February 2025



February 11, 2025

Elaine Kabala and ESCOG Board of Directors
c/o Town of Mammoth Lakes
P.O. Box 1609
Mammoth Lakes, CA 93546

Dear ESCOG Team:

On behalf of ILG, we appreciate ESCOG's selection of ILG for your strategic planning session. We enjoyed meeting with your Board and staff team and facilitating the session. We thought the conversation was engaging and inspiring, and we are honored that you put your trust in ILG to help with the important step of refining the strategic plan for ESCOG's future.

Now that the session is complete, we have summarized key takeaways and resources for your consideration. The following report summarizes the retreat programming, our notes, and additional resources for your consideration. The report is organized as follows:

- *Retreat Session Notes*
- *Draft ESCOG Value Statements*
- *Survey Results Summary*
- *Resources List*
- *About ILG & Our Other Services*

We would welcome the opportunity to work with you again and have outlined some of our other specialty areas in case you have any additional training, facilitation or professional development needs. Please do not hesitate to reach out with any questions or concerns.

Sincerely,

Melissa Kuehne
Senior Program Manager

Background

ESCOG Region

- Inyo and Mono Counties
- City of Bishop and the Town of Mammoth Lakes
- Combined population of 34,000
- 8 Tribal Nations
- 13,400 square miles
- Estimated annual economy of \$2.667 billion
- Estimated number of annual visitors 4 million

Vision

The ESCOG coordinates regional planning and economic development efforts throughout the Eastern Sierra, working cooperatively with local, state and federal partners to support community development, economic diversification, sustainable recreation, ecosystem management and climate resiliency for a more prosperous, sustainable, and resilient region.

Mission

ESCOG provides a forum for local governments, Tribal, and other organizations to:

- Share information to members and the community
- Act collaboratively on projects in critical strategic issues
- Seek and provide resources and solutions
- Advocate for regional concerns

Values

- Professionalism
- Collaboration
- Integrity
- Innovation
- Equity
- Transparency
- Efficiency

Session Summary

Session Goals:

- Clarify ESCOG's strategic vision and priorities.
- Articulate and demonstrate the organization's value to its partners.
- Address gaps and build capacity for future success.

SURVEY RESULTS

The board shared their reactions to the survey results. Overall, the results resonated with the board, and there were no surprises. During the discussion, the board emphasized the following key points:

- The need to translate COG's work and initiatives to the public and effectively communicate its successes to member and partner agencies.
- Continued improvement of internal and external organizational processes.
- Identification of specific tactics to guide future actions.
- Capitalizing on opportunities created by California Jobs First.
- Pursuing collaborative opportunities and creating spaces to demonstrate the region's interdependencies, moving away from a zero-sum mindset towards joint agreements that maximize scarce resources for the greater public good.
- Identifying sustainable funding mechanisms for COG's operations.

Following the discussion, **the board requested additional information** on the following:

- Best practices and success stories of COGs growing from small to large organizations.
- The funding structures of other COGs—how they finance their operations.

Full survey results are attached.

Case Studies

Western Riverside Council of Governments (WRCOG)

The WRCOG is a collaborative body that unifies Western Riverside County to address regional issues collectively. Its structure comprises representatives from 18 cities, the Riverside County Board of Supervisors, the Eastern and Western Municipal Water Districts, and the Morongo Band of Mission Indians, with the Riverside County Superintendent of Schools serving as an ex-officio member. These representatives form the Executive Committee, which sets policy for the organization.

WRCOG's program areas include:

- **Energy:** WRCOG's HERO Program provides financing to property owners to implement a range of energy saving, renewable energy, and water conserving improvements to their homes and businesses.
- **Environment & Recycling:** WRCOG is committed to assisting Riverside County with reducing the waste stream going to landfills and to encouraging recycling that protects our environment.
- **Grant Writing Assistance:** WRCOG provides assistance with grant applications to its member jurisdictions.
- **Planning:** Western Riverside County's residents, businesses, organizations, and public agencies want to ensure expected growth produces a successful, sustainable, and resilient subregion that current and future generations will continue to enjoy.
- **Transportation:** Working together with its member jurisdictions, the Riverside Transit Agency, the Riverside County Transportation Commission, and other regional entities,

WRCOG conducts various transportation studies and develops plans to help address the transportation, transit, and active transportation issues in Western Riverside County.

- Water Task Force: WRCOG assists with the administration of the Riverside County Water Task Force, which is comprised of various public and private agencies working together to tackle water issues on a collaborative, regional basis.

The WRCOG convenes many Technical Advisory Committee's to inform coordinated regional planning and programming. WRCOG's committees include

- Executive Committee
- Administration & Finance Committee
- Technical Advisory Committee
- Finance Directors Committee
- Planning Directors Committee
- Public Works Committee
- General Assembly Committee
- Clean Cities Coalition Committee
- Solid Waste Committee
- Transportation Uniform Mitigation Fee Zone Committee
- WRCOG Supporting Foundation (public benefit corporation)

Tahoe Regional Planning Agency/Tahoe Metropolitan Planning Organization

The Tahoe Regional Planning Agency (TRPA) and the Tahoe Metropolitan Planning Organization (TMPO) are integrally connected entities responsible for guiding land use and transportation planning in the Lake Tahoe Region. TRPA serves as the federally designated Metropolitan Planning Organization (MPO) for the area, operating under the TMPO designation.

Structure and Membership

TRPA operates under the guidance of a 15-member Governing Board, which includes representatives from California and Nevada, local governments, and the public. This board sets policies and makes decisions to achieve the agency's mission. Supporting the Governing Board is the Advisory Planning Commission (APC), a 21-member body comprising local planners, community members, and experts who provide technical and scientific advice. TRPA's 15-member Governing Board, along with a representative from the U.S. Forest Service, functions as the board for TMPO. This unified structure ensures cohesive policy-making and planning across both land use and transportation sectors.

Programs

The Tahoe Regional Planning Agency (TRPA) administers several key programs aimed at preserving and enhancing the Lake Tahoe Basin's environmental health and community well-being:

1. **Environmental Improvement Program (EIP):** A collaborative initiative involving local, state, federal agencies, private entities, scientists, and the Washoe Tribe, the EIP focuses on accelerating the attainment of Lake Tahoe's environmental threshold standards through the implementation of the Regional Plan.

2. **Climate Change and Sustainability:** This program provides a regional framework for reducing greenhouse gas emissions and mitigating the impacts of climate change within the Lake Tahoe Basin.
3. **Transportation:** TRPA develops and funds transportation plans and projects through various federal, regional, and state programs, aiming to improve mobility, reduce vehicle emissions, and promote sustainable transit solutions.
4. **Sustainable Recreation:** This initiative seeks to balance recreational use with environmental preservation, ensuring that Lake Tahoe remains a premier destination while protecting its natural resources.
5. **Housing:** TRPA addresses housing challenges by developing policies and programs that promote affordable and sustainable housing options within the region.

Funding

TRPA's funding sources include federal, regional, and state programs. These funds support various initiatives, such as capital projects, operations and maintenance, transit services, and local and regional transportation planning. The agency collaborates with communities and partners to invest in projects that enhance mobility, reduce emissions, stimulate local economies, improve recreation, and conserve the environment.

West Central Mountains Economic Development Council

The West Central Mountains Economic Development Council (WCMEDC) is a nonprofit organization dedicated to fostering economic growth and enhancing the quality of life in Idaho's West Central Mountains region, which includes the communities of Cascade, Donnelly, McCall, New Meadows, and Yellow Pine.

Members and Partnerships

WCMEDC operates through collaborations with various stakeholders, including:

- **Local Cities and Counties:** Engaging municipal and county governments within the region, including the incorporated communities of Cascade, New Meadows, Donnelly and McCall, Valley County,
- **Chambers of Commerce:** Partnering with local chambers to support business communities.
- **At-large members,** including representatives of the University of Idaho Extension

These partnerships enable WCMEDC to act as the primary regional voice on economic issues, ensuring cohesive efforts across different jurisdictions.

Funding

While specific funding sources are not detailed in the available information, as a nonprofit organization, WCMEDC secures funding through a combination of public and private sources, including government grants, partnerships, and contributions from member organizations.

Programs and Initiatives

WCMEDC undertakes various programs aimed at stimulating economic development:

- **Regional Housing Needs Assessment:** Conducted to evaluate and address housing challenges within the region.
- **Economic Summits:** Organizes events such as the annual Economic Summit to bring together stakeholders for discussions on regional economic strategies.
- **Workforce Development:** Collaborates with educational institutions to bridge gaps between student expectations and employer workforce needs.
- **Recreation and Trail Planning Coalition:** Collaborative focused on developing and maintaining trails and recreational infrastructure.

Through these initiatives, WCMEDC strives to create a vibrant and sustainable economic environment in the West Central Mountains region.

Verde Front

The Verde Front is a regional collaborative in the Sedona-Verde Valley that fosters proactive dialogue, coordination and collective action on stewardship of natural and cultural resources.

Members and Partners

The Verde Front comprises various stakeholders, including local City and County governments, non-profit organizations, community groups, and federal and state agencies. The Verde Front effort is comprised of a Leadership Council, Coordinating Team and several active working groups of diverse partners working to advance Verde Front priorities. The organization is structured include a leadership council, a coordinating team, and several working groups. The leadership council serves as a regional forum to enhance communication and coordination between communities and land management agencies and to foster identification of issues and opportunities of regional relevance. Working groups provide capacity to focus on community engagement, outdoor economic, trails planning, river recreation (including stewardship and education), management planning and NEPA,

Programs and Working Groups

The partners of the Verde Front collaborate to:

1. Enhance **regional connectivity** to the Verde River and across communities.
 - Continue to create linked trails and watchable wildlife opportunities across the Verde Valley
 - Improve accessibility to trails and the Verde River
 - Support consistent signage for recreation access across the Verde Valley
 - Support linked and safe transit across the Verde Valley
2. Strengthen **education about and support** of the Verde River and Verde Valley as important **community, natural, and economic** assets.
 - Provide clear and accessible information about the Verde River
 - Promote stewardship of the Verde River and surrounding public and private lands
 - Encourage responsible and safe recreation practices to provide a positive experience for both recreators and nearby residents
 - Analyze and develop economic and tourism benefits associated with sustainable outdoor recreation

3. Support the **conservation** of a flowing Verde River to sustain its ecological health and community benefits.
 - Promote sustainable recreation opportunities
 - Encourage water conservation and sustainable use practices
 - Support implementation of regulatory protections for the Verde River
4. Improve the **sustainability of outdoor recreation and tourism** in the Verde Valley.
 - Support collaborative, cross-jurisdictional recreation planning, implementation and monitoring
 - Align municipal general plans and county comprehensive plans with Verde Front priorities
 - Support more coordinated sustainable tourism marketing across the Verde Valley

These working groups convene regularly to plan and implement initiatives aligned with the Verde Front's mission.

Funding

Specific details regarding the Verde Front's funding sources are not provided in the available information. However, as a regional collaborative, it is likely that funding is obtained through a combination of grants, contributions from member organizations, and partnerships with governmental and non-governmental entities.

Through its collaborative structure and dedicated working groups, the Verde Front plays a crucial role in promoting sustainable stewardship of the Sedona-Verde Valley's natural and cultural resources.

ESCOG EXECUTIVE DIRECTOR'S PERSPECTIVE

The Executive Director shared her perspective on the organization's needs, including the authority and internal decision-making processes required to pursue funding opportunities and projects. She highlighted the limited capacity to expand collaboration, the challenge of balancing staff capacity between pursuing funding and implementing work, and the need for clear goals and priorities to guide the executive director and the organization's efforts.

Following the discussion of the survey results, **the board made the following suggestions:**

- Explore the possibility of engaging with regional managers (town managers and county CAOs) regarding grant funding opportunities. This approach would allow regional managers to streamline grant applications.
- Pass agency resolutions to support COG's work. This would help strengthen relationships with boards, elected officials, and town and county executives, while increasing understanding of COG's work and its ability to offer additional capacity to benefit member agencies.
- Utilize the ESCOG Board and its partnerships to seek mutual and in-kind support. For example, Mono County could assist with rolling out initiatives on behalf of COG.
- Explore adopting a policy documenting the COG's priority work areas so that grants on these topics do not require individual jurisdiction approval.

FUTURE VISION – WHERE WE WANT TO GO. DISCUSSION: WHAT ARE ESCOG'S PRIORITIES?

The Board affirmed the following priorities and authorized programs for the COG:

- Broadband
- Economic Development
- Ecosystem Management and Sustainable Recreation

The **Board also requested the following:**

- Additional clarification on COG's authority regarding economic development.
- Focus efforts on the authorized programs.
- Minimize competition with local agencies for the same grants and promote joint applications.

Additional suggestions regarding priorities and authorized programs were shared, but after a brief discussion, these were not marked as priorities. Instead, many were considered potential core functions/activities of the COG. These topics included:

- Develop legislative platform based on member agency priorities.
- Convene regional interest groups to foster collaborations and priorities to improve efficient deployment of capital and other resources. Areas for convening include: climate/ecosystem management, wildfire, sustainable recreation and tourism, economic development activities, housing, agriculture and land tenure, and arts and culture.
- State advocacy on priority topics – core function
- Proactively engage Federal and tribal partners to advance ESCOG/member agency priorities, legislative priorities, and ongoing coordination.
- Convene conversations on art and culture to promote tourism and economic development.
- Engage in transportation planning conversations.
- Coordinate and support promotion of tourism efforts and events.

SELF-ASSESSMENT EXERCISE - COG'S BENEFITS FOR THE REGION

As part of the exercise, board members helped to identify the following benefits that the COG brings to the region, community, and member agencies.

VALUE FOR THE REGION: Greater connection, collaboration, and a unified voice; increased political power and a clear regional vision; long-term sustainable resources that impact the region as a whole; vision and tangible representation of our efforts; community awareness of real buy-in from all four organizations, economy of scale for efficient resource use, community and regional understanding that COG brings value to all members; building capacity for regional values and interagency collaboration, a magnified voice in discussions and decision-making; strengthened regional identity.

In summary, the COG helps shape a strong regional identity, elevates regional needs, builds capacity for collaborative interagency solutions, and brings vital resources to address interconnected challenges across the region.

Specifically:

Unified Voice and Regional Representation: ESCOG strengthens regional collaboration by uniting member agencies under a shared vision. The collective voice helps to amplify the COG's regional representation on the state and federal levels, ensuring the region's needs are heard and addressed. This unified voice can assist with legislative advocacy, state and federal funding proposals, and tourism efforts.

Sustainable Growth and Economies of Scale: By pooling resources and aligning efforts, ESCOG helps to shape long-term, sustainable solutions that benefit the entire region. This collaborative approach enhances cost-efficiency, allowing ESCOG and member agencies to fundraise and implement complex projects with shared regional vision that would be beyond the reach of individual jurisdiction.

Regional Identity: Through interagency collaboration and a clear commitment from all members, ESCOG fosters a strong regional identity that resonates within and beyond our communities.

VALUE FOR INDIVIDUAL JURISDICTIONS: sharing best practices, addressing problems beyond individual agency capacity, collaboration and collective capacity, elevating the visibility of issues that all organizations share, understanding the constraints of each agency, making improvements in focus areas specific to each jurisdiction, monetary contributions, creating avenues for funding and collaboration with other entities, representation of each agency, a greater sense of belonging to a larger community, increased regional engagement

In summary, ESCOG builds regional engagement space for member agencies to share best practices, exchange ideas, collaborate and increase capacity to access funding and implement projects that benefits individual agencies and regions as a whole.

Specifically:

Strength in Collaboration: ESCOG creates a space for member agencies to share best practices and address challenges that go beyond the capacity of individual organizations. By working together, agencies can leverage each other's strengths to find solutions that benefit everyone. Current regional roundtables include economic development, housing, wildfire and recreation. Additional collaboratives could include agriculture, land use, transportation, or others.

Maximizing Resources and Opportunities: Through collective efforts, ESCOG brings additional capacity for accessing funding and implementing projects that would be difficult for individual agencies to achieve alone. For example, ESCOG has led and participated in funding efforts around California Jobs First, Broadband collaboratives, CEDS, Climate Collaborative funding and Prop 4, avenues for housing and transportation funding.

Elevating Shared Issues and Building Regional Community: ESCOG amplifies the visibility of regional issues that impact all member agencies, fostering a greater sense of belonging and engagement. This unified representation strengthens community ties and ensures that all voices are heard on a larger scale.

Building Relationships and Collaboratives with Tribal and Federal Partners. ESCOG identifies opportunities to advocate on land management / tenure issues, including LADWP.



VALUE TO RESIDENTS AND THE COMMUNITY: All of the above, plus sharing a common story and fostering a region of shared community; better services and improvements for the community; a sustainable and more resilient region (economically and socially); getting projects planned and "shovel-ready" that focus on multijurisdictional issues; greater benefits from collaborative work; relief from shared regional issues such as housing and natural disasters; efficient government; a vibrant and connected community; a strong regional identity; a safe and more prosperous future; and regional opportunities for small business growth.

In summary, ESCOG enhances the sustainability and resiliency of the region, allowing residents to receive greater benefits and services resulting from the collaborative efforts of ESCOG's member agencies. ESCOG fosters a more vibrant community with a strong regional identity.

Specifically:

Building a Stronger Community Together: ESCOG helps the region share a common story and build a regional identity that connects all. This unity fosters a vibrant and connected community where everyone feels they belong, making it easier to work together on local issues.

Identifying and Implementing Regional Priorities: ESCOG serves as a convener for regional conversations to identify ESCOG priorities and alignment with member agency priorities. Where appropriate (i.e. for topics related to the COG's core functions play a role in fundraising for and implementation of projects.

Improving Services and Preparing for the Future: By collaborating with various agencies, ESCOG helps residents receive better services tailored to their needs and identify solutions that provide relief to communities when they need it most. ESCOG can serve as a nimble interjurisdictional partner to incubate programs in anticipation of future funding opportunities (e.g. Climate collaborative, recreation planning, and coordination with federal partners).

Tackling Local Challenges Together: ESCOG focuses on getting projects ready that tackle shared problems, such as housing and wildfire resiliency, helping create a network of shared resources, best practices, collaboration, and efficiency of scale.

The Board acknowledged that as a region they struggle with telling the story and suggested exploring ways to increase community and tribal engagement.

STRATEGY: SETTING PARAMETERS AND PRIORITIES

CONVENINGS (AS A TACTIC)

The Board affirmed the value and strength of ESCOG as a regional convener, recognizing its ability to provide a space for regional information sharing, building a regional voice, fostering long-term collaboration, and engaging with tribal communities. The Board also cautioned about the need to balance the action items produced from convenings with ESCOG's capacity and authority to implement these actions. Funding for convenings remains a challenge.

Based on the discussion, **the Board suggested exploring the following action items:**

- Request increased allocations and line items in the budget for convenings from partners.
- Increase tribal engagement.
- Invest in and build additional capacity for convenings by identifying entities that can assist with this work and leveraging resources.
- Clarify ESCOG's convening role. Differentiate between convenings with action-oriented convenings' outcomes that would require additional capacity from ESCOG to implement actions (for example topics related to ESCOG's core functions around, Broadband, Economic Development, and Ecosystem Management and Sustainable Recreation) and convenings where ESCOG simply serves as a facilitator to hold regional space for information sharing (for example topics related to broader regional priorities like arts and culture).

FINANCE

Cash flow, financial capacity, and stability remain ongoing challenges for the organization. To address these financial issues, the Board suggested considering identifying additional partners to rely on for support.

The **Board suggested** the following:

- Explore potential partnerships with organizations that can provide additional financial support.
- Initiate conversations with regional managers about the extra capacity that member agencies can offer in response to unexpected challenges with pursued projects.
- Explore opportunities to share staff in key roles between member agencies and ESCOG.
- Share more information with the board to better understand financial capacity for reimbursement.
- Engage in conversations with member agencies to determine if they can provide additional support – either financially or in-kind.

ADVOCACY

The Board also discussed their role in advocacy. Without additional capacity, ESCOG cannot fully engage in advocacy efforts, but can forward letters, including letters of support, to prospective associations representing counties and cities. The board also suggested review of their policy platforms.

The **Board asks** COG's Executive Director to identify and flag issues related to authorized program areas that require additional advocacy efforts. In return, Board members can make phone calls and write or sign letters to provide support.

Action Item:

- Prepare legislative platform based on commonalities between member agencies.

IDENTIFYING GAPS AND AREAS FOR IMPROVEMENT

EXPANDING ORGANIZATIONAL CAPACITY

The following ideas were proposed to help ESCOG increase its capacity:

- Leverage the staff, skill sets, and expertise of ESCOG's member agencies to enhance capacity. Board members can work with executive staff at their agencies to engage in this effort.
- Utilize CSAC's grant writing technical assistance.
- Explore the possibility of hiring grant writing consultants.
- Consider contractors who can assist with specific aspects of organizational management, such as communications, project implementation, convenings, and/or board administration.
- Explore additional discretionary funds available through member agencies.

The **Board** had additional **requests**:

- Provide a roadmap that identifies capacity needs, outlines steps to address these issues, and details how partner agencies can potentially assist.
- Hold the Board accountable for directing their respective agencies to engage with ESCOG and support its initiatives.
- Develop a tactical plan for the board that operates at a high level.

Action Items for the Board:

- Communicate with their respective executives about the benefits of "sharing" staff when needed to expand ESCOG's capacity.

COMMUNICATING VALUE

The board acknowledged the importance of branded communication and the need to effectively convey COG's value while promoting its good work to the public.

The Board proposed the following ideas:

- Develop a branded communication engage the public effectively and generate support.
- Identify additional communication opportunities where ESCOG can partner with member agencies to articulate value.
- Provide quarterly updates to member agencies on ESCOG activities.

Action Items for the Board:

- Report back to their boards and articulate ESCOG's value during meetings. Consult with Elaine individually on key communication points.
- Act as ambassadors to agencies, communities, and partner organizations by sharing opportunities with Elaine and leveraging unique leadership opportunities to change the narrative.

KEY RECOMMENDATIONS

- Develop legislative platform based on member agency priorities.
- Build capacity by:

- Leveraging the staff, skill sets, and expertise of ESCOG's member agencies to enhance capacity. Board members can work with executive staff at their agencies to engage in this effort.
- Utilizing CSAC's grant writing technical assistance.
- Exploring the possibility of hiring grant writing consultants.
- Considering contractors who can assist with specific aspects of organizational management, such as communications, project implementation, convenings, and/or board administration.
- Exploring additional discretionary funds available through member agencies.
- Spearhead collaboration efforts by:
 - Convening regional interest groups to foster collaborations and priorities to improve efficient deployment of capital and other resources. Areas for convening include: climate/ecosystem management, wildfire, sustainable recreation and tourism, economic development activities, housing, agriculture and land tenure, and arts and culture.
 - Creating a space for member agencies to share best practices and address challenges that go beyond the capacity of individual organizations. By working together, agencies can leverage each other's strengths to find solutions that benefit everyone.
 - Bringing additional capacity for accessing funding and implementing projects that would be difficult for individual agencies to achieve alone. For example, ESCOG has led and participated in funding efforts around California Jobs First, Broadband collaboratives, CEDS, Climate Collaborative funding and Prop 4, avenues for housing and transportation funding.
 - Amplifying the visibility of regional issues that impact all member agencies, fostering a greater sense of belonging and engagement. This unified representation strengthens community ties and ensures that all voices are heard on a larger scale.
 - Sharing a common story and fostering a region of shared community; better services and improvements for the community; a sustainable and more resilient region (economically and socially); getting projects planned and "shovel-ready" that focus on multijurisdictional issues; greater benefits from collaborative work; relief from shared regional issues such as housing and natural disasters;
- Establish a list of economic development priorities and opportunities in collaboration with member agencies, federal and other land management agencies, non-profit partners, Chambers of Commerce, and business owners.

Survey Results

See attached.

Resources List

CALCOG

Institute for Local Government

- [Leadership Resources for Elected Officials](#)
- [Ethics & Transparency Resources](#)
- [Public Engagement Resources](#)
- [Sample Codes of Conduct, Civility & Governance Handbooks](#)
- [On-Demand Webinars & Training for Local Governments](#)

International City/County Management Association (ICMA)

- [Leadership Resources](#)

About ILG's Other Services

The Institute for Local Government (ILG) is a nonprofit organization that has served and supported California's local government leaders for over 65 years. We are committed to empowering and educating public servants by delivering real-world expertise that helps them navigate complex issues, increase their capacity, and build trust in their communities. Together, we work hand-in-hand with local agency staff and elected officials to build a strong foundation of good government at the local level, centered on trust, accountability, responsiveness, and transparency.

In addition to our Leadership & Governance work, we have three additional pillars of work including Public Engagement, Sustainability & Resilient Communities, and Workforce Development & Civics Education.

For Public Engagement, ILG can help build the capacity of your agency to advance equity and public engagement through peer learning and collaboration, training, coaching, technical assistance, and facilitation. ILG's public engagement services include:

- TIERS Workshops (Virtual & In-Person for Individuals and Teams)
- Customized Public Engagement Training
- Meeting & Committee Facilitation
- Convenings & Stakeholder Engagement

Work done through ILG's Sustainable & Resilient Communities pillar provides local leaders with capacity building services, technical support, partnership development, and educational resources to make informed policies, plans, and decisions around climate planning, land use, housing, infrastructure, and engagement that results in more equitable, sustainable, and resilient communities. Engage in ILG's Beacon Program. COGs are eligible to become [Beacon Program Champions](#). Beacon Champions help to promote and/or support the activities of local



agencies participating in the Beacon Program or is actively working to encourage local agencies to participate on their way to being more sustainable and resilient.

Finally, ILG's Workforce Development & Civics Education pillar demystifies what local government is, why it matters, and how to effectively serve or lead in cities, counties, and special districts. In addition to educating students and the general public on the purpose of local government and how to get involved through civic engagement and robust youth workforce programs, ILG also assists agencies with filling the workforce pipeline with diverse and qualified applicants.

ILG can support your local agency's workforce and civic education goals through a wide range of virtual and in-person services. ILG maintains an online suite of materials and resources and offers in-person trainings and project-support to grow your workforce development program through apprenticeships, youth engagement, partnership development, and next generation outreach.

For more information, visit www.ca-ilg.org or email Melissa Kuehne at mkuehne@ca-ilg.org.