

# CSAC EXECUTIVE COMMITTEE

## BRIEFING MATERIALS

Wednesday, December 19, 2018

8:30 a.m - 2:30 p.m



Meeting Location:  
Embassy Suites SFO  
250 Gateway Boulevard  
South San Francisco, CA 94080  
(800) 967-2581 code: 7500508#

California State  
Association of Counties



**CALIFORNIA STATE ASSOCIATION OF COUNTIES  
EXECUTIVE COMMITTEE**

Wednesday, December 19, 2018 | 8:30 am – 2:30 pm  
Embassy Suites SFO | South San Francisco | Pauling Conference Room

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**AGENDA**

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Presiding: Virginia Bass, President

8:30 am **BREAKFAST**

9:00 am **PROCEDURAL ITEMS**

**1. Roll Call**

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**2. Approval of Minutes from August 22, October 4 & November 15, 2018**

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**EXECUTIVE COMMITTEE ORIENTATION**

**3. CSAC Organizational Structure**

➤ *Virginia Bass | CSAC President*

➤ *Graham Knaus | CSAC Executive Director*

- Roles & Responsibilities of Executive Committee Members
- CSAC Constitution
- CSAC Policy & Procedures Manual
- NACo Involvement
- Role of Executive Director
- CSAC Staff Responsibilities
- CSAC Financial Statement

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*Enclosed*

*Enclosed*

*Page 10*

*Discussion*

*Discussion*

*Handout*

**4. CSAC Strategic Plan Review**

➤ *Graham Knaus | CSAC Executive Director*

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**5. Discussion of 2019 State & Federal Legislative & Budget Priorities**

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➤ *Darby Kernan | CSAC Deputy Executive Director, Legislative Services*

12:00 pm **LUNCH**

**6. Discussion of 2019 State & Federal Legislative & Budget Priorities (cont.)**

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➤ *Darby Kernan | CSAC Deputy Executive Director, Legislative Services*

**Agriculture, Environment & Natural Resources**

➤ *Cara Martinson | Senior Legislative Representative, AENR*

**Health & Human Services**

➤ *Farrah McDaid Ting | Legislative Representative, Health Policy*

➤ *Justin Garret | Legislative Representative, Human Services*

**Government, Finance & Administration**

➤ *Dorothy Johnson | Legislative Representative, GFA*

**Administration of Justice**

➤ *Jessica Devencenzi | Legislative Representative, AOJ*

**Housing, Land Use & Transportation**

➤ *Chris Lee | Legislative Representative, HLT*

**7. Information Items (No Presentation)**

➤ Conflict of Interest Statement

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➤ CSAC Institute 2019 Course Schedule

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➤ 2019 Calendar of Events

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**8. Public Comment**

2:30 pm **ADJOURN**

*\*If requested, this agenda will be made available in appropriate alternative formats to persons with a disability. Please contact Valentina Dzebic at [vdzebic@counties.org](mailto:vdzebic@counties.org) or (916) 327-7500 if you require modification or accommodation in order to participate in the meeting.*



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## CALIFORNIA STATE ASSOCIATION OF COUNTIES

### EXECUTIVE COMMITTEE

2019

PRESIDENT:	Virginia Bass, Humboldt
1 <sup>ST</sup> VICE PRESIDENT:	Lisa Bartlett, Orange
2 <sup>ND</sup> VICE PRESIDENT:	James Gore, Sonoma
IMMEDIATE PAST PRESIDENT:	Leticia Perez, Kern

#### URBAN CAUCUS

Keith Carson, Alameda  
Carole Groom, San Mateo  
Kelly Long, Ventura  
Buddy Mendes, Fresno  
Mark Ridley-Thomas, Los Angeles  
Chuck Washington, Riverside  
Bob Elliott, San Joaquin (alternate)

#### SUBURBAN CAUCUS

Luis Alejo, Monterey  
Bruce McPherson, Santa Cruz  
Leonard Moty, Shasta  
Erin Hannigan, Solano (alternate)

#### RURAL CAUCUS

Ed Valenzuela, Siskiyou  
Terry Woodrow, Alpine  
Craig Pedersen, Kings (alternate)

#### ADVISORS

Bruce Goldstein, County Counsels Association, Past President, Sonoma  
Birgitta Corsello, California Association of County Executives President, Solano

CALIFORNIA STATE ASSOCIATION OF COUNTIES  
EXECUTIVE COMMITTEE  
August 22, 2018  
via conference call (800) 867-2581 code: 7500508#

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M I N U T E S

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**1. Roll Call**

*OFFICERS*

Leticia Perez, President  
Virginia Bass, 1<sup>st</sup> Vice President  
Lisa Bartlett, 2<sup>nd</sup> Vice President

*ADVISORS*

Bruce Goldstein, County Counsels Association  
President, Sonoma County

*SUPERVISORS*

Lee Adams, Sierra County  
Kelly Long, Ventura County  
Bruce McPherson, Santa Cruz County  
Buddy Mendes, Fresno County  
Leonard Moty, Shasta County  
Craig Pedersen, Kings County  
Mark Ridley-Thomas, Los Angeles County  
Ed Scofield, Nevada County  
Steve Worthley, Tulare County

*CSAC EXECUTIVE STAFF*

Graham Knaus, Executive Director (remote)  
Darby Kernan, Deputy Executive Director,  
Legislative Services  
Manuel Rivas, Deputy Executive Director,  
Operations & Member Services

**2. Approval of Minutes from July 27, 2018 Special EC Call**

*A motion to approve the minutes made by Supervisor Adams; second by Supervisor McPherson – motion carried unanimously and minutes were approved.*

**3. Proposition 2 (AB 1827: No Place Like Home Act of 2018)**

The Health and Human Services Policy Committee presented and recommended a support position on Proposition 2, the No Place Like Home Act (NPLH) of 2018, which will appear on the November statewide ballot. Proposition 2 would divert a small portion of the Mental Health Services Act (MHSA) funding from counties to leverage up to \$1.8 billion in bond sales to reach their ultimate goal of building permanent, supporting housing for those living with mental illness. The bond revenue would later be returned to counties in competitive and non-competitive grant programs. CSAC had a long-standing policy opposing any diversion of MHSA funding since the passing of Proposition 63 in 2004, however the housing and homelessness crisis has brought counties, the Legislature, Governor, and the Health and Human Services Policy Committee to the table to negotiate the NPLH Act of 2018. A lawsuit stating that only voters can change diversion funding from Proposition 63 was brought forth. In response, SB 1206 was introduced in June, effectively adding Proposition 2 to the November ballot. Changes have been made to Proposition by the legislature, including how the bond funding flows and which state departments would work on it. One major change will allow the legislature to divert MHSA funding up to \$140 million / year before the bonds are sold. CSAC has worked to maintain this cap as the maximum that can be diverted from MHSA annually.



A motion to support Proposition 2 by Supervisor Ridley-Thomas; second by Supervisor Bartlett. Motion carried unanimously. Support recommendation will move to the Board of Directors for consideration.

#### **4. Legislative Update**

##### *Wildfire Liability Update*

Staff gave an update on the Wildfire Liability issue. Inverse condemnation has been successfully eliminated from any proposals happening this year. There is a proposal coming together to fund vegetation management and forestry practices that will improve the PUC process and allow a prudence review when the utilities have negligence, providing a better process for how debt is passed through. The current proposal includes securitization, looking at 2017 debt to securitize over long periods of time, which will prevent utilities from going bankrupt. Additional bills are being considered and the proposal is coming together in a comprehensive way, driven by the Senate. The assembly is starting to get on board with the proposal and official language will be released shortly. Information will be distributed to the Executive Committee so everyone is aware of what is proposed. CSAC is supportive of the package and is working with the assembly to put together the proposals. CSAC does not want utilities to go bankrupt and is pushing to get a deal now so that inverse condemnation changes do not come back to the table.

##### *Bail Reform (SB10)*

The legislature passed SB 10 and CSAC is expecting the governor to sign off. The legislation adopted a good portion of the recommendations from the Judicial Council, including setting up a risk-based system. This system would rank low, medium and high-risk offenders, determined by a risk assessment. CSAC previously held an opposed unless amended position since the original proposal had counties setting up new departments to perform the risk assessments. In the final version of the legislation, all responsibility is placed on the Judicial Council, requiring they contract with counties to do the risk assessment, allowing for county funding. The Risk Assessment will be an option for counties. The legislation is currently leaning strongly toward probation and is willing to allow counties to use the departments they see best fit for the risk assessment function. The Judicial Council has committed to working with CSAC next year, and CSAC will work diligently to ensure that counties have the flexibility they need and that contracts are understood by all parties. The Judicial Council will receive \$15 million from the budget to get this legislation running, and cleaning up the issues will cause a 10-month delay in implementation. SB 10 will go into effect in October of 2019.

Meeting was adjourned. The next Executive Committee meeting will be in Monterey on October 3-5, 2018.

CALIFORNIA STATE ASSOCIATION OF COUNTIES

EXECUTIVE COMMITTEE

October 4, 2018

The InterContinental, The Clement, Monterey

750 Cannery Row, Monterey, CA 93940

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MINUTES

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**1. SPECIAL SESSION – CSAC Finance Corporation Program Update / Revenue Strategy**

Supervisor Leonard Moty, president of the CSAC Finance Corporation, and Alan Fernandes, CEO, discussed the background, goals, and mission of the Finance Corporation, along with the many changes and improvements that have been made. The Corporation shares an intricate relationship with CSAC and will ask the Executive Committee to appoint upcoming Board positions as they become available. Together, the two organizations strive to create and manage programs that benefit our members and improve public services for counties and their constituents. CSAC FC provides financial support to CSAC, creates and maintains innovative public services and products, collaborates with complementary national and state organizations, and maintains strong relationships with service providers to achieve its goals. The Finance Corporation discussed the many corporate partnership programs and ventures that contribute to the revenue stream and provide benefits to CSAC members.

One of these programs is CSCDA, which is the Public Benefit Finance Program and the largest revenue stream for the CSAC Finance Corporation. This Joint Powers Authority (JPA), comprised of 57 counties and over 400 cities, provides financing for affordable housing programs and nonprofit organizations with a public service. CalTRUST is another pooled investment trust JPA of short term cash investments for treasurer tax collectors, as an alternative to LAIF (Local Agency Investment Fund). It provides the same safety as LAIF, with more liquidity and freedom for fund selections for finance directors. CSAC FC also participates in the Nationwide Deferred Compensation program, and continues to motivate more counties to participate. Coast2Coast, the discount prescription service remains a long-standing partner with the Finance Corporation. Easy Smart Pay, the property tax payment system, is a new program that is currently being piloted in San Luis Obispo County. The ultimate goal of the program is to save constituents money on transaction fees and to create a more efficient process for property tax payments. 211 California looks to connect the unconnected and CSAC FC is in the process of managing the organization. California Cannabis Authority is another JPA currently made up of 5 counties. This is a data repository for the cannabis industry which counties are motivated to join in order to obtain the financial and tax data collected from the regulation of cannabis entities.

CSAC FC was a long-standing national sponsor of U.S. Communities, the pooled purchasing system that was recently bought out by a competing entity. The CSAC FC and CSAC were able to negotiate 7 years of annual revenue that would have come from U.S. Communities. The buyout agreement was approximately \$10.6 million, which is being invested and saved for future use. CSAC FC will analyze ways to use the funds to plan for the future annual revenue loss from the buyout. A portion of the funds will be used to invest in opportunities and new programs that will replace and replenish the lost revenue stream.

**2. Roll Call**

*OFFICERS*

Leticia Perez, *President*  
Virginia Bass, *1<sup>st</sup> Vice President*  
Lisa Bartlett, *2<sup>nd</sup> Vice President*  
Keith Carson, *Immediate Past President*

*ADVISORS*

Bruce Goldstein *County Counsels Association President, Sonoma County*

*SUPERVISORS*

Lee Adams, *Sierra County*  
James Gore, *Sonoma County*  
Carole Groom, *San Mateo County*  
Scott Haggerty, *Alameda County*  
Kelly Long, *Ventura County*  
Buddy Mendes, *Fresno County*  
Bruce McPherson, *Santa Cruz County*  
Leonard Moty, *Shasta County*  
Craig Pedersen, *Kings County*  
Ed Scofield, *Nevada County*  
Steve Worthley, *Tulare County*  
Ed Valenzuela, *Treasurer, Siskiyou County (ex officio)*

*CSAC EXECUTIVE STAFF*

Graham Knaus, *Executive Director*  
Manuel Rivas, Jr., *Deputy Executive Director, Operations & Member Services*  
Darby Kernan, *Deputy Executive Director, Legislative Services*

**3. Approval of Minutes from July 27, 2018 Special EC Call**

*A motion to approve the minutes made by Supervisor Groom; second by Supervisor Moty. The motion carried unanimously and minutes were approved.*

**4. Consideration of Distinguished Service Award Nominees**

Staff presented a list of nominees for the 2018 CSAC Distinguished Service Award, which is meant to recognize those that go above and beyond in their contributions to the improvement of government in California. The nominees this year were instrumental in driving the homelessness and wildfire legislature priorities this year.

The following individuals were recommended for this award:

Senator Holly Mitchell  
Senator Bill Dodd  
Assembly Member Jim Wood  
Assembly Member Brian Dahle  
Mark Ghilarducci | Director, California Governor’s Office of Emergency Services

*A motion to approve the nominated Distinguished Service Award Recipients made by Supervisor Long; second by Supervisor Gore. The motion carried unanimously.*

**5. Consideration of Circle of Service Award Nominees**

Staff presented the Executive Committee with a list of recommended nominees for the CSAC Circle of Service Award. This award is more internally focused and was created to recognize county officials such as Supervisors, CAOs, department directors, staff and others whose service to their county and to CSAC have set them apart.

The following individuals were recommended for this award:

Supervisor James Gore | Sonoma County  
Supervisor Diane Dillon | Napa County  
Supervisor Oscar Villegas | Yolo County  
Bruce Goldstein | Past President, Sonoma County Counsel  
Jill Abel | Yuba County Human Resources Director  
Phil Ansell | Los Angeles County Director, Homelessness Initiative  
Larry Lees | Shasta County CEO  
Mike Powers | Ventura County CEO  
Supervisor Ken Yeager | Santa Clara County  
Supervisor Steve Worthley | Tulare County  
Supervisor John Tavaglione | Riverside County

*A motion to approve the nominated Circle of Service Award Recipients made by Supervisor Long; second by Supervisor Scofield. Motion carried unanimously.*

**6. Review of 2017 – 2018 Financial Statements (CSAC Budget / Audit)**

An annual audit review is conducted on CSAC's financial records. This year's review is not yet final as CSAC Finance Corporation and CSAC Foundation are still being audited. CSAC Treasurer, Supervisor Ed Valenzuela, and Manuel Rivas discussed the preliminary findings, which are clean and signify a good financial outlook at this time. An increase in membership dues was discussed and the team noted that CSAC has not had an increase in 6 years. At this time, CSAC is considering different structural changes regarding dues and will provide a formal presentation during the January Executive Committee meeting to consider a vote on how to proceed. Staff will have a comprehensive audit report for Executive Committee approval once CSAC FC and Foundation audit findings are available.

**7. CSAC 2018 Legislative Achievements Report**

A video outlining CSAC's achievements throughout the year was presented. Staff attributed much of the year's success to the collaboration of coalitions and the amazing teams behind every bill and measure lobbied against throughout the many transitions CSAC experienced. Along with the successful legislative issues undertaken this year, including tackling the homelessness issue and stopping changes to inverse condemnation, relationship-building has been a strong focus for CSAC. Staff has leveraged the cross-functionality within CSAC to aggressively fight for counties in a cohesive manner to implement policies. CSAC has taken over the Results-First Initiative from Pew-McArthur and continues to expand the program to more counties, providing counties with technical assistance. Staff will continue to find the delicate balance of strategic targeted aggression to fulfill the needs of counties at the state level.

**8. CSAC 2018 Operations & Member Services Operations Achievement**

The CSAC team has experienced multiple staff transitions this year, greatly impacting the Operations side of the company. CSAC has transitioned to a new Executive Director, acquired a Deputy Executive Director of Operations, Executive Assistant, and Accounting Team. Staff outlined the program changes and the new fiscal process that allows for less spending with more capacity and expertise. CSAC staff took pride in working through the many transitions while succeeding in the year's advocacy achievements. The Foundation continues to grow as the

Institute becomes more prominent each year with a rotating satellite model, providing more access to county staff, giving CSAC the opportunity to develop the bench.

Staff presented on the new methods the Communications and Member Services team has adopted to benefit the advocacy issues that CSAC works on. CSAC has become more open to being aggressive on key issues, allowing the legislative strategy to drive the communication strategy. As the value of communication rises in the eyes of the public, CSAC has become a vital source for the media, receiving more inquiries than ever before. The CSAC Twitter feed receives an average of 250,000 – 300,000 daily views. The video department has been an effective tool and continues to record webinars, regional meetings, power minutes, promotion for events and best practices. The Challenge Awards program received 267 entries this year, strongly indicating the success of the program. The Communications team will be hiring a new Communications Coordinator and is looking forward to being more aggressive next year.

#### **9. Creative Economy Presentation**

Los Angeles County Supervisor Mark Ridley-Thomas and Managing Director of Micronomics, Roy Weinstein presented on the idea of Creative Economies and how counties can use them to improve the well-being of their respective constituents. Creative Economies are recurring events centralized around sports, culture, entertainment, or the arts, that generate cash flow into communities. Research has shown that one in ten jobs in California are in the Creative Economy and that these events can cause direct, indirect, and induced benefits on the community. Counties are encouraged to formulate their own annual events, which will draw crowds into their districts and provide widespread benefits throughout the state.

#### **10. CSAC Strategic Plan**

Staff provided an outline of the CSAC Strategic Plan, which was built upon and discussed throughout the day. The Committee was asked to think about the current Political Landscape and CSAC's approach related to advocacy and how it can continue to evolve with the incoming administration. Staff revisited the opposition campaigns on Propositions 5 and 6, for which the Board of Directors has already approved financial contributions of up to \$500,000 each. After extensive evaluation of the No on Proposition 5 Campaign, staff is convinced that the campaign will not need the full contribution amount that was approved. The Governor has requested that CSAC increase their contribution for the No on Proposition 6 Campaign. Staff recommendation is for Board of Directors consideration on flexibility to move the funding between campaigns as strategically needed. The contribution would require a majority vote Board action.

*A motion to bring a recommendation to the Board of Directors to add funds to the No on 6 Campaign made by Supervisor Haqqerty; second by Supervisor Groom. Motion carried unanimously.*

The meeting was adjourned. The next Executive Committee meeting will be on January 17, 2019 in Sacramento, CA.



CALIFORNIA STATE ASSOCIATION OF COUNTIES  
EXECUTIVE COMMITTEE  
November 15, 2018  
via conference call (800) 867-2581 code: 7500508#

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M I N U T E S

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**1. Roll Call**

*OFFICERS*

Leticia Perez, *President*  
Virginia Bass, *1<sup>st</sup> Vice President*  
Lisa Bartlett, *2<sup>nd</sup> Vice President*  
Keith Carson, *Immediate Past President*

*ADVISORS*

Bruce Goldstein, *Past President – County  
Counsels Association, Sonoma County*  
Larry Lees, *California Association of County  
Executives President, Shasta County*

*SUPERVISORS*

Lee Adams, *Sierra County*  
Kelly Long, *Ventura County*  
Bruce McPherson, *Santa Cruz County*  
Buddy Mendes, *Fresno County*  
Leonard Moty, *Shasta County*  
Ed Scofield, *Nevada County*  
Steve Worthley, *Tulare County*

*CSAC EXECUTIVE STAFF*

Graham Knaus, *Executive Director*  
Darby Kernan, *Deputy Executive Director,  
Legislative Services*  
Manuel Rivas, Jr., *Deputy Executive Director,  
Operations & Member Services*

**2. Installment of CSAC 2018 – 2019 Board of Directors / Alternates**

The CSAC Constitution indicated that each county board shall nominate one or more directors to serve on the CSAC Board of Directors to serve a one-year term, commencing with the Annual Conference. Staff presented a list of nominees received from counties for the representatives and alternates (attached).

*Motion to approve the nominated members to the CSAC Board of Directors by Supervisor Moty; second by Supervisor Long; motion carried unanimously.*

The Executive Committee affirms the nominations for the following year's Board of Directors. It was noted that some counties have not yet nominated their representatives. Additional nominees will be brought forward at the first meeting in January.



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95814

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916.441.5507

## YOUR ROLE AS AN EXECUTIVE COMMITTEE MEMBER

As an elected leader of CSAC, your role is to guide the organization to meet the needs of the members and serve as an ambassador for CSAC.

### **Executive Committee Member Roles and Responsibilities:**

- Support and defend the CSAC Constitution
- Guide the implementation of CSAC Policies and Procedures
- Appoint an Executive Director to administer the activities and affairs of the Association
- Be available to participate in Board and Executive Committee meetings and conferences
- Be available to participate in the Premier Forum
- Be available to discuss and provide direction on CSAC priorities and strategies
- Be available to periodically participate in key meetings or strategic communications
- Understand and promote CSAC policy positions including recommending advocacy priorities to the Board
- Review and submit the CSAC Budget to the Board
- Understand and promote CSAC Finance Corporation programs to CSAC members.

### **Travel, Lodging, Meals, and other costs:**

- Costs for travel, lodging, and meals are generally funded by each member county, or, when applicable, may be funded by CSAC. Costs funded by CSAC may be considered income or a gift for purposes of FPPC reporting.

The effectiveness of CSAC is critically dependent upon Executive Committee members as leaders on behalf of California's counties. CSAC staff will do everything possible to support success in your roles and responsibilities and to ensure the strongest and most unified voice of the organization.

## NACo Committee Members California

county	member	position	end date
<b>Defined Contribution and Retirement Advisory Committee</b>			
San Diego County	Maria Pe Chief Deputy Tax Collector Email: maria.pe@sdcounty.ca.gov	Member	07/2019
<b>Financial Services Center Advisory Committee</b>			
Alameda County	Susan Muranishi County Administrator Email: countyadministrator@acgov.org	Member	07/2019
California State Association of Counties	Graham Knaus Executive Director Email: gknaus@counties.org	Member	07/2019
<b>Healthy Counties Initiative Advisory Board</b>			
Sacramento County	Phillip Serna Supervisor Email: semap@sacounty.net	Member	07/2019
Sonoma County	Shirlee Zane Supervisor Email: Shirlee.Zane@sonoma-county.org	Member	07/2019
ACCELA Inc.	Darryl Booth Senior VP and General Manager of Accela Environmental Health	Corporate Member	
Los Angeles County	Mark Ridley-Thomas Supervisor Email: cindywan@bos.lacounty.gov	Vice Chair	07/2019
San Diego County	Nick Macchione Health & Human Services Agency, Director Email: nick.macchione@sdcounty.ca.gov	Chair	07/2019
<b>Next Generation NACo Network</b>			
Mariposa County	Kevin Cann Supervisor Email: kcann@mariposacounty.org	Member	
Solano County	Erin Hannigan Supervisor Email: EHannigan@solanocounty.com	Member	
Santa Barbara County	Steve Lavagnino Supervisor Email: steve.lavagnino@countyofsb.org	Member	
Mendocino County	Dan Gjerde Supervisor Email: gjerde@co.mendocino.ca.us	Member	
Trinity County	Judy Morris Supervisor Email: jymorris@trinitycounty.org	Member	
San Benito County	Robert Rivas Supervisor Email: sbcsuper@cosb.us	Member	

12/4/2018

### Next Generation NACo Network

Sacramento County	Phillip Serna Supervisor Email: SupervisorSerna@sacounty.net	Member
Tuolumne County	Randy Hanvelt Supervisor Email: rhanvelt@co.tuolumne.ca.us	Member
Sonoma County	James Gore Supervisor Email: district4@sonoma-county.org	Member
Santa Cruz County	Zach Friend Supervisor Email: zach.friend@santacruzcounty.us	Member
San Luis Obispo County	Bruce Gibson Supervisor Email: bgibson@co.slo.ca.us	Member
Butte County	Doug Teeter Supervisor Email: dteeter@buttecounty.net	Member
Butte County	Steve Lambert Supervisor Email: slambert@buttecounty.net	Member
Stanislaus County	Vito Chiesa Supervisor Email: chiesav@stancounty.com	Member
Tehama County	Robert Williams Supervisor Email: bwilliams@co.tehama.ca.us	Member
Contra Costa County	Karen Mitchoff Supervisor Email: SupervisorMitchoff@bos.cccounty.us	Member

### Resilient Counties Advisory Board

Sacramento County	Phillip Serna Supervisor Email: semap@sacounty.net	County Board Member	07/2019
Sonoma County	James Gore Supervisor Email: district4@sonoma-county.org	Chair	07/2019
Alameda County	Keith Carson Supervisor Email: keith.carson@acgov.org	County Board Member	07/2019

### Veterans and Military Services Committee

Sonoma County	Shirlee Zane Supervisor Email: szane@sonoma-county.org	Vice Chair	07/2019
Alameda County	Scott Haggerty Supervisor Email: scott.haggerty@acgov.org	Member	07/2019
San Diego County	Wilfred Quintong Military & Veterans Affairs Officer Email: Wilfred.Quintong@sdcounty.ca.gov	Vice Chair	07/2019

### LUCC Steering Committee

Santa Barbara County	Steve Lavagnino Supervisor Email: steve.lavagnino@countyofsb.org	Member
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12/4/2018

### **LUCC Steering Committee**

Sacramento County	Phillip Serna Supervisor Email: semap@saccounty.net	Member	
Ventura County	Kelly Long Supervisor Email: kelly.long@ventura.org	Member	
Orange County	Lisa Bartlett Supervisor Email: tanya.flink@ocgov.com	Member	
Alameda County	Susan Muranishi County Administrator Email: susan.muranishi@acgov.org	Member	
Alameda County	Scott Haggerty Supervisor Email: scott.haggerty@acgov.org	Member	
Alameda County	Keith Carson Supervisor Email: keith.carson@acgov.org	Member	
Los Angeles County	Kathryn Barger Supervisor Email: scruez@bos.lacounty.gov	Vice Chair	07/2019
San Diego County	Michael Vu Registrar of Voters Email: michael.vu@sdcounty.ca.gov	Member	
San Diego County	Nick Macchione Health & Human Services Agency, Director Email: nick.macchione@sdcounty.ca.gov	Member	
Santa Clara County	Ken Yeager Supervisor Email: ken.yeager@bos.sccgov.org	Member	

### **RAC Steering Committee**

Kings County	Craig Pedersen Supervisor Email: ayang@counties.org	Member	
Tuolumne County	Karl Rodefer Supervisor Email: krodefe@co.tuolumne.ca.us	Member	
Sonoma County	James Gore Supervisor Email: james.gore@sonoma-county.org	Member	
Amador County	Richard Forster Supervisor Email: rforster@amadorgov.org	Member	

### **NACo Board of Directors**

Sonoma County	David Rabbitt Supervisor Email: david.rabbitt@sonoma-county.org	Board Member	07/2019
Alameda County	Keith Carson Supervisor Email: keith.carson@acgov.org	Board Member	07/2019
Los Angeles County	Kathryn Barger Supervisor Email: scruez@bos.lacounty.gov	Board Member	07/2019

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12/4/2018



### **NACo Board of Directors**

Amador County	Richard Forster Supervisor Email: rforster@amadorgov.org	Board Member	07/2019
San Diego County	Greg Cox Supervisor Email: greg.cox@sdcounty.ca.gov	President	07/2019

### **NACo Officers and Regional Representatives**

San Diego County	Greg Cox Supervisor Email: greg.cox@sdcounty.ca.gov	President	07/2019
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### **NACoRF Board of Directors**

Alameda County	Keith Carson Supervisor Email: keith.carson@acgov.org	Member	
San Diego County	Greg Cox Supervisor Email: cheryl.cruz@sdcounty.ca.gov	Member	

### **Finance Standing Committee**

Alameda County	Keith Carson Supervisor Email: keith.carson@acgov.org	Member	07/2021
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### **Information Technology Standing Committee**

Sacramento County	Phillip Serna Supervisor Email: semap@sacounty.net	Member	07/2019
Siskiyou County	Ed Valenzuela Supervisor Email: epv1@sbcglobal.net	Member	07/2019
San Diego County	Greg Cox Supervisor Email: greg.cox@sdcounty.ca.gov	Executive Committee Liaison	07/2019

### **Membership Standing Committee**

San Diego County	Greg Cox Supervisor Email: greg.cox@sdcounty.ca.gov	Executive Committee Liaison	07/2019
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### **Programs and Services Standing Committee**

Alameda County	Susan Muranishi County Administrator Email: countyadministrator@acgov.org	Member	07/2019
Alameda County	Keith Carson Supervisor Email: keith.carson@acgov.org	Chair	07/2019

### **Agriculture and Rural Affairs Steering Committee**

Yolo County	Donald Saylor Supervisor Email: don.saylor@yolocounty.org	Member	07/2019
Yolo County	Jim Provenza Supervisor Email: jim.provenza@yolocounty.org	Member	07/2019

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12/4/2018

### **Agriculture and Rural Affairs Steering Committee**

Kings County	Craig Pedersen Supervisor Email: craig.pedersen@co.kings.ca.us	Vice Chair	07/2019
Madera County	David Rogers Supervisor Email: david.rogers@co.madera.ca.gov	Member	07/2019
Sonoma County	Lynda Hopkins Supervisor Email: Lynda.Hopkins@sonoma-county.org	Member	07/2019

### **Community, Economic and Workforce Development Steering Committee**

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### **Finance, Pensions and Intergovernmental Affairs Steering Committee**

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Sonoma County	Bruce Goldstein County Counsel Email: bgoldste@sonoma-county.org	Member	07/2019
Sonoma County	David Rabbitt Supervisor Email: david.rabbitt@sonoma-county.org	Subcommittee Chair County and Tribal Government Relations	07/2019
Alameda County	Keith Carson Supervisor Email: keith.carson@acgov.org	Member	07/2019

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### Finance, Pensions and Intergovernmental Affairs Steering Committee

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Fresno County	Nathan Magsig Supervisor Email: nmagsig@co.fresno.ca.us	Vice Chair	07/2019
Napa County	Diane Dillon Supervisor Email: diane.dillon@countyofnapa.org	Member	07/2019

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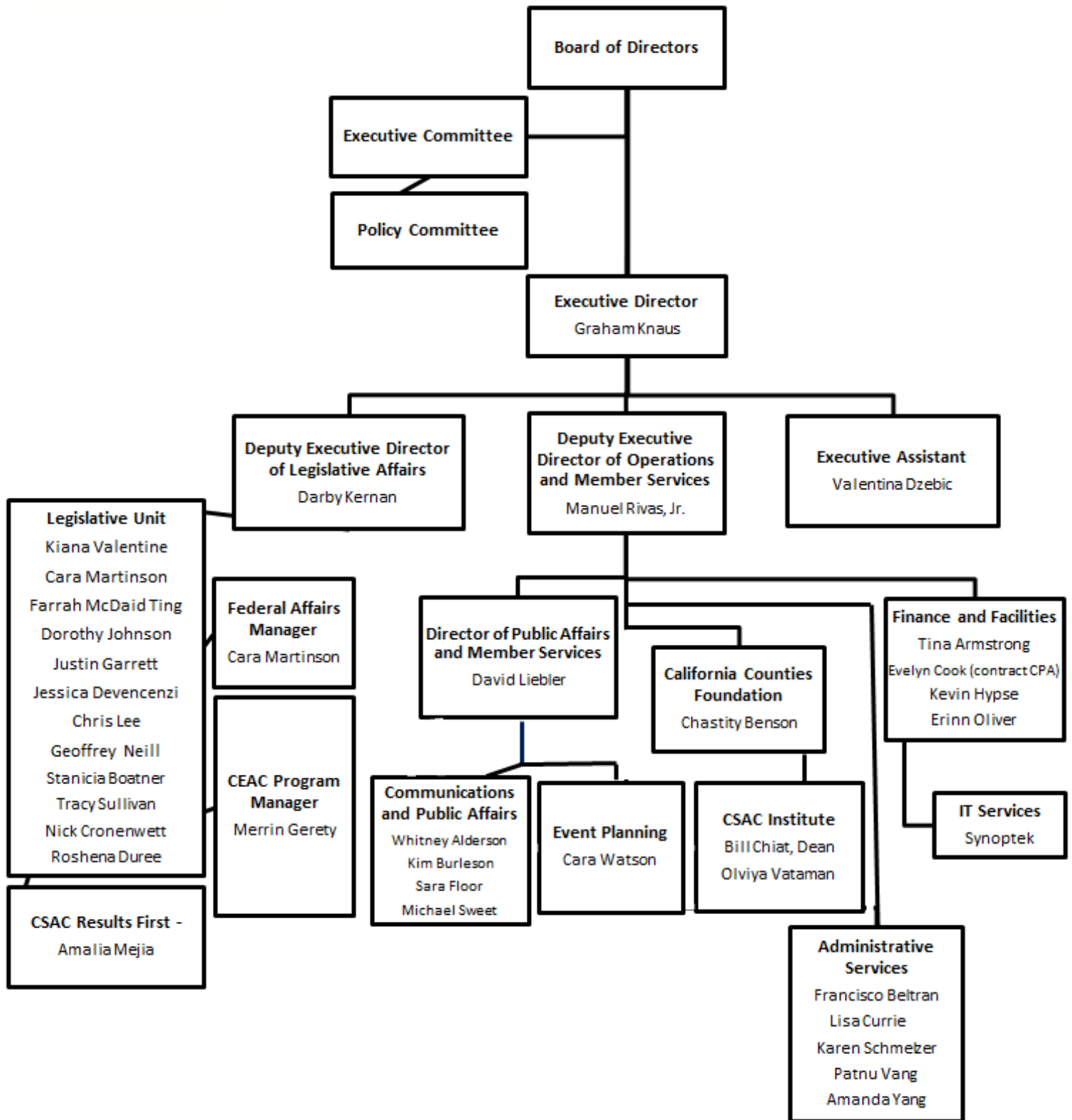
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CSAC is on    ... follow us!



# California State Association of Counties (CSAC) Organizational Structure – December 2018



**CALIFORNIA STATE ASSOCIATION OF**  
**COUNTIES**

***STRATEGIC PLAN***

***2018***



# CSAC VISION

The California State Association of Counties (CSAC) serves as the effective advocate and unified voice of California's 58 counties.

# CSAC MISSION

To serve California counties by: developing and equipping county leaders to better serve their communities; effectively advocating and partnering with state and federal governments for appropriate policies, laws, and funding; and communicating the value of the critical work being accomplished by county government.

# CSAC VALUES AND PRINCIPLES

The California State Association of Counties (CSAC) shall adhere to the highest professional standards of conduct relying on its character, integrity, ability, and strength. To this end, CSAC subscribes equally to the following values and principles:

1. **County Focused** – We will be county-focused and our policies will be member-driven.
2. **Integrity** – We will be consistently honest and fair.
3. **Teamwork** – We recognize that we can accomplish more working together, so we will support each other and strive to work as a team.
4. **Adaptability** – We are committed to proactively and effectively adapting to new situations and environments.
5. **Respect** – We genuinely value those who are different from ourselves and will respect a diversity of viewpoints, backgrounds, cultures, and lifestyles.
6. **Continuous Improvement** – We are committed to personal development and we will all take deliberate steps to improve every day.
7. **Accountability** – We will hold one another accountable and work tirelessly to accomplish our goals and fulfill our mission while upholding the values we share.

# STRATEGIC GOALS

## FORMIDABLE ADVOCACY ON BEHALF OF COUNTIES

*Effective advocacy and strategic partnering with the state and federal governments for appropriate policies, laws, and funding needed for counties to best meet community needs.*

1. Effectively utilize county leaders in advocacy efforts to influence the Legislature, Congress, and state/federal Administration officials.
2. Build and nurture strong relationships with decision makers.
3. Establish powerful coalitions and partnerships with affiliates and other stakeholders to enhance the quality of policy development and the strength of advocacy.
4. Optimize use of CSAC's communications, education and operations resources to enhance advocacy.
5. Strategically engage in the state initiative process; meet with prospective statewide candidates.

## DEVELOP AND EQUIP COUNTY LEADERS TO BETTER SERVE THEIR COMMUNITIES

*Providing tools and opportunities for county leaders to better serve their communities.*

1. Expand reach and influence of CSAC and programs within the California Counties Foundation, including the CSAC Institute for Excellence in County Government and the CSAC Pew-MacArthur Results First Initiative.
2. Leverage CSAC communications, legislative, operations, and finance corporation team collaboration to build relationships and increase member engagement opportunities across all projects and priorities.
3. Regularly convene county leaders for rich educational, innovative, and collaborative opportunities in local, regional, state, and national settings.
4. Facilitate relationship-building between county officials and other local, state, and federal policy makers.

# STRATEGIC COMMUNICATIONS AND ANALYTICS

*Understand and communicate the value of the critical work being accomplished by county government through research, analysis, field work, and dissemination of best practices.*

1. **Serve as the pre-eminent source of information on California counties, utilizing technology, social media, and other platforms to speak out concerning the critical work being accomplished by California counties as well as challenges and solutions.**
2. **Expand internal research and analysis on county issues in order to enhance advocacy, and to increase the knowledge-base of county officials, policy makers, the media, and the public.**
3. **Build robust partnerships with public policy foundations, the nonprofit and business sectors, and other potential partners to enhance education, innovation, tools for advocacy, and direct services.**
4. **Build a stronger understanding of California counties and better communication with CSAC members through conducting media-work in the field, visiting county programs, attending member-focused events, and presenting at county board meetings.**

# ACHIEVE EXCELLENCE IN ASSOCIATION MANAGEMENT

*Maximize the effectiveness of the association and value to members by adopting best-practices in association management while keeping dues as low as possible.*

1. **Develop and implement an employee training and career development program to ensure recruitment, development and retention of talented staff.**
2. **Maintain long-term financial security of CSAC by building a strategic reserve and a pool of unrestricted funds for statewide advocacy efforts.**
3. **Implement state-of-the-art Information Technology (IT) to most efficiently meet member needs while protecting the security of county interests.**
4. **Continue to cultivate mutually-beneficial relationships between counties and our business and community partners, and strengthen the relationship with the CSAC Finance Corporation and the California Counties Foundation.**



## **Draft Policy Priorities for 2019**

### **California State Association of Counties**

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County policy concerns are most often centered on resources to carry out state and local service responsibilities, the authority to carry out those responsibilities in local communities, and partnership with the state to improve existing programs.

Those concerns pose challenges and opportunities in the seven policy issues that CSAC is prioritizing for 2019: wildfires and other disasters, housing and homelessness, In-Home Supportive Services, behavioral health, the 2020 U.S. Census, bail reform, and local governance and land use authority.

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#### **Wildfires and Other Disasters**

Counties need the state's assistance to respond to the recent catastrophic wildfires, mudslides, and other disasters, and to prepare for the future disasters we know await us.

CSAC will advocate for disaster recovery funding, that addresses tax backfills, debris removal, resiliency, forest health, and economic assistance. Funding should take the form of direct subventions, exemptions from matching requirements, and county eligibility for cap and trade and other grant funds. CSAC will also work with the state and federal government to improve forest management and emergency communications systems.

#### **Housing and Homelessness**

The affordability and availability of housing is at crisis levels in almost every part of the state. The housing issue is not only a crisis in its own right, but also a main driver of California's homelessness emergency.

CSAC will advocate for funding for affordable housing, including new state funding for construction of homes affordable to households at all income levels. CSAC will continue to focus on implementation of recent housing legislation, including allocation of recently approved bonds, as well as full implementation of new homelessness programs, such as No Place Like Home. CSAC will also advocate for flexibility in the use of existing homelessness funding, so counties can address local needs without unnecessary restrictions.

#### **In-Home Supportive Services**

A significant and growing gap between IHSS program costs and available revenues will have increasing impacts on county budgets and other realignment-funded programs, including public health and behavioral health.

CSAC will advocate for a long-term solution to IHSS cost pressures by leading the effort to reopen the MOE deal that splits funding requirements between the state and counties. In addition, CSAC will continue working with the new Administration and counties on implementation efforts including allocation of offsetting revenue, MOE adjustments, and other provisions.



# Draft Policy Priorities for 2019

## California State Association of Counties

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### **Behavioral Health**

County behavioral health services remain central to many of the most difficult policy issues for counties, such as homelessness, housing, and justice system recidivism and diversion, making it the focus of efforts by the federal government, the California Department of Health Care Services, and the Legislature.

CSAC will advocate for a sensible balance between state expectations and local authority for Medi-Cal Specialty Mental Health Services and the Mental Health Services Act, and the movement to integrate behavioral health into the broader health care system. CSAC will also advocate for a fair process for allocating a potential \$180 million federal recoupment of erroneous mental health billing and transparency at the county level.

### **2020 Census**

A complete count of all California residents will help to maintain federal funding levels for a wide variety of programs and Congressional representation, as well as assisting with accurate local redistricting.

CSAC will work with the state and federal governments to ensure promised census funding and supporting resources are disbursed to counties. CSAC will also disperse information and coordinate efforts so counties have the tools they need to implement their complete count efforts.

### **Bail Reform**

Last year's SB 10 ended cash bail and moved California to a new pre-trial system. However, this policy is tied up in a referendum effort and ongoing litigation and negotiation. Counties, their jails, and their sworn officers will play an important role in any replacement system.

CSAC will advocate for funding for any new or revised responsibilities, including the assessment and supervision of people charged with crimes. CSAC will also champion county interests in any follow-up legislation related to bail reform.

### **Local Governance and Land Use Authority**

From county governance and contracting to housing development, fire safety, and the siting of county facilities, the state has increasingly been interested in revisiting the power of communities to make their own decisions.

CSAC will advocate for the appropriate balance between statewide concerns and local authority. For county governance decisions, such as the makeup of the Board of Supervisors and other county offices, the full authority should remain with the people who live in the community. For other issues, such as fire safety and housing development, the state's reasonable interests must be appropriately balanced with local circumstances.



# Draft Major Policy Issues for 2019

## California State Association of Counties

Each year, CSAC's Board of Directors sets the Association's state and federal advocacy priorities. These priorities, adopted with the input of policy committees, the CSAC Officers, the Executive Committee, and our affiliates, will guide CSAC's advocacy efforts in 2019 both in Sacramento and Washington DC.

As we begin 2019 with a new Governor and Democratic supermajorities in the State Assembly and Senate, we look for opportunities to partner on the diverse issues facing California, from homelessness to emergency preparedness.

CSAC advocates on a multitude of issues each year, but the following 2019 state and federal priorities and major issues are expected to be in the spotlight in 2019.

### Principles

**Funding.** County service responsibilities continue to grow, some imposed by state and federal programs and others to deal with local aspects of statewide problems. While the state's fiscal health is unprecedented, most counties' general funds are still struggling to return to pre-recession levels. The state should help fund the public services that are carried out by counties to achieve statewide goals.

**Authority.** The benefit of local governance is the ability to shape services so that they fit the needs, resources, and other circumstances of California's diverse communities. Counties are uniquely suited to provide services to every Californian in a way that fits their community. The state should give counties more flexibility to take full advantage of their position as local providers of statewide programs, and at the same time allow counties full authority over their own local programs and governance.

**Partnership.** To an extent seen in few other states, counties in California are the level of government that provides federal and state programs to residents. County expertise with these programs and services is a resource for state policy makers as they consider whether and how to change those programs.

### Major Policy Issues by Area

#### Agriculture, Environment, and Natural Resources

- Disaster Response
- Climate and Resiliency Funding
- Land Use, Resiliency, Emergency Management
- Water Resources and Regulatory Issues

#### Health and Human Services

- In-Home Supportive Services
- Homelessness and Poverty Issues
- Behavioral Health Improvement

#### Government Finance and Administration

- Disaster Recovery Assistance
- 2020 U.S. Census Resources
- Preserving County Governance Authority
- Economic Development Tools
- Collaboration with Employee Representatives

#### Administration of Justice

- Bail Reform
- Trial Court Security
- Mental Health Diversion
- Implementation of the Domestic Violence Batterer Intervention Programs Legislation
- Juvenile Hall Repurposing

#### Housing, Land Use, and Transportation

- Protect Local Land Use Authority While Promoting Housing Affordability
- Protect State Transportation Funding
- Prepare for the Future of Transportation
- Cap and Trade Implementation
- Renegotiated Gaming Compacts

## Agriculture, Environment, and Natural Resources

**Climate and Resiliency Funding.** With the passage of SB 901 (Dodd, 2018), the State will spend \$1 billion from Cap and Trade revenues over the next five years on fire prevention, forest health, and resiliency and related projects. CSAC will work to influence the allocation of these funds, advocating for county eligibility for a variety of purposes, including local tree mortality assistance, forest health projects, defensible space initiatives and other programs of local significance. With the implementation of SB 833 (McGuire, 2018), CSAC will work to advocate for funds to assist with emergency alert systems, including the deployment of WEA technology and funding for a statewide 211 program that includes non-alert, emergency and disaster preparedness and response information. In addition, CSAC will work to explore additional opportunities for funding of pre-hazard mitigation and resiliency funding at both the state and federal level. Finally, CSAC will continue to focus on other funding opportunities within the state's cap and trade program for greenhouse gas (GHG) emissions reductions and adaptation work help prepare counties protect against and prepare for our changing climate.

**Disaster Response.** Devastating fires continued throughout 2018, with catastrophic wildland and urban interface events in Shasta, Butte, Mendocino, Ventura, Los Angeles and elsewhere. CSAC will prioritize funding and resources to help counties begin and continue the recovery process from these tragic events. The AENR team will work with the Government, Finance and Administration team to engage the new Administration and negotiate an adequate fiscal relief package for counties impacted by fires, including backfill of lost property tax revenue, help with debris removal and additional economic assistance.

**Land Use, Resiliency, and Emergency Management.** In the aftermath of the legislative debate on fire impacts and liability, we anticipate the Legislature and outside stakeholder groups to continue to focus on the connection between fire prevention and local land use issues. Working with the CSAC Housing, Land Use and Transportation policy unit, the AENR team will engage stakeholders and collect data to inform the difficult policy discussion of competing pressures for development and housing while maintaining safe and sustainable communities. This

topic will cover issues ranging from rural housing elements, high fire severity zone mapping, defensible space and local fire prevention initiatives, access to insurance, among other topics. In addition, CSAC will continue to staff and facilitate the work of the CSAC Resiliency Advisory Board to inform these discussions and provide ongoing education and outreach to county officials.

**Cannabis.** The state will begin in earnest to issue Annual and Provisional Annual licenses for commercial cannabis activity in 2019. This also initiates the state's track and trace system, and the tracking and collection of commercial cannabis data from "seed to sale." CSAC will continue to provide outreach and assistance to counties as they develop and implement local cannabis regulatory ordinances. In addition, CSAC will work with state regulatory agencies to ensure for a coordinated dual-licensing system. CSAC will work with other local government stakeholders to address the issue of cannabis deliveries into jurisdictions that have bans in place, and work to create a system that will ensure for appropriate tax remittance, should the final proposed draft regulations take effect without change. In addition, CSAC will continue to support the work of the California Cannabis Authority to manage a statewide data platform that provides local regulators with accurate, real-time regulatory and compliance data to help ensure for a safe and well-regulated cannabis marketplace in California.

**Water Resources and Regulatory Issues.** Several significant water proposals failed to pass both the Legislature and voters in 2018, including the failed passage of an \$8 billion water bond on the November ballot, and the failure of SB 623 (Monning), a measure that would have created a sustainable funding source for contaminated drinking water systems, referenced above. CSAC will work with stakeholder groups and the Legislature to reformulate approaches to funding water projects in California while also focusing on outreach and education to inform the public of the importance of ongoing funding for a variety of water needs, including clean drinking water, stormwater and other programs. In addition, staff will continue to focus on the implementation of several key water issues, including the Sustainable Groundwater Management Act (SGMA), the passage of SB 231

(Hertzberg) and the development of additional stormwater funding tools, and ongoing negotiations about water quality funding and conservation issues.

CSAC will continue to engage Cal Recycle and the waste management stakeholder community on the implementation of SB 1383 (Lara, 2016), and the development of regulations that will require a 50 percent reduction of organic waste by 2020 and a 75 percent reduction by 2025. Funding and the development of infrastructure capable of processing organics will be key elements of this discussion and the focus of CSAC's advocacy efforts. In addition, CSAC will work with Cal Recycle and the Legislature to work towards solutions for the development of additional markets for recyclable materials. This is a critical issue as the overseas markets have almost been eliminated due to a recent Chinese policy, known as "National Sword." This new policy will significantly limit the import of US recyclables,

leaving California with limited options for processing these materials in domestic markets.

With respect to other ongoing regulatory issues, CSAC will continue to participate in the Forest Management Task Force to help implement both the executive order in Forest Resiliency and the California Forest Carbon Plan. The Forest Management Task Force is a successor to the Governor's Tree Mortality Task Force of which CSAC was a member. CSAC will work with the state and local governments to help meet the new renewable energy targets set forth in SB 100 (De Leon, 2018), and support the development of Community Choice Aggregation (CCA) to help fulfill these goals. In addition, CSAC will continue to advocate for ongoing funding of Payment-In-Lieu of Taxes (PILT) payments to counties and any potential for the reinstatement of the Williamson Act subvention program.

## Health and Human Services

**In-Home Supportive Services.** In 2019, CSAC's sustained commitment to navigating the impacts of the increasing In-Home Supportive Services (IHSS) program costs will shift toward seeking a more feasible long-term solution to the IHSS cost pressures. CSAC secured a reopener provision in the 2017-18 budget legislation that established the new IHSS Maintenance of Effort (MOE) that requires the Department of Finance to issue a report examining this new IHSS fiscal structure during the development of the 2019-20 budget. There is a significant and growing gap between IHSS program costs and available revenues, and the impacts of the MOE on other Realignment-funded programs are growing. The priority for 2019 will be leading the effort to reopen the MOE deal and developing fiscal solutions to ensure long-term sustainability for counties to administer IHSS and other realigned programs on behalf of the state. In addition, CSAC will continue working with a new Administration on allocation of offsetting revenue, MOE adjustments, and other provisions. Finally, CSAC will continue to partner with counties and other stakeholders on implementation and education efforts.

**Homelessness and Poverty Issues.** Homelessness issues remain at the top of the county agenda and CSAC will continue to leverage the policy expertise of the health and human services, housing and land use, and administration of justice policy committees

and staff to implement homelessness funding programs from 2018. CSAC will also continue to identify and solicit new opportunities to assist counties in combatting homelessness, including incentivizing all types of affordable housing – whether it is transitional shelters, permanent supportive housing, sober living environments, and the full spectrum of housing in between. CSAC will also continue to advocate for funding and flexibility at the local level to help meet the unique needs of those who are homeless or at risk of homelessness in each community.

**Behavioral Health Issues.** County Behavioral Health will continue to be a focus of the federal government, state Department of Health Care Services, and the Legislature in 2019, and remains the linchpin in many of the most difficult policy issues for counties, such as homelessness, housing, and justice system recidivism and diversion. The spotlight on Mental Health Services Act funding and a potential \$180 million federal recoupment of erroneous mental health billing will require strong advocacy by counties. Furthermore, the state's interest in integrating behavioral health services into the health care system requires close monitoring and coalition-building. CSAC will continue to engage on behalf of all counties on behavioral health funding, services, and legislative proposals in 2019.



## Government Finance and Administration

**Disaster Recovery Assistance.** CSAC will work with the Administration and the Legislature to partner on solutions this year that will make California more resilient against the impacts of natural disasters and climate change, including modernizing our forest practices, protecting infrastructure, and enhancing emergency communications systems. This also includes securing property tax backfill for counties impacted by the latest slate of wildfires and those that continue to feel the impacts one year later. In some instances these counties are one in the same.

**Census Resources for a Full and Complete Count.** The decennial census is of critical importance to county programs and funding – over \$11 billion in direct allocations plus additional state subventions. In the coming census California faces unique challenges due to the large percentage of “hard to count” communities – or populations that historically have been undercounted. In addition, the heavy reliance on digital data collection could create hurdles for rural areas or individuals lacking online access. CSAC will act as a communications conduit between state and local agencies, disseminate timely information from regional and statewide stakeholder groups including those representing community based organizations, provide platforms for peer to peer sharing between counties and best practices, and advocate for adequate resources, including financial support.

**Preserving County Governance Authority.** This priority speaks to a core tenet of CSAC as an organization. Several bills have directly challenged county authority and sought to weaken Boards of Supervisors’ discretion and decision-making power on behalf of their constituents, such as AB 1250

(2017) related to establishing contracts with service providers. Charter county models have also been called into question. CSAC will advocate for protecting Board authority for budget approval, redistricting, and rights granted through charter adoption and amendments; and protect existing mechanisms that reflect local voter will for changes to the board size, district boundaries, or funding levels for local service needs.

**Economic Development Tools.** Many economic development tools, including the former redevelopment agencies, relied heavily on property tax increment financing. Newer proposals continue to rely on this resource with varying degrees of accountability and oversight. Other state and federal tax credits and incentives to grow and attract business interests may prove helpful with further refinement. Governor-elect Newsom’s extensive interest in this policy area, particularly to assist with housing, will mean counties will need to be active partners to ensure local interests are not overwhelmed by statewide goals.

**Collaboration with Employee Representatives.** CSAC will fully engage again this upcoming year to ensure that counties as employers maintain the ability to effectively manage their workforces while also maintaining the highly valued benefits provided to their employees. Furthermore, CSAC will continue to find partnerships as appropriate with labor union advocates where collaboratively on several issues including most recently property tax revenue protection, including those from Redevelopment 2.0 and the real estate industry threats, and the In-Home Supportive Services MOE.

## Administration of Justice

**Bail Reform.** The California Money Bail Reform Act was signed into law in August of this year. This legislation provides for the establishment of a new pretrial release system that includes pretrial assessment services provided by courts or public agencies, such as county probation departments. Counties will have the option to contract with the Judicial Council to perform this function. This new law will become effective October 1, 2019 and changes the current money bail system to a risk-

based system. There is a referendum pending and, if the referendum qualifies, it will delay implementation until 2020. CSAC will work closely with the Administration, Judicial Council and the Chief Probation Officers California to help ensure that counties have the funding necessary for planning, should a county chose to contract with Judicial Council to handle the pre-trial assessments and supervision.

**Trial Court Security.** Trial Court Security was realigned to the counties as part of 2011 Realignment. The amount of funding that was provided to the counties has not kept up with increased personnel and security costs. As such, a number of counties are either in litigation or on the cusp of litigation with their local courts. CSAC will work to make Trial Court Security more functional.

**Mental Health Diversion.** Assembly Bill 1810 (Chapter 34, Statutes of 2018) was signed into law last session. This bill created a new diversion program for mentally ill offenders provided certain requirements are met, including the availability of a treatment program for the offender. There were a number of concerns raised by counties about the fact that the program applied to all offenses, as well as concerns about the procedural aspects of the program. SB 215 (Chapter 1005, Statutes of 2018) helped to remedy a number of these concerns. Specifically, the bill excludes certain violent offenses from the diversion program (including murder and sex offenses), preserves victim restitution, and allows the court to require the defendant to make a prima facie showing that the defendant will meet the minimum requirements of eligibility for diversion and that the defendant and the offense are suitable for diversion. CSAC worked with Senator Beall's

office and supported this measure. CSAC will continue to work with the legislature to make this program workable for the counties.

**Implementation of Domestic Violence Batterer Intervention Programs.** AB 372 (Chapter 290, Statutes of 2018) was sponsored by CSAC and authorizes a pilot program that allows the counties of Napa, Santa Barbara, San Luis Obispo, Santa Clara, Santa Cruz, and Yolo to offer an alternative to the batterer's intervention treatment program. The pilots will serve as the first step in assessing whether alternative approaches are more effective in addressing the criminogenic needs of batterers and reducing recidivism. CSAC will facilitate the discussion of the implementation of AB 372 by providing research and guidance to the six counties to better assess the needs of domestic violence offenders.

**Juvenile Hall Repurposing.** Juvenile justice in California has undergone a variety of reforms in the past decade. These reforms have led to a lower juvenile offender population and an increase in the number of vacant beds in local juvenile detention facilities. CSAC will work with stakeholders to look at long term solutions for utilization-of these vacant beds.

## Housing, Land Use, and Transportation

**Protect Local Land Use Authority while Promoting Housing Affordability.** With housing affordability and the related homelessness crisis poised to once again be a high-priority issue in 2019, CSAC will continue to advocate for an appropriate balance between legitimate statewide goals for housing production and affordability and appropriate discretion for local communities in implementing these policies through locally-driven plans. Initial housing funding from the 2017 housing package is beginning to roll out to counties, as the Department of Housing and Community Development has issued draft guidelines for planning grants and homelessness funding from SB 2 (Atkins, 2017), which is expected to raise approximately \$250 million annually. In 2019 and beyond, counties and cities will receive seventy-percent of this funding to support local affordable housing. In addition, voters approved Proposition 1, a \$4 billion statewide housing bond, on the November General Election ballot, so CSAC will focus

on implementation and maximizing opportunities for counties to secure funding for local housing priorities in 2019. While Proposition 1 and SB 2 funding will go a long way to addressing California's backlog of homes affordable to households at all income levels, CSAC will also work with partners in 2019 to expand the ability of the state and local government to meet the need for affordable homes. Finally, housing-related issues continue to cross over with multiple other policy areas within CSAC. The Housing, Land Use and Transportation policy unit will continue coordinating and collaborating with the Health and Human Services policy unit on interactions between housing and homelessness; with the Agriculture, Environment and Natural Resources policy committee on the relationship between land use and housing with resiliency and disaster recovery; and with the Government, Finance and Administration policy team on the connections between housing and economic development tools for local government.

**Protect State Transportation Funding.** If legislation introduced in 2018 is any indication of what may come in 2019, counties and transportation stakeholders will need to continue to be vigilant. For instance, proposals to hold hostage transportation funding until affordable housing outcomes are met are likely to resurface. Protecting transportation funding will continue to be a priority for the HLT Policy Unit. CSAC will also continue to pursue additional streamlining opportunities and intends to sponsor legislation to expand the existing “match-exchange” program where the state exchanges local shares of federal funds for state dollars thereby reducing the federal footprint, eliminating duplicative environmental reviews, and saving time and money on transportation projects.

**Preparing for the Future of Transportation.** Automated and connected vehicles are being tested and deployed across the country. The implications of autonomous and other transportation related technology are far reaching and can be both beneficial and potentially disruptive to mobility, the economy and overall quality of life. Other advancements such as transportation network companies may have compounding effects on the implications of this rapidly-changing technology. CSAC, through a multidisciplinary county working group, will develop a set of principles regarding the role of counties in the oversight and regulation of automated and connected vehicles. Moreover, to the extent that automated vehicles are electric vehicles and therefore do not adequately pay for their use of transportation infrastructure, CSAC will continue to monitor and engage in discussions about a long-term, sustainable replacement revenue stream to the gas tax.

**Cap and Trade Implementation.** With the extension of AB 32, the California Global Warming Solutions Act of 2006, through 2030, the California Air Resources Board (CARB) is currently in the middle of a second update to the Scoping Plan to reflect the new greenhouse gas emissions targets (GHGs) targets (reducing our GHGs to at least 40% below the 1990 level by 2030). CSAC HLT staff will continue to work in coordination with the CSAC Agriculture, Environment, and Natural Resources policy committee staff to comment on and participate in the Scoping Plan update process.

CSAC HLT staff will also monitor and defend against efforts to erode local control over land use decisions in a variety of contexts. While it is unclear where the new Administration stands on SB 375 related issues, there appears to be growing dissatisfaction in the Legislature over the implementation of SB 375; specifically the transportation, housing and land use decisions local agencies are making and the perceived impacts those decisions have on statewide climate goals. It is important to get out in front of some of these conversations with proactive, positive information about the land use decisions counties are making that help meet our climate goals and are consistent with sustainable communities strategies and other local climate action plans.

**County Priorities in Renegotiated Gaming Compacts.** Governor Brown continued to renegotiate state-tribal gaming compacts in 2018 with several tribes whose current compacts would otherwise expire in the near future. While each of these agreements have included key provisions of importance to counties, the change in Administrations will require active engagement from CSAC and affected counties to ensure that ongoing priorities for revised compacts are fulfilled. Those priorities include judicially-enforceable local mitigation agreements for any new or expanded gaming or related facilities, a more comprehensive tribal environmental review process, and mitigation mechanisms for preexisting local off-reservation impacts from gaming enterprises underway prior to the date of any new compact. The Special Distribution Fund (SDF), which was the sole statewide mechanism for mitigation of local government gaming impacts under the 1999 compacts has not had sufficient funding for SDF grants to local governments since FY 2014-15. The Legislature and Governor have been unwilling to backfill the account while 1999 Compacts are being renegotiated. While SDF grants have been insufficient to mitigate all local impacts since the program’s inception, CSAC will continue to look for opportunities to fund the SDF or another mechanism to fund mitigation from pre-existing impacts, especially for counties where local casino mitigation agreements are not in place. The change in Administrations may offer an opportunity to reassess the SDF program.

## CSAC 2019 Federal Advocacy Priorities

After two years of Republican control of Congress and the White House, 2019 will usher in the return of divided government as Democrats take the helm of the House of Representatives and the GOP slightly pads what was the narrowest of majorities in the Senate. While attempts at legislative deal making will undoubtedly be influenced by the looming 2020 presidential and congressional elections, there will be opportunities for bipartisan collaboration, particularly, for example, with respect to development of an infrastructure package.

For his part, President Trump will head into the second half of his administration aiming to build upon the aggressive deregulatory agenda that is currently underway at a number of federal departments and agencies. Legislatively, the president has indicated his willingness to work with the new House Democratic majority in several key areas, though it remains to be seen how much room for cooperation will exist in 2019.

**California County Spending Priorities.** Absent a new bipartisan agreement that lifts the fiscal year 2020 sequester-level spending caps prescribed by the *Budget Control Act* (BCA), congressional appropriators will be forced to cut billions of dollars in defense and non-defense discretionary spending as part of next year's budget. Regardless of whether Congress ultimately votes to suspend the BCA caps, CSAC will be working to protect the myriad of federal spending programs that are of vital interest to California's counties.

**Transportation and Infrastructure.** While efforts to advance a broad infrastructure package fell short during the 115<sup>th</sup> Congress, the incoming leaders of the House and Senate along with President Trump have indicated that infrastructure spending will be a key priority in 2019. CSAC will continue to urge members of the California congressional delegation to prioritize the significant infrastructure investment needs at the local level while looking for opportunities to enhance and streamline the transportation project delivery process.

On a closely related matter, the nation's highway and transit authorization law – the *Fixing America's Surface Transportation Act* (FAST Act) – is set to expire during the 116<sup>th</sup> Congress. Within the context of FAST Act reauthorization, CSAC will continue to emphasize the importance of the county road system with respect to federal transportation policy and advocate for new revenues for programs of importance to counties, such as safety and bridge projects.

**Federal Healthcare Policy.** CSAC will continue to support efforts to maintain and support the *Affordable Care Act* (ACA), including funding the expanded Medicaid program and insurance subsidies for individuals and families with incomes above the Medicaid eligibility thresholds.

Additionally, CSAC will continue to support bipartisan

efforts to eliminate the ACA excise tax, which is slated to go into effect in 2022. A number of California counties offer health insurance plans and related programs that will be subjected to the tax on high-cost plans.

**Changes to Entitlement Programs.** CSAC will work to protect California county interests as part of any Temporary Assistance for Needy Families (TANF) reauthorization legislation, including working to restore state and county flexibility to tailor work and family stabilization activities to families' individual needs. CSAC also will support maintaining the focus on work activities under TANF, while recognizing that "work first" does not mean "work only."

**Homelessness.** CSAC will support increased federal appropriations and new legislative initiatives to support housing programs that offer comprehensive services and case management for individuals and families experiencing homelessness.

**Child Welfare Financing Reform.** CSAC will support increased federal funding for services and income support needed by parents seeking to reunify with children who are in foster care. CSAC also supports increased financial support for programs that assist foster youth in the transition to self-sufficiency, including post-emancipation assistance such as secondary education, job training, and access to health care.

In addition, CSAC will work to protect and retain the entitlement nature of the Title IV-E Foster Care and Adoption Assistance programs while seeking the elimination of outdated rules that base a child's eligibility for funds on parental income and circumstances. The association also supports federal funding to address the service needs of youth who are victims of commercial sexual exploitation.

Finally, CSAC will continue work with Congress and the administration to provide maximum flexibility in meeting provisions of the *Family First Prevention Services Act* (FFPSA), including offering a broad array of prevention services and administrative actions to better align the FFPSA's congregate care provisions with the state's Continuum of Care reforms.

**Indian Affairs / Fee-to-Trust Reform.** CSAC will continue to lead local government efforts aimed at securing a comprehensive legislative overhaul of the Department of the Interior's fee-to-trust process. Similarly, CSAC will continue to urge the U.S. Department of the Interior to approve a series of key fee-to-trust process reforms as part of the Department's 25 CFR Part 151 regulatory review effort.

**Public Lands.** CSAC will continue to advocate for a long-term reauthorization of mandatory entitlement funding for the Payments-in-lieu-of-Taxes (PILT) program, as well as the Secure Rural Schools (SRS) program. Absent long-term renewals of these critical funding sources, CSAC will continue to support short-term programmatic extensions.

In addition, CSAC will continue to advocate for responsible reforms to federal land management. Such reform efforts should promote healthy forests, protect endangered species habitat, safeguard downstream water quality, improve California's water supply, and reduce the risk of wildfires.

Finally, CSAC will continue to urge the federal government to provide assistance through the Department of Agriculture and the Federal Emergency Management Agency to help California address its tree mortality crisis.

**Justice Funding.** CSAC will continue to serve as a lead advocate in efforts to protect, as well as enhance, the State Criminal Alien Assistance (SCAAP) program, which is a key source of federal funding for a significant number of California's counties. CSAC also will continue to advocate for a long-term reauthorization of SCAAP and will continue to seek several key reimbursement-criteria changes to the program.

With regard to the *Victims of Crime Act* (VOCA) and the *Violence Against Women Act* (VAWA), CSAC will continue to urge Congress to provide adequate funding for these importance victim services programs.

**Federal Disaster Assistance.** In the aftermath of the most destructive and costly wildfires in state history, CSAC will continue to advocate for federal disaster assistance to help communities impacted by the devastating effects of the fires.

**Remote Sales Tax.** In the wake of the Supreme Court's 2018 ruling in *South Dakota v. Wayfair*, states can now require online retailers to collect and remit sales taxes, regardless of whether they have a "physical presence" in that particular state. Following the *Wayfair* decision, a number of states, including California, are moving to capitalize on this lost tax revenue. Such widespread state-level action could serve as the impetus for Congress to consider legislation – similar to the *Marketplace Fairness Act* – that would create a national framework for tax collection. CSAC will support efforts aimed at further strengthening state and local taxing authority and will oppose legislation that seeks to overturn the *Wayfair* decision.

**State and Local Tax Deduction.** The 2017 *Tax Cuts and Jobs Act* (PL 115-97) allows taxpayers to deduct property taxes and income or sales taxes, but only up to a combined cap of \$10,000. Prior to the Act, federal taxpayers could deduct the entirety of their state and local property taxes, as well as their state income taxes or sales tax. CSAC supports legislation that would fully restore the SALT deduction and opposes any effort to further reduce or eliminate this tax benefit.

**Tax Exempt Bonds.** The *Tax Cuts and Jobs Act* fully preserved the tax exempt status of municipal bonds and Private Activity Bonds (PABs), though eliminated the exemption for advance refunding bonds, which counties use to refinance outstanding bonds to take advantage of better terms and rates. CSAC will continue to support the municipal bond and PAB tax exemption, as well as legislation that would restore the exemption for advance refunding bonds.

**Environmental Regulatory Reform.** With the Trump administration taking a series of actions to dismantle Obama-era environmental regulations – such as the Clean Power Plan and the Waters of the United States (WOTUS) rule – CSAC will continue to monitor executive and administrative actions that could impact California's counties.

**Executive Action on Immigration-related Policy.** CSAC will continue to closely monitor the potential impact of legislative and regulatory actions that would have the effect of cutting off certain federal

funds to California’s counties, including new standards announced by the Department of Justice that would preclude the state’s counties from being eligible for SCAAP payments beginning with the fiscal year 2020 application cycle. It should be noted that the Trump administration’s executive and administrative actions aimed at withholding federal funds from so-called “sanctuary jurisdictions” remain the subject of a number of lawsuits across the country. Accordingly, CSAC will continue to closely monitor the outcome of these judicial proceedings.

**Cannabis.** While 33 states and the District of Columbia have legalized the use of cannabis for medicinal or recreational purposes, it is still classified as a Schedule 1 narcotic under the *Controlled Substances Act*. As a result, the use, possession, and sale of cannabis remains a federal crime, which has created significant issues for states that have legalized cannabis use. In an effort to address the conflict between federal and state law, CSAC supports legislation that would allow states to determine their own cannabis policies. CSAC also supports legislation that would ensure greater access to banking for cannabis-related businesses, as well as proper medical research on the effects of cannabis use.

**California State Association of Counties**  
**Conflict of Interest Policy**

Article I

Purpose

The California State Association of Counties (“CSAC”) is a California nonprofit mutual benefit corporation. Members of the Board of Directors (“Board Members”) of CSAC are subject to certain legal obligations in the performance of the duties of their position. For this reason, CSAC is establishing this Conflict of Interest Policy for its Board Members.

CSAC Board Members are required to exercise good faith in all transactions involving their duties, and they are subject to certain obligations not to use their position, or knowledge gained through their position, for their personal benefit. In their dealings with CSAC, Board Members should be mindful of potential conflict of interests.

Article II

Standard of Care

In determining potential conflicts of interest, the following standard of care shall be applicable:

- A. Board Members shall perform their duties in good faith, in a manner they believe to be in the best interest of CSAC, with such care, including reasonable inquiry, as an ordinary prudent person in a like position would use under the circumstances.
- B. Board Members are required in their capacity as members of a Board of Supervisors to receive training on ethics and conflicts of interest that satisfies the requirements of AB 1234. Board Members shall perform their duties in a manner consistent with the principles addressed in this training.
- C. Board Members are entitled to rely on the information, opinions, reports or statements (including financial statements and other financial data) prepared or presented by officers or employees of CSAC, independent accountants, and other experts who provide professional services to CSAC, provided that Board Members believe such individuals are reliable and competent, and that the matters on which they present are within their professional or expert competence. Board Members may also rely on the information, opinions, reports or statements of any committee of the Board of Directors with respect to matters within that committee’s designated authority if Board Members believe the committee merits their confidence. Board Members are entitled to rely on the information, opinions, reports or statements of any person, firm, or committee if, after reasonable inquiry when the need therefore is indicated by the circumstances, they have no knowledge that would cause such reliance to be unwarranted.

Article III

Conflicts and Disclosure

- A. Board Members are necessarily involved in the affairs of other institutions and organizations. Effective boards and organizations will include individuals who have relationships and affiliations that may raise questions about perceived conflicts of interest. Although many such potential conflicts are and will be deemed inconsequential, every Board Member has the responsibility to ensure the entire Board of Directors is made aware of situations that involve personal, familial, or business relationships that could create a real or perceived conflict of interest. Every Board Member is also a member of a Board of







Winter-Spring 2019

# Course Guide

*Learning without thought is labor lost; thought without learning is perilous. – Confucius*



**Exceptional professional development for county elected officials, executives and managers**

## Schedule at a Glance

DATE		JANUARY	LOCATION	PAGE
10	(TH)	Leadership by Values: Success in Public Service	Shasta/Tehama	4
11	(F)	Crafting and Implementing Effective Strategic Plans	Orange	2
17	(TH)	Storytelling and Other Practices in the Art of Persuasion	Santa Cruz	7
18	(F)	Financing California Counties	Tulare	3
24	(TH)	Leadership and Change: Practices to Move People	Sacramento	4
25	(F)	Reengineering County Business Processes	Sacramento	1
31	(F)	When Bad Things Happen: Managing the Media in Crises	Sacramento	7
<b>FEBRUARY</b>				
7	(TH)	IT Business Analysis	Sacramento	3
8	(F)	Polish Your Writing: Make the Case!	Sacramento	6
8	(F)	Service Excellence through Process Improvement	Orange	6
14	(TH)	Practitioners Guide to Hiring, Retaining Great Employees	Sacramento	6
14	(TH)	Local Governance in California	Shasta/Tehama	5
15	(F)	Negotiations and Collaboration in Complex Environments	Tulare	5
15	(F)	Subrecipient Monitoring – Building Relations with CBOs	Sacramento	7
21	(TH)	Leadership by Values: Strategies for Success	Santa Cruz	4
<b>MARCH</b>				
1	(F)	Make Your County Seen: Marketing and Branding	Sacramento	5
8	(F)	State Budget 101	Orange	7
14	(TH)	Making an Impression: Working with the Media	Sacramento	5
14	(TH)	Art & Practice of Organizational Leadership	Shasta/Tehama	2
14-15		<b>2-Day Class</b> Realignment 101: Basics of 1991 and 2011	Orange	6
15	(F)	County Budgeting and Financial Planning	Tulare	2
21	(TH)	Art & Practice of Organizational Leadership	Santa Cruz	2
28	(TH)	Financing California Counties	Sacramento	3
<b>APRIL</b>				
4	(TH)	IT Define an IT Strategy and Roadmap	Sacramento	3
5	(F)	Negotiations and Collaboration in Complex Environments	Sacramento	5
11	(TH)	Intergenerational Leadership	Shasta/Tehama	3
12	(F)	Local Governance in California	Orange	5
18	(TH)	State Budget 101	Santa Cruz	7
18-19		<b>2-Day Class</b> Leading with Emotional Intelligence Master	Sacramento	4
19	(F)	Talent Development and Succession Planning	Tulare	7
26	(F)	Thinking Strategically in Trying Times	Sacramento	7
<b>MAY</b>				
9	(TH)	Leading with Emotional Intelligence	Shasta/Tehama	4
10	(F)	Art & Practice of Organizational Leadership	Sacramento	2
10	(F)	Intergenerational Leadership	Orange	3
16	(TH)	How to Be Human at Work	Santa Cruz	3
17	(F)	Local Governance in California	Tulare	5
17	(F)	Manage Conflict (Even Hostility) with Comfort	Sacramento	5
23	(TH)	<b>Emerging Issues</b> Making it Count in the 2020 Census	Sacramento	3
24	(F)	Technology for Nontechnology Officials – Bridge the Gap	Sacramento	1
<b>JUNE</b>				
7	(F)	Drama in the County: Acting Techniques for Leadership	Sacramento	2
13	(TH)	IT Manage IT Stakeholder Relations	Sacramento	4
13	(TH)	Financial Reporting for Nonfinancial Professionals	Shasta/Tehama	2
14	(F)	Storytelling and Other Practices in the Art of Persuasion	Sacramento	7
14	(F)	Negotiations and Collaboration in Complex Environments	Orange	5
20	(TH)	Service Excellence through Process Improvement	Santa Cruz	6
21	(F)	Advanced Practices in Negotiations	Sacramento	5
21	(F)	Thinking Strategically in Trying Times	Tulare	7

## NEW FOR THIS SEMESTER

*Identify opportunities to reimagine processes and reduce resource use*

### Reengineering County Business Practices 355

Business Processing Reengineering (BPR), as defined by Michael Hammer, is the fundamental re-thinking and redesign of business processes to bring about dramatic improvements in critical measures of performance, such as cost, quality, service and speed. With the continued integration of technology into county operations, BPR provides an opportunity for counties to rethink their existing business processes. This course explores the need for a business process focus, the essential steps for evaluating and reengineering business processes, and critical success factors for making the effort successful. It provides a practical framework for business process improvement and examines practical process improvement concepts and techniques to introduce process changes effectively, to get the most from your process improvement effort.

Instructor: Bill Chiat is the Dean of CSAC Institute and brings extensive experience working with local governments to improve processes.

**Friday, January 25, 2019** 10:00 a.m.–3:30 p.m.  
 Sacramento • \$149/person for counties • 3 credits • Managers/Executives

**TAKE THIS CLASS WITH LEADERSHIP AND CHANGE ON JANUARY 24**

*Integrate technology into the governance and operation of the county*

### Technology for Nontechnology Executives and Officials: Bridge the Gap 358



“Always connected” is the new normal for counties as advances in information technologies and public expectations for service quickly evolve. Yet often there is a gap in communication and understanding between IT, county and department management, and Board governance of technology.

Discussion explores steps to insure IT is not an isolated discipline, but rather an integral component of the overall organizational governance and operations. Designed for Board Members and senior executives, topics explored include: best practices in IT integration into county and department strategy, governance policies, management of IT projects, manage the risks of a digital world, leverage enabling capacity of technology while balancing costs of investments, and how to avoid the failures of technology. Strategies are shared to help build policies, cultures and systems to bridge gaps to make real connections happen.

Instructors: Stephen Monaghan is the Chief Information Officer of Nevada County; Monica Nemo is the County Administrator of San Joaquin County.

**Friday, May 24, 2019** 10:00 a.m.–3:30 p.m.  
 Sacramento • \$149/person for counties • 3 credits • Managers/Executives



California State Association of Counties  
 California Counties Foundation, Inc.

For registration please visit [www.csacinstitute.org](http://www.csacinstitute.org)

**LEARN . GROW . ACHIEVE**

Updated 10 December 2018



Nature and dimensions of leadership in effective organizations

**Art & Practice of Organizational Leadership** 120



This interactive course designed for both experienced and new senior county managers explores the practical applications of leadership in creating a high performing county organization – especially in the difficult environments counties operate. Participants engage in discussions of key practices in formal and

informal leadership, particularly in achieving sustainable change; employee engagement and team-building strategies; leadership when you're not in charge; and techniques for developing a vital workplace culture which supports organizational members.

Instructor: Dr. Frank Benest is former city manager of Palo Alto and a noted expert in organizational leadership and management.

**Thursday, March 14, 2019** 10:00 a.m.–3:30 p.m.  
Shasta-Tehama • \$149/person for counties • 3 credits • Managers/Executives

**Thursday, March 21, 2019** 10:00 a.m.–3:30 p.m.  
Santa Cruz • \$149/person for counties • 3 credits • Managers/Executives

**Friday, May 10, 2019** 10:00 a.m.–3:30 p.m.  
Sacramento • \$149/person for counties • 3 credits • Managers/Executives

Overview of county budgeting and financial management

**County Budgeting and Financial Planning** 116

Counties have complex systems for budgeting and financial management. This course provides a comprehensive overview of the ins and outs of county budgeting and the budget process. Discussion includes a review of the County Budget Act, a year in the county budget cycle, key elements of a budget, and integration of strategic plans into the annual budget. Participants also examine county revenue sources, sales and property tax allocation, General Fund and special funds, creating and integrating department-recommended budgets, and public involvement in the budget process. The class explores key elements in longer-term county financial planning and management. Class is a must for everyone involved in the budget process.

Instructors: Patrick Blacklock is County Administrator of Yolo County, and Robert Bendorf is County Administrator of Yuba County.

**Friday, March 15, 2019** 10:00 a.m.–3:30 p.m.  
Tulare • \$149/person for counties • 3 credits • Staff/Elected Officials

Understand and interpret county financial reports

**County Financial Reporting and Budgeting for Nonfinancial Professionals** 369

This course provides the tools for decision-makers, elected officials, senior managers – other than accountants and auditors – who want to have an overview understanding of government financial reporting. Participants discuss budgets, financial statements and the audit, and at the 30,000 foot level what each of those is saying (or not saying!). Participants should bring questions about terms or concepts they have encountered as part of their interaction with county and government financial reporting. The discussion reviews terms and definitions used with government financial reporting and strategies on how to read financial statements and auditor reports to



identify critical information and understand what it means ... in plain English!

Instructor: Laura Lindal, CPA, is an experienced auditor and an instructor for the California CPA Education Foundation.

**Thursday, June 13, 2019** 10:00 a.m.–3:30 p.m.  
Shasta/Tehama • \$149/person for counties • 3 credits • Managers/Executives

Make strategic planning mean something

**Crafting and Implementing Effective Strategic Plans** 123

Most counties and departments create strategic plans. Sometimes they provide clear guidance to decision makers and staff; sometimes they don't. This course examines how to make the plan a living document ... and have it mean something to those affected. Participants examine: 1) how to craft a strategic plan with the Board of Supervisors or other governing board; 2) engagement of the community and staff in the process; 3) tips to prepare an actionable plan; 4) communication of the plan; and 5) putting a plan into action. Best practices and case examples are used to explore integration of the plan into agency operations and decision-making. Discussion highlights tips for structuring an effective strategic workshop.

Instructor: Angela Antenore, M.Ed. is an experienced strategic facilitator, agency board member and university instructor.

**Friday, January 11, 2019** 10:00 a.m.–3:30 p.m.  
Orange • \$149/person for counties • 3 credits • Staff/Elected Officials

"All the world's a stage" – including California counties

**Drama in the County: Acting techniques to improve leadership performance** 350

Leadership and acting have a lot in common. Both crafts require practitioners to be aware of and manage their emotions and those of people around them. They evoke different emotions — leaders generally don't try to get people to cry and actors generally don't get people to work through difficult workplace changes — but their crafts overlap nonetheless. In this lively, interactive class, participants learn and practice classic theatrical training techniques they can apply to their work as county leaders. Learn how to add passion and meaning to your communication.



Instructors: Stacy Corless is a Mono County supervisor and founding member of Sierra Classic Theatre in Mammoth Lakes; John Gioia is a Contra Costa supervisor and Vice Chair of the California Counties Foundation and founding board member of CSAC Institute.

**Friday, June 7, 2019** 10:00 a.m.–3:30 p.m.  
Sacramento • \$149/person for counties • 3 credits • Staff/Elected Officials



**EMERGING ISSUES***Exploring trends in policy issues*

These seminars offer county decision-makers an opportunity to explore emerging trends with colleagues and experts. Brief presentations examine facets of the issue and provide foundation for discussions on how counties can work towards solutions.



*A complete county count really matters*

**Making it Count in the 2020 Census** 406

Counties are at the forefront of a statewide effort to ensure an accurate and complete count of the total population – the results of which determine federal funding levels, political representation, and much more. The landscape for 2020 U.S. Census is markedly different than prior years with unique challenges that include a heavy reliance on on-line participation, language barriers, and underlying sentiments of mistrust in some areas. In addition to these obstacles, California is home to a large “hard to count” population which necessitates greater outreach and attention. The conversation will focus on the work being done on the local level to avoid an undercount, innovative solutions and partnerships, and maximizing returns on funding opportunities.

Facilitators: Dorothy Johnson and Tracy Sullivan, CSAC Legislative Representatives, and policy experts from around the state.

**Thursday, May 23, 2019** 10:00 a.m.–3:30 p.m.  
Sacramento • \$149/person for counties • 3 credits • Elected Officials/Staff

*The context of county-state revenue relationships*

**Financing California Counties: The History** 151

Have you found yourself overwhelmed trying to understand the county revenue sources and funding streams? And how we ended up with this complex system? This course provides an in-depth examination of the history of county revenue sources and how they have evolved over decades. Exploring the context of county funding decisions by the legislature and administration over the last 40 years is critical in understanding the current state-county funding and revenue relationships. The class examines the history and consequences of major elements in county revenues including: Proposition 13, 172, 1A, Vehicle License Fees, Realignment, ERAF, property tax allocations, current year State budget and more.

Instructor: Diane Cummins is Special Advisor to the Governor on State and Local Realignment.

**Friday, January 18, 2019** 10:00 a.m.–3:30 p.m.  
Tulare • \$149/person for counties • 3 credits • Staff/Elected Officials

**Thursday, March 28, 2019** 10:00 a.m.–3:30 p.m.  
Sacramento • \$149/person for counties • 3 credits • Staff/Elected Officials

*Personal Literacy: The human side of our professional life*

**How to be Human at Work** 324

Until robots take over the world of work, we will still be showing up with all of our “human-ness” every day. Contrary to popular thought, nobody really compartmentalizes or keeps the parts of our lives separate. We bring our best and our baggage. In this class we explore what makes us human, how our emotions impact our work lives, practical advice for managing difficult people and situations, empathy and its role in the workplace, and what it means to tend to our personal well-being at work. Workshop exercises, assessments, and

tools provide new ways of thriving at work and helping others do the same.

Instructor: Laree Kiely, Ph.D. is president and CEO of We Will, Inc. and former professor at the USC Marshall School of Business.

**Thursday, May 16, 2019** 10:00 a.m.–3:30 p.m.  
Santa Cruz • \$149/person for counties • 3 credits • Managers/Executives

*Juggling a workforce with teens to seniors – leadership for everyone*

**Intergenerational Leadership** 129

For the first time in history we find ourselves working with people from five generations. In today’s workplace we have to understand, communicate and interact with people from different eras, different values and habits, and fundamentally different ideas about life! This class focuses on understanding and practicing how to integrate deeper generational insights into practice. Participants do self-assessments of their eras and their own values. They profile their work environments to discern the complexity of the generational mix. Most importantly they learn a unique set of skills and processes to employ when encountering people whose values, habits and business practices may be at odds with their own. This workshop provides participants skills to blend generations to get the best from everyone.

Instructor: Larry Liberty, Ph.D. works with Fortune 500 companies and teaches in MBA programs across the globe, and is author of *The Maturity Factor – Solving the Mystery of Great Leadership*.

**Thursday, April 11, 2019** 10:00 a.m.–3:30 p.m.  
Shasta/Tehama • \$149/person for counties • 3 credits • Managers/Executives

**Friday, May 10, 2019** 10:00 a.m.–3:30 p.m.  
Orange • \$149/person for counties • 3 credits • Managers/Executives

*Gather the right information to design the best solution*

**IT Business Analysis** 340

In today’s world, technology drives organizational innovation. For county leaders this new reality means constantly finding innovative ways technology can advance their interests. County IT leaders must proactively create IT services that enable this innovation. This capability starts with effective requirements gathering, and is further enabled by high-quality project management programs and processes that focus on tracing business needs from initial request to final output to ensure nothing is lost in translation. This facilitative course is designed to equip county IT leaders with the knowledge and skills necessary to optimize requirements gathering in a way that drives the most organizational value. Participants will also have access to provide practical tools and templates that help to automate IT’s requirements gathering and project management activities, ensuring projects that deliver on expectations and avoid unnecessary rework.

Instructor: Valence Howden is a Research Director in the CIO Advisory Group at Info-Tech Research Group

**Thursday, February 7, 2019** 10:00 a.m.–3:30 p.m.  
Sacramento • \$149/person for counties • 3 credits • IT Managers/Executives

*How to figure out where you are going*

**IT Define an IT Strategy and Roadmap** 339

Most IT departments struggle to develop a strategic IT plan that aligns with their organization, is understood outside of IT, and demonstrates ROI and the value that IT provides. This course will look at a visual approach to developing an IT strategy. One based on mandate and organizational context; that will ensure IT meets the



rapidly changing needs of the organization and articulated in terms the organization understands.

Instructor: Valence Howden is a Research Director in the CIO Advisory Group at Info-Tech Research Group

**Thursday, April 4, 2019** 10:00 a.m.–3:30 p.m.  
 Sacramento • \$149/person for counties • 3 credits • IT Managers/Executives

*Bridge the gap between IT services and IT customers*

**IT Manage IT Stakeholder Relations** 337

**NEW!** Stakeholders are the critical arbiters of value for IT organizations, driving the requirements and success criteria for successful delivery of IT products and services. Unfortunately, not all IT organizations fully understand their stakeholders and their needs. This session will look at approaches for stakeholder management, focused on how to properly identify, prioritize, understand, engage and communicate with them in order to drive IT success and stakeholder understanding of IT's value.

Instructor: Valence Howden is a Research Director in the CIO Advisory Group at Info-Tech Research Group.

**Thursday, June 13, 2019** 10:00 a.m.–3:30 p.m.  
 Sacramento • \$149/person for counties • 3 credits • IT Managers/Executives

*Why change efforts fail - and how to remove those barriers*

**Leadership & Change: Practices to Move People and Organizations** 124

County officials and managers discuss the need for change in their organizations, yet struggle when change is difficult to accomplish within the depths of the organization. This course helps participants move past technical solutions to the practices for approaching adoptive challenges. Discussion highlights why some changes happen relatively quickly while others are stymied. Participants explore change from the perspective of those whom the change affects. Practical discussions focus on design of a change process; practices to diagnose, interpret and select interventions; barriers; and creating an environment in which people can expand their capacity to address adaptive change.

Instructor: Bill Chiat, Dean of CSAC Institute. For the last 35 years he has worked with hundreds of local agencies in crafting change.

**Thursday, January 24, 2019** 10:00 a.m.–3:30 p.m.  
 Sacramento • \$149/person for counties • 3 credits • Staff/Elected Officials

*Harnessing the power of purpose*

**Leadership by Values: Strategies for Success in Public Service** 122



Understanding the relationship of values to decisions can be a helpful decision-making tool. Focusing on commonly held (although sometimes competing) values underlying difficult policy dilemmas can help leaders bridge differing perspectives—either while policies are being debated or after difficult decisions have been

made and need to be explained. In addition, clearly articulated organizational values provide staff with important information on an organization's priorities. This course explores the role values play in both personal and organizational leadership, strategies to consider

in modeling organizational values, and approaches to making and explaining difficult decisions.

Instructor: Dr. Rich Callahan is professor of management at the University of San Francisco.

**Thursday, January 10, 2019** 10:00 a.m.–3:30 p.m.  
 Shasta/Tehama • \$149/person for counties • 3 credits • Staff/Elected Officials

**Thursday, February 21, 2019** 10:00 a.m.–3:30 p.m.  
 Santa Cruz • \$149/person for counties • 3 credits • Staff/Elected Officials

*Enhance interpersonal leadership skills*

**Leading with Emotional Intelligence** 128



What characteristics and practices distinguish great from good performers? What evidence based practices should be part of your daily routine to be a high performer? We will answer these questions from a 30 year data base and research of top performance as we dive into the four areas of Emotional Intelligence (EI): 1) Under-standing Yourself, 2) Managing Yourself, 3) Understanding Others and 4) Managing Others. You will take an assessment to determine your EI strengths.

Hands on tools to enhance your EI will be explored. Emotional Intelligence is a prime factor to one's success when compared to Intelligence Quotient (IQ) and technical expertise. Business simulations, practices sessions, videos and group discussions will help participants enjoy, engage and learn more.

**Instructor:** Relly Nadler, Psy.D. is founder of True North Leadership, Inc., and author of *Leading with Emotional Intelligence*.

**Thursday, May 9, 2019** 10:00 a.m.–3:30 p.m.  
 Shasta/Tehama • \$149/person for counties • 3 credits • Staff/Elected Officials

**SPECIAL TWO-DAY INTENSIVE WORKSHOP**

*Do you have the emotional agility to thrive in today's world?*

**Emotional Intelligence – A Leadership Master Class** 180

As the world changes, so do the requirements for leaders to leverage a new set of operating principles: self-awareness, self-management, motivation, collaboration, authenticity, empathy, adaptability, influence and resilience ... Emotional Intelligence. In this engaging 2-day workshop you will discover the power of emotional intelligence and how it impacts leadership effectiveness and performance. The workshop utilizes the latest research and techniques from neuroscience, emotional intelligence and mindfulness to assist participants in building their leadership impact, optimise positive relationships, decision-making, influence, and wellbeing; all primary success factors of a great leader. Participants examine the fundamentals of EQ, its importance in leadership, and how to apply competencies to specific workplace situations. Participants complete a EQ profile and learn how EQ can be developed through practical tools and techniques.

**Instructors:** Angela Giacomis is CEO of Careerlink, and works at the nexus of business and neuroscience; John Dare transforms organizations to thrive as a Silicon Valley entrepreneur.

**Thursday - Friday, April 18-19, 2019**  
 10:00 – 4:30 p.m. Thursday and 8:30 – 3:00 p.m. Friday  
 Sacramento • \$298/person for counties • 6 credits • Staff/Elected Officials

JPA-Special Districts-MPO-LAFCo-COG-Cities-CSA: What do they all do?

### Local Governance in California 150

California has a complex system of providing services through local governments. This course provides an overview of local government structure and responsibilities in California. You'll learn the basics of all the local agencies and how they interrelate with county responsibilities. A brief history of California governance is followed by a review of the roles and responsibilities of the state, cities, counties, special districts and an alphabet soup of other local agencies. Discussion highlights the authority and responsibilities of the county as it relates to other agencies through a county case study on the interrelationships of all these local agencies.

Instructor: Bill Chiat, CSAC Institute Dean, former executive director of the California Association of Local Agency Formation Commissions and experienced executive in county, district and city governments.

**Thursday, February 14, 2019** 10:00 a.m.–3:30 p.m.  
Shasta/Tehama • \$149/person for counties • 3 credits • Staff/Elected Officials

**Friday, April 12, 2019** 10:00 a.m.–3:30 p.m.  
Orange • \$149/person for counties • 3 credits • Staff/Elected Officials

**Friday, May 17, 2019** 10:00 a.m.–3:30 p.m.  
Tulare • \$149/person for counties • 3 credits • Staff/Elected Officials

Facilitate conflict constructively

### Manage Conflict (Even Hostility) in Comfort 360

Conflicts and disagreements are a fact of life. They can contribute to better outcomes or can lead to an escalating situation. Transform the most difficult circumstances into a satisfying experience for all involved. This course helps County elected officials and executives identify constructive approaches to positively managing conflict whether from the dais, in a meeting, or one-on-one. Participants analyze their own response to conflict and develop tools to quickly assess and respond to difficult situations and create practical, positive outcomes.

Instructor: Laree Kiely, Ph.D. is president and CEO of We Will, Inc. and professor at the USC Marshall School of Business.

**Friday, May 17, 2019** 10:00 a.m.–3:30 p.m.  
Sacramento • \$149/person for counties • 3 credits • Staff/Elected Officials

Create and communicate your county brand

### Make Your County Seen: Marketing and Branding Advice You Can Use 399



How do you craft a "county brand" and market your county? Learn how to reach your customers through a well-defined brand platform, a creative marketing strategy and effective executional tactics. Explore best practice strategies from other counties and industries, identify your

specific needs and get a head start on your own marketing plan. Class is designed to help counties initiate and manage a marketing and branding effort. All in one productive day.

Instructor: Ram Kapoor is the Chief Marketing Officer for the University of California, Berkeley.

**Friday, March 1, 2018** 10:00 a.m.–3:30 p.m.  
Sacramento • \$149/person for counties • 3 credits • Staff/Elected Officials

Hands-on workshop in media relations

### Making an Impression: Effective Media Practices 352

Every call from the news media for an interview presents both risk, and an opportunity to make a positive impression. This course helps seasoned professionals and elected officials understand the news media, how it works and why it works the way it does. The course will also help polish interviewing skills, staying on message and bridging back to main messages. The course covers practical strategies for planning, preparing and delivering interviews that get your message across in a way that can be retained by the audience. Participants build their skills for live, taped and phone interviews. Hands-on work includes practice labs, videos and constructive critiques from media professionals.



Instructors: David Liebler is the CSAC Director of Public Affairs and Members Services and a former journalist; Betsy Burkhart is the Communications and Outreach Manager for the City of Walnut Creek.

**Thursday, March 14, 2019** 10:00 a.m.–3:30 p.m.  
Sacramento • \$149/person for counties • 3 credits • Staff/Elected Officials

Achieve outcomes in everyone's best interest

### Negotiations and Collaboration in Complex Environments 356

Negotiation is "a back and forth interaction among two or more people who wish to arrive at a mutually agreeable outcome where the parties have some interests in common and some that are opposed." This definition from Fisher and Ury's book *Getting to Yes* describes most "Public Good" negotiations. Solution-Based Negotiation teaches participants how to achieve the most beneficial outcomes for all negotiating parties while ensuring the outcomes are in the best interest of the public while the negotiating parties' relationships end positively. This course covers the most current tried and tested behaviors in the field of negotiation and gives you tools that will be immediately useful in your work. Best of all, it can help you serve your constituents in the best possible ways without needless compromise.

Instructor: Dr. Laree Kiely is president of the Kiely Group, and professor at the USC Marshall School of Business.

**Friday, February 15, 2019** 10:00 a.m.–3:30 p.m.  
Tulare • \$149/person for counties • 3 credits • Staff/Elected Officials

**Friday, April 5, 2019** 10:00 a.m.–3:30 p.m.  
Sacramento • \$149/person for counties • 3 credits • Staff/Elected Officials

**Friday, June 14, 2019** 10:00 a.m.–3:30 p.m.  
Orange • \$149/person for counties • 3 credits • Staff/Elected Officials

TAKE NEGOTIATION SKILLS TO NEXT LEVEL WITH ADVANCED CLASS

*Negotiation practices in difficult situations and with difficult people*

### Advanced Practices in Negotiations 384

This advanced course is designed to enhance and deepen the skills of those with negotiations experience. Whether applied in labor relations, conflict resolution, contracts, intergovernmental agreements and hundreds of other situations – this advanced course takes your negotiation practices to the next level. The class focuses on understanding and applying the 21st century framework for negotiation success even in very difficult situations and with very



difficult people. Participants will explore and apply tools in typical negotiation challenges including scarce resources, rigid timeframes, emotionally charged issues, power struggles and multiple negotiators. Practical strategies and tools for difficult people and complex situations will highlight the class discussions. Participants will have hands-on experience with advanced tools and how to develop their "going forward" plan in a variety of situations. *Prior completion of 356 Negotiations class required.*

Instructor: Laree Kiely, Ph.D. is president of the Kiely Group and professor at the USC Marshall School of Business.

**Friday, June 21, 2019** 10:00 a.m.–3:30 p.m.  
 Sacramento • \$149/person for counties • 3 credits • Staff/Elected Officials

*Make your case in writing*

**Polish Your Writing:  
 Professional Practices in Communication** 133

**NEW** An advanced class designed for anyone who wants to improve their ability to communicate important issues in writing ... to Boards, employees, media, the community. County officials often communicate through written documents. This course will discuss different types of written work (including policy memos, decision memos, and informational writing), tips for communicating clearly in writing, and approaches to making complex topics digestible for lay audiences. We will also discuss when and how to use visuals to enhance the understanding of your written work. Writing is a process of creating a record for someone else and this course will assist you in identifying your audience(s) and writing with them in mind. The course will include samples of writing, opportunities to assess your own writing, and experience editing the work of others.

Instructor: Dr. Mary Kirlin is a consultant with local governments and a former public policy professor at Sacramento State University.

**Friday, February 8, 2019** 10:00 a.m.–3:30 p.m.  
 Sacramento • \$149/person for counties • 3 credits • Staff/Elected Officials

*Use the C-S-A-C method to hire, train, evaluate, praise, and promote*

**Practitioner's Guide to Hiring, Developing  
 and Retaining Great Employees** 127

This course is designed to help drastically reduce personnel problems with a systematic approach to hiring, retaining and rewarding the very best employees. Additionally, the course will review the best practices to identify and remove people that don't meet the needs of the department or public. After attending this course; participants will have the tools to make personnel problems a thing of the past. Executives and managers will be able to "see the future," recognize personnel problems at their earliest onset, and then take the appropriate action. This session will help every manager make better personnel decisions based on four key points: Character, Skills, Aptitude, and Commitment. Following these C-S-A-C principles will drastically improve every aspect of the human resource element in organizations regardless of the agency size or complexity of mission.



Instructor: John Mineau is Chief Deputy Sheriff of Monterey County and Corrections Operations Bureau Chief, and a community college instructor.

**Thursday, February 14, 2019** 10:00 a.m.–3:30 p.m.  
 Sacramento • \$149/person for counties • 3 credits • Staff/Elected Officials

*Improve customer and employee satisfaction ... and reduce costs*

**Service Excellence through  
 Process Improvement: Championship** 374



When counties look to create efficiencies, process improvement is a valuable tool. It can help maximize value, reduce wasteful activities, and improve service delivery. Hear case examples of how Ventura County has significantly improved service quality and performance while reducing costs. This hands-on course engages managers in techniques to identify current service delivery processes and

find opportunities to improve. Tools are shared for both identifying process problems and engaging the process participants in crafting solutions. Participants apply the tools in simulations and explore how to use them in a process improvement opportunity at home. Objectives include: 1) identify what a process is and define process improvement; 2) understand and apply the plan-do-check-act cycle; 3) know how and when to apply various improvement tools; and 4) create an improvement plan for a selected process.

Instructor: Paul Stamper is Deputy County Executive for Service Excellence, Ventura County.

**Friday, February 8, 2019** 10:00 a.m.–3:30 p.m.  
 Orange • \$149/person for counties • 3 credits • Managers/Executives

**Thursday, June 20, 2019** 10:00 a.m.–3:30 p.m.  
 Santa Cruz • \$149/person for counties • 3 credits • Managers/Executives

**SPECIAL TWO-DAY INTENSIVE WORKSHOP**

*Context, structure and funding of realignment in California*

**Realignment 101: The Basics of 1991  
 and 2011 Realignments** 307

**NOW IN ORANGE COUNTY** This two-day course examines the history and rationale for establishing it in 1991, why programs were included, what was learned, and the expansion to realignment in 2011 – all updated with program and funding changes through 2016. Participants first examine the establishment and programs of the 1991 realignment. Discussion details health and human services and mental health programs. Participants explore individual programs, how they work, funding and current status. The course examines the 2011 realignment – including AB 109 – with an emphasis on public safety programs. Details on the realigned programs, changes to 1991 realignment services, implementation, funding and how counties are implementing the 2011 realignment are all discussed. The second day features a detailed examination of fiscal issues: structure and allocation of local funds; flow of funds in human services, public safety, health, behavioral health, and other programs; forecasting and tracking realignment, VLF and Prop 172 funds; fund growth; and other fiscal issues.

Instructors: Diane Cummins, former Special Advisor to the Governor on Realignment; Andrew Pease, Finance Director, San Diego County Health and Human Services Agency; and Robert Manchia, San Mateo County Human Services Agency.

**Thursday - Friday, March 14-15 2019**  
 10:00 – 4:30 p.m. Thursday and 8:30 – 3:00 p.m. Friday  
 Orange • \$298/person for counties • 6 credits • Staff/Analysts

*We depend on it ... How does that state budget process work??*

### State Budget 101: What Counties Need to Know 396

Did you ever wonder how the Governor made that budget decision or why it changed it in May? Or do you want to find out how the Legislature changes the Governor's proposal or how counties can influence either the Governor or the Legislature? This is the class where you can learn the budget basics and answers to those questions and so much more. The class takes an inside look at the state budget process, policy and politics. Learn about how to find and interpret budget information and a few tips about influencing the budget decisions.

Instructors: Diane Cummins is former Special Assistant to the Governor; Jean Hurst is Principal with HBE Advocacy.

**Friday, March 8, 2019** 10:00 a.m.–3:30 p.m.  
Orange • \$149/person for counties • 3 credits • Managers/Executives

**Thursday, April 18, 2019** 10:00 a.m.–3:30 p.m.  
Santa Cruz • \$149/person for counties • 3 credits • Managers/Executives

*Storytelling is one of life's most powerful skills*

### Storytelling and Other Leadership Practices in the Art of Persuasion 378

Persuasion is interpreted as an attempt to evoke a voluntary change in the attitude or behavior of another person. Effective leaders are able to tell stories that speak to others and markedly influence their behaviors. Through hands-on exercises the class explores elements of storytelling and how to construct and use stories in the practice of leadership. Participants examine case studies and experiences to develop their own stories. Other practices examined include metaphors, humor, reciprocation, contrast and conformity. These tools are placed in the context of enhancing the transaction between leader and follower and authentically hearing the needs of listeners.

Instructor: Bill Chiat is Dean of the CSAC Institute and has been a practitioner of leadership (and storytelling) for 35 years.

**Thursday, January 17, 2019** 10:00 a.m.–3:30 p.m.  
Santa Cruz • \$149/person for counties • 3 credits • Staff/Elected Officials

**Friday, June 14, 2019** 10:00 a.m.–3:30 p.m.  
Sacramento • \$149/person for counties • 3 credits • Staff/Elected Officials

*Build collaborative relationships with county contractors and CBOs*

### Subrecipient Monitoring 397

In California, state agencies receive federal grants for social services and make subawards to California counties. Counties, in turn, frequently make subawards to nonprofit organizations that provide the services. The Uniform Grant Guidance requires counties to actively monitor their subrecipient activities and report on them. If the auditee has not complied with the requirements, there could be significant impacts: financially; ability to provide services; grantee's reputation; or access to future grants. This course identifies the federal requirements for subrecipient monitoring; how to determine the Single Audit requirements for subrecipient monitoring; strategies to build collaborative relationships with subrecipients through monitoring; and the recommended steps to conduct the monitoring. *Eligible for CPE credits for CPAs and MCLE credits for members of the bar.*

Instructor: Sefton Boyars, CPA, CGFM, CFS, is a former federal auditor general and an instructor for the California CPA Education Foundation.

**Friday, February 15, 2019** 9:30 a.m.–3:30 p.m.  
Sacramento • \$149/person for counties • 3 credits • Staff/Managers/Analysts

*Build organizational capacity from within the county*

### Talent Development and Succession Planning 380

This interactive course will confront the "retirement wave" of baby-boomers leaving local government and explore strategies and best practices to create effective leadership development and succession planning programs in county government. The course includes case examples, small group discussions as well as presentations. Discussion highlights: workforce demographic challenges facing county government; why talent development and succession planning are key to building organizational capacity, especially in tough times; steps to get started; and best practices and lessons learned from leadership development and succession planning programs.

Instructors: Dr. Frank Benest, former city manager of Palo Alto and a noted expert in succession planning. Donna Vaillancourt is the former Human Resources Director for San Mateo County.

**Friday, April 19, 2019** 10:00 a.m.–3:30 p.m.  
Tulare • \$149/person for counties • 3 credits • Managers/Executives

*New ways to think and work through enduring problems*

### Thinking Strategically in Trying Times 363

This intense seminar discusses the challenges of strategic agility with the critical, enduring problems counties face. The focus is on the art of possibilities. Participants examine separating probabilities (what's likely to happen) from possibilities (what could happen) and applying concepts of creative and strategic thinking to find different paths to solutions. The conversation provides strategies to question assumptions; identify the environmental issues; distinguish strategies from tactics; use team resources, and structure learning from experience.

Instructor: Dr. Rich Callahan is professor of management at the University of San Francisco.

**Friday, June 21, 2019** 10:00 a.m.–3:30 p.m.  
Tulare • \$149/person for counties • 3 credits • Staff/Elected Officials

**Friday, April 26, 2019** 10:00 a.m.–3:30 p.m.  
Sacramento • \$149/person for counties • 3 credits • Staff/Elected Officials

*Prepare for organizational scandals and crises*

### When Bad Things Happen: Managing the Media in Crises and Emergencies 357

Counties are prepared for natural disasters ... but what about federal and state investigations, embezzlement of funds, arrest or death of an official, program failure, scandals uncovered and other unexpected situations. This course focuses on the communications principles required to respond to organizational crises. Case studies are analyzed to identify successful and unsuccessful responses. A set of steps are presented to prepare a communications response, including role assignments, strategies and tactics which target affected audiences, key messages which tell the county's story, and delivering the response via the media and other communications vehicles. Techniques are shared for response options, sample messages, understanding media perspective and how to avoid common pitfalls and missteps.

Instructors: Sheri Benninghoven, APR is President of SAE Communications. Scott Summerfield is an expert in public agency strategic communications.

**Thursday, January 31, 2019** 10:00 a.m.–3:30 p.m.  
Sacramento • \$149/person for counties • 3 credits • Staff/Elected Officials



## COURSE SCHEDULE INDEX

### Institute Courses by Topic

COURSE	LEADERSHIP COURSES	PAGE
120	Art & Practice of Organizational Leadership	2
122	Leadership by Values: Strategies for Success in Public Service	4
123	Crafting and Implementing Effective Strategic Plans	2
124	Leadership & Change: Practices to Move Organizations	4
128	Leading with Emotional Intelligence	4
129	Intergenerational Leadership	3
180	<i>2-Day Master Workshop</i> Leadership with Emotional Intelligence	4
324	How to Be Human at Work	3
350	Drama in the County: Acting Technique for Leadership	2
355	<i>New</i> Reengineering County Business Practices	1
356	Negotiations and Collaboration in Complex Environments	5
360	Managing Conflict in Comfort	5
363	Thinking Strategically in Trying Times	7
374	Service Excellence through Process Improvement	6
378	Storytelling and Other Practices in the Art of Persuasion	7
380	Talent Development and Succession Planning	7
384	Advanced Practices in Negotiations	5
	POLICY & GOVERNANCE COURSES	
116	County Budgeting and Financial Planning	2
127	Practitioners Guide to Hiring and Retaining Great Employees	6
133	<i>New</i> Polish Your Writing: Make Your Case!	6
150	Local Governance in California	5
151	Financing California Counties: A History	3
307	<i>2-Day Class</i> Realignment 101: 1991 and 2011	6
340	IT Business Analysis	3
339	IT Define and IT Strategy and Roadmap	3
337	<i>New</i> IT Manage IT Stakeholder Relations	4
352	Making and Impression: Effective Media Practices	5
357	When Bad Things Happen: Managing Media in Crises	7
358	<i>New</i> Technology for Nontechnology Executives and Officials	1
369	County Financial Reporting for Nonfinancial Professionals	2
396	State Budget 101: What Counties Need to Know	7
397	Subrecipient Monitoring – Building Relations with CBOs	7
399	Make Your County Seen: Marketing and Branding	5
406	<i>Emerging Issues</i> Making it Count in the 2020 Census	3



## Celebrating 10 Years as an Exceptional Resource for County Succession Planning and Executive Development

*Registration fees include professional instruction, course materials, certificate and lunch*

[www.csacinstitute.org](http://www.csacinstitute.org) Visit the Institute website for updated information, course schedules and resource materials, including materials from many of the Institute's most popular classes.



CSAC Institute for Excellence in County Government is a professional, practical continuing education program for senior county staff and elected officials. Its goal is to expand capacity and capability of county elected officials and senior staff to provide extraordinary services to their communities. The Institute was established in 2008 and is a component of the California Counties Foundation, Inc. and the California State Association of Counties (CSAC). Nearly 6,000 county staff and elected officials have taken courses. The Institute is supported by the California Counties Foundation (a 501(c)(3) charity), CSAC, grants from organizations and foundations, and course registration fees.

### Course Locations

**Sacramento** – Courses are held downtown at the Sacramento Area Council of Governments, 1415 L Street, 3<sup>rd</sup> floor, or the Sacramento Masonic Center, 1123 J Street.

**Orange** – Courses are hosted by Orange County and held at the Orange County Waste & Recycling Department Community Room, 300 North Flower Street, 4<sup>th</sup> floor, Santa Ana.

**Santa Cruz** – Courses are hosted by Santa Cruz County and held at the Santa Cruz County Sheriff's Community Room, 5200 Soquel Avenue, Santa Cruz.

**Shasta** – Courses are hosted by Shasta and Tehama counties and held in Redding at the Best Western Hilltop Inn, 2300 Hilltop Drive.

**Tulare** – Courses are hosted by Tulare County and held at the Tulare County Health & Human Services Agency, 4031 West Noble Avenue, Visalia.

### Course Registration and Fees

**Registration** – Course registration is done on-line. *Advance registration is required.* Because of limited class size we cannot accommodate registration at the door. To register for a class please visit [www.csacinstitute.org](http://www.csacinstitute.org).

**Fees** – Course tuition includes instruction, materials, certificate and lunch. All county staff and officials are eligible for the special county rate of \$149/class day. Staff from county-partnered CBOs, CSAC Partners and Premier Members, and CSAC Affiliate Members are also eligible for this special reduced rate. Regular registration fee is \$351/class day.

**Discounts** – Reduced tuition is available with the purchase of the Credential Package.

**Cancellations and Substitutions** – Substitutions may be made at no charge; substitutions are not allowed for individuals in a credential package. Registrations may be cancelled by logging into your account, e-mail or calling up to seven days in advance of the class. Refunds are subject to a \$20 handling fee. There are no refunds or credits for cancellations within seven days of a class or no-show the day of the class.

### Contact Us

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916/327-7500 or [info@csacinstitute.org](mailto:info@csacinstitute.org)



# 2019

## CSAC Calendar of Events | Executive Committee

### JANUARY

- 1 New Year's Day
- 16 Rural County Representatives of California (RCRC) Board Meeting & Installation of Officers
- 16 **CSAC Executive Committee Orientation Dinner | Sacramento**  
6:30 PM Reception, 7:15 Pm Dinner | Esquire Grill – 13<sup>th</sup> & K Streets
- 17 **CSAC Executive Committee Meeting | Sacramento**
- 21 Martin Luther King, Jr. Day
- 30 – 31 **CSAC Premier Corporate Partner Forum | San Diego**

### FEBRUARY

- 14 **CSAC Board of Directors Meeting | Sacramento**
- 18 President's Day
- 20 Rural County Representatives of California (RCRC) Executive Committee Meeting | Sacramento

### MARCH

- 2 – 6 **NACo Legislative Conference | Washington, D.C.**
- 13 Rural County Representatives of California (RCRC) Board of Directors Meeting | Sacramento
- TBD **Regional Meeting | TBD**

### APRIL

- 4 **CSAC Executive Committee Meeting | Sacramento**
- 24 – 25 **CSAC Legislative Conference | Sacramento**
- 25 **CSAC Board of Directors Meeting | Sacramento**

### MAY

- 1 Rural County Representatives of California (RCRC) Board of Directors Meeting | Sacramento
- 15 – 17 **NACo WIR Conference | Spokane County, Washington**
- 22 Rural County Representatives of California (RCRC) Executive Committee Meeting | Sacramento
- 27 Memorial Day

### JUNE

- TBD **Regional Meeting | TBD**
- 19 Rural County Representatives of California (RCRC) Board of Directors Meeting | Sacramento

### JULY

- 4 Independence Day
- 10 Rural County Representatives of California (RCRC) Executive Committee Meeting | Sacramento
- 11 – 15 **NACo Annual Conference | Clark County, Las Vegas, Nevada**

### AUGUST

- 1 **CSAC Executive Committee Meeting | Sacramento**
- 14 Rural County Representatives of California (RCRC) Board of Directors Meeting | Sacramento

### SEPTEMBER

- 2 Labor Day
- 5 **CSAC Board of Directors Meeting | Sacramento**
- 25 Rural County Representatives of California (RCRC) Board of Directors Meeting | Sacramento
- TBD **Regional Meeting | TBD**

## OCTOBER

- 2 – 4 **CSAC Executive Committee Retreat | TBD**
- 14 Columbus Day
- 16 Rural County Representatives of California (RCRC) Executive Committee Meeting | Sacramento

## NOVEMBER

- 11 Veterans' Day
- 13 Rural County Representatives of California (RCRC) Executive Committee Meeting | Sacramento
- 28 Thanksgiving Day

## DECEMBER

- 3 – 6 **CSAC 125<sup>th</sup> Annual Meeting | Hilton, San Francisco**
- 5 **CSAC Board of Directors Meeting | San Francisco**
- 11 Rural County Representatives of California (RCRC) Board of Directors Meeting | Sacramento
- 18 – 20 **CSAC Officers' Retreat | Napa County**
- 25 Christmas Day

as of 12/12/18