

# CSAC BOARD OF DIRECTORS

## BRIEFING MATERIALS

Thursday, November 19th, 2020

9:30am - 12:30pm



**Meeting Via Zoom:**

**<https://us02web.zoom.us/j/84657533218?pwd=anJRNGZM2E4VmdRRk9tNTR5WS9CZz09>**

**Phone: (669) 900-6833**

**Meeting ID: 846 5753 3218 | Password: 959363**



California State  
Association of Counties



CALIFORNIA STATE ASSOCIATION OF COUNTIES  
BOARD OF DIRECTORS

Thursday, November 19, 2020 | 9:30 am – 12:30 pm

Zoom: <https://us02web.zoom.us/j/84657533218?pwd=anJRNGZM2E4VmdRRk9tNTR5WS9CZz09>

Phone: (669) 900-6833 | Meeting ID: 846 5753 3218 | Password: 959363

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AGENDA

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Presiding: Lisa Bartlett, President

**THURSDAY, NOVEMBER 19**

9:30 AM

**PROCEDURAL ITEMS**

1. Pledge of Allegiance *Page 1*
2. Roll Call *Page 2-3*

**SPECIAL PRESENTATIONS**

3. CSAC President's Award Presentation to Los Angeles County Supervisor, Mark Ridley-Thomas *Page 4*
  - *Supervisor Lisa Bartlett | CSAC President*
4. CSAC Distinguished Service Award Presentation to Health and Human Services Secretary, Dr. Mark Ghaly
  - *Supervisor Lisa Bartlett | CSAC President*
5. CalOES Partnership & Discussion
  - *Mark Ghilarducci | Director, California Office of Emergency Services*
6. Federal Priority Issues Update
  - *Joe Krahn | Paragon Government Relations*

**ACTION ITEMS**

7. Consideration of Minutes from September 3, 2020 *Page 5-8*
8. Election of 2021 Executive Committee
  - *Graham Knaus | Executive Director*
9. Renaming of Institute to: The CSAC William "Bill" Chiat Institute for Excellence in County Government *Page 9*
  - *Graham Knaus | Executive Director*
10. CSAC Policy Committee Reports *Page 10-14*
  - Administration of Justice
    - *Supervisor Leticia Perez | Chair*
    - *Josh Gauger | CSAC Staff*
  - Agriculture, Environment & Natural Resources
    - *Supervisor Vito Chiesa | Chair*
    - *Catherine Freeman | CSAC Staff*
  - Government Finance & Administration
    - *Supervisor Bruce Gibson | Chair*
    - *Geoff Neill | CSAC Staff*
  - Health & Human Services
    - *Supervisor Jeff Griffiths | Chair*
    - *Farrah McDaid-Ting | CSAC Staff*
  - Housing, Land Use & Transportation
    - *Supervisor Denise Carter | Chair*
    - *Chris Lee | CSAC Staff*

- 11. Consideration of CSAC Initial 2021 Legislative Priorities *Page 15-18*
  - Darby Kernan, Deputy Executive Director, Legislative Services
- 12. CSAC Executive Directors Report and Resolution Authorizing Conduct of CSAC Business *Page 19*
  - *Graham Knaus | Executive Director*
- 13. CSAC Conflict of Interest Policy *Page 20-21*
  - *Jennifer Henning | Litigation Counsel*

**INFORMATION ITEMS**

- 14. Caucus Reports *Page 22-24*
  - Urban
    - *Supervisor Lisa Bartlett | CSAC President*
  - Suburban
    - *Supervisor James Gore | CSAC 1<sup>st</sup> Vice President*
  - Rural
    - *Supervisor Ed Valenzuela | CSAC 2<sup>nd</sup> Vice President*
- 15. CSAC Finance Corporation Report *Page 25-37*
  - *Supervisor Leonard Moty | Finance Corporation President*
  - *Alan Fernandes | Finance Corporation CEO*
- 16. Operations & Member Services Report *Page 38-40*
  - *Manuel Rivas, Jr. | Deputy Executive Director, Operations & Member Services*
  - *David Liebler | Director, Public Affairs & Member Services*
- 17. California Counties Foundation Report *Page 41-49*
  - *Manuel Rivas, Jr. | Deputy Executive Director, Operations & Member Services*
  - *Chastity Benson | Director, Operations & Educational Programs*
- 18. Informational Items without Presentation
  - CSAC Institute for Excellence in County Government Class Schedule *Page 50-56*
  - CSAC Litigation Coordination Program *Attachment*
  - Institute for Local Government (ILG) Reports *Page 57-61*
  - 2021 Calendar of Events *Page 62*
- 19. Public Comment

12:00 PM **INSTALLATION OF OFFICERS (new zoom link will be provided)**

12:30 PM **ADJOURN**

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

**\*\*\*BY VIRTUAL TELECONFERENCE ONLY\*\*\***

Pursuant to the provisions of California Governor’s Executive Order N-29-20, issued on March 17, 2020, this meeting will be held by teleconference only. Members of the public may access the teleconference meeting using the dial-in information above. Public comments will be accepted via teleconference, or may be submitted in writing electronically before or during the meeting on any matter on the agenda or any matter with the Board of Directors subject matter jurisdiction, regardless of whether it is on the agenda for Board of Directors consideration or action. Comments can be sent to: [kjones@counties.org](mailto:kjones@counties.org)



*United States of America*  
Pledge of Allegiance



California State Association of Counties®

# CALIFORNIA STATE ASSOCIATION OF COUNTIES

## Board of Directors

2020-2021

**SECTION**  
U=Urban  
S=Suburban  
R=Rural

President:  
First Vice President:  
Second Vice President:  
Immediate Past President:

Lisa Bartlett, Orange  
James Gore, Sonoma  
Ed Valenzuela, Siskiyou  
Virginia Bass, Humboldt

SECTION	COUNTY	DIRECTOR
U	Alameda County	Keith Carson
R	Alpine County	Terry Woodrow
R	Amador County	Richard Forster
S	Butte County	Debra Lucero
R	Calaveras County	Merita Callaway
R	Colusa County	Kent Boes
U	Contra Costa County	John Gioia
R	Del Norte County	Chris Howard
R	El Dorado County	John Hidahl
U	Fresno County	Buddy Mendes
R	Glenn County	Keith Corum
R	Humboldt County	Virginia Bass
S	Imperial County	Raymond Castillo
R	Inyo County	Jeff Griffiths
S	Kern County	Zack Scrivner
R	Kings County	Craig Pedersen
R	Lake County	Bruno Sabatier
R	Lassen County	Chris Gallagher
U	Los Angeles County	Mark Ridley-Thomas
R	Madera County	David Rogers
S	Marin County	Damon Connolly
R	Mariposa County	Miles Menetrey
R	Mendocino County	John Haschak
S	Merced County	Lee Lor
R	Modoc County	Patricia Cullins
R	Mono County	John Peters
S	Monterey County	Luis Alejo
S	Napa County	Diane Dillon
R	Nevada County	Ed Scofield

U	Orange County	Lisa Bartlett
S	Placer County	Bonnie Gore
R	Plumas County	Lori Simpson
U	Riverside County	Chuck Washington
U	Sacramento County	Sue Frost
R	San Benito County	Jim Gillio
U	San Bernardino County	Janice Rutherford
U	San Diego County	Greg Cox
U	San Francisco City & County	Rafael Mandelman
U	San Joaquin County	Bob Elliott
S	San Luis Obispo County	Bruce Gibson
U	San Mateo County	Carole Groom
S	Santa Barbara County	Das Williams
U	Santa Clara County	Susan Ellenberg
S	Santa Cruz County	Bruce McPherson
S	Shasta County	Leonard Moty
R	Sierra County	Lee Adams
R	Siskiyou County	Ed Valenzuela
S	Solano County	Erin Hannigan
S	Sonoma County	David Rabbitt
S	Stanislaus County	Vito Chiesa
R	Sutter County	Dan Flores
R	Tehama County	Robert Williams
R	Trinity County	Judy Morris
S	Tulare County	Amy Shuklian
R	Tuolumne County	Ryan Campbell
U	Ventura County	Kelly Long
S	Yolo County	Jim Provenza
R	Yuba County	Gary Bradford

### **ADVISORS**

John Beiers, County Counsels' Association, Past President, San Mateo County  
 Carmel Angelo, California Association of County Executives, President, Mendocino County



President's Award  
Supervisor  
Mark Ridley-Thomas  
Los Angeles County



WWW.COUNTIES.ORG  
California State Association of Counties



Distinguished Service Award  
Mark Ghaly, MD MPH  
Secretary of the California Health  
and Human Services Department

CALIFORNIA STATE ASSOCIATION OF COUNTIES  
BOARD OF DIRECTORS  
September 3, 2020

Zoom: <https://us02web.zoom.us/j/84920705832?pwd=QjVUczRlcmJydmVQeERYeTVnN1VLQT09>

Phone: (669) 900-6833 | Meeting ID: 849 2070 5832 | Password: 945123

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MINUTES

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**1. Roll Call**

OFFICERS

Lisa Bartlett | President  
James Gore | 1<sup>st</sup> Vice President  
Ed Valenzuela | 2<sup>nd</sup> Vice President  
Virginia Bass | Immediate Past President

CSAC STAFF

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

ADVISORS

Bruce Goldstein, County Counsels Association,  
Sonoma County  
Carmel Angelo, California Association of County  
Executives President, Mendocino County

Alameda	– Keith Carson	Orange	– Lisa Bartlett
Alpine	– Terry Woodrow	Placer	– Bonnie Gore
Amador	– Jeff Brown (alternate)	Plumas	– Lori Simpson
Butte	– Debra Lucero	Riverside	– Chuck Washington
Calaveras	– Merita Callaway	Sacramento	– <i>Absent</i>
Colusa	– Denise Carter	San Benito	– <i>Absent</i>
Contra Costa	– John Gioia	San Bernardino	– <i>Absent</i>
Del Norte	– Chris Howard	San Diego	– Greg Cox
El Dorado	– John Hidahl	San Francisco	– N/A
Fresno	– Buddy Mendes	San Joaquin	– Bob Elliott
Glenn	– Keith Corum	San Luis Obispo	– Bruce Gibson
Humboldt	– Estelle Fennell	San Mateo	– Carole Groom
Imperial	– <i>Absent</i>	Santa Barbara	– Das Williams
Inyo	– Jeff Griffiths	Santa Clara	– Susan Ellenberg
Kern	– Zack Scrivner	Santa Cruz	– <i>Absent</i>
Kings	– Craig Pedersen	Shasta	– Leonard Moty
Lake	– <i>Absent</i>	Sierra	– Lee Adams
Lassen	– <i>Absent</i>	Siskiyou	– Brandon Criss (alternate)
Los Angeles	– <i>Absent</i>	Solano	– Erin Hannigan
Madera	– <i>Absent</i>	Sonoma	– David Rabbitt
Marin	– Damon Connolly	Stanislaus	– Vito Chiesa
Mariposa	– Miles Menetrey	Sutter	– Dan Flores
Mendocino	– Carre Brown	Tehama	– Robert Williams
Merced	– Lee Lor	Trinity	– Judy Morris
Modoc	– Patricia Cullins	Tulare	– Amy Shuklian
Mono	– John Peters	Tuolumne	– Karl Rodefer
Monterey	– Luis Alejo	Ventura	– Kelly Long
Napa	– Diane Dillon	Yolo	– Jim Provenza
Nevada	– Ed Scofield	Yuba	– Gary Bradford



The Board of Directors observed a moment of silence for the loss of CSAC Institute Dean, Bill Chiat.

President Bartlett acknowledged the retirement of Board member and County Counsel, Bruce Goldstein.

## **2. Approval of Minutes from May 28, 2020**

*A motion to approve the minutes from May 28, 2020, was made by Supervisor Ellenberg; second by Supervisor Peters. Motion carried unanimously.*

## **3. COVID-19 Pandemic Crisis Update / Discussion**

Ana Matosantos, Cabinet Secretary for Governor Newsom and Dr. Mark Ghaly, Secretary for California Health & Human Services addressed the Board regarding the COVID-19 Pandemic. Dr. Ghaly emphasized that a slow and measured approach to reopening is important so that we don't have to move backward. The State's website has been updated to show that local county health officer guidance might be more restrictive than the State's. He was happy to report that they now have 26 guidances translated into 13 different languages. Cabinet Secretary Matosantos explained that the State is rolling out new PSA's to help people understand their rights as it relates to COVID sick time and how to reduce transmission rates. Dr. Ghaly expressed concern about gatherings during the upcoming Labor Day weekend and said that our best tools are masking and social distancing.

## **4. CSAC Finance Corporation Report**

Supervisor Leonard Moty, Finance Corporation President, reported that the Finance Corporation is doing well with their current year budget. They are hosting their semi-annual meeting next week. Jim Manker, Director of Business Development, informed the Board that they are now back up to 35 Platinum Partners, including several new partners who were just added this year. One of those partners is OpenGov. Tim Melton, Vice President of Strategic Accounts for OpenGov, addressed the Board and explained the features and benefits of the services they offer. OpenGov provides cloud based ERP software for government. They currently serve 23 California counties.

## **5. Operations & Member Services Report**

Manuel Rivas, Jr., Deputy Executive Director of Operations and Member Services, provided a brief update to the Board. The CSAC 2020 Annual Meeting in Los Angeles has been canceled and the Executive Committee approved moving it to a virtual format. The dates have also been changed to: Thursday, November 12<sup>th</sup> through Thursday, November 19<sup>th</sup>. Registration is opening tomorrow, Friday, September 4<sup>th</sup>. CSAC is in good financial standing and is currently working through a third party audit. Once complete, it will go to audit committee for review, then to the Executive Committee for approval. David Liebler, Director of Public Affairs and Member Services, presented on CSAC's communications efforts during the last 6 months of the pandemic. Media inquiries are up 200%. They are currently accepting challenge awards applications and the deadline for entries is September 11<sup>th</sup>, 2020.

## 6. Ballot Initiatives

**Proposition 16 - ACA 5** (Resolution Chapter 23), Weber. Government preferences (*rec: support*).

Geoff Neill provided a brief description of Proposition 16. Proposition 16, approved by the Legislature as ACA 5 (Weber), would repeal Section 31 of Article I of the California Constitution, which prohibits the State of California, including counties and other local agencies, from “discriminat[ing] against, or grant[ing] preferential treatment to, any individual or group on the basis of race, sex, color, ethnicity, or national origin in the operation of public employment, public education, or public contracting.” The Executive Committee recommended a SUPPORT position

The following proponent spoke in support of Proposition 16:

- Rex Richardson, Councilmember, City of Long Beach and President, Southern California Association of Governments

*Board voted 39/7 to SUPPORT Proposition 16.*

**Proposition 18 - ACA 4** (Resolution Chapter 30), Mullin. Elections: voting age (*rec: support*). Geoff Neill, CSAC Legislative Representative for Government, Finance and Administration, provided a brief description of Proposition 18. ACA 4 (Mullin) is a constitutional amendment that was passed by the Legislature before becoming Proposition 17. The measure would allow a 17-year-old who will be 18 by the time of the next general election to vote at any primary or special election that occurs before the next general election. The Executive Committee recommended a SUPPORT position.

The following proponent spoke in support of Proposition 18:

- Assembly Member Kevin Mullin, 22<sup>nd</sup> District, spoke in support of Proposition 18.

*Board voted 28/17 not to Support Proposition 18.*

**Proposition 17 - ACA 6** (Resolution Chapter 24), McCarty. Elections: disqualification of electors (*rec: support*). Geoff Neill provided a brief description of Proposition 17. This measure is a constitutional amendment that was passed by the Legislature with a supermajority vote in both chambers, and then became Proposition 17. The measure would restore the right to vote to a person who is on parole. According to the [California Department of Corrections and Rehabilitation](#), there are currently over 50,000 Californians on parole. The Executive Committee recommended a SUPPORT position.

The following proponents spoke in support of Proposition 17:

- Brett Shears, Yes on Proposition 17 Campaign, spoke in support of Proposition 17.
- Brittany Stonesifer, Yes on Prop 17 Campaign

*Board voted 24/11 not to SUPPORT Proposition 17.*

**Proposition 19 - ACA 11** (Resolution Chapter 31), Mullin. The Home Protection for Seniors, Severely Disabled, Families, and Victims of Wildfire or Natural Disasters Act (*rec: oppose*). Geoff Neill, CSAC Legislative Representative for Government, Finance and Administration, provided a brief description of Proposition 17. The purpose of the Home Protection for Seniors, Severely Disabled, Families, and Victims of Wildfire or Natural Disaster Act is to increase home sales by, first, allowing most homeowners to keep their accumulated tax benefit when purchasing a new home and, second, restricting the property tax benefit currently given to inheritors of real property. Proposition 19 would also require the state to calculate the net benefit to the state's General Fund resulting from those changes, if any, and transfer a similar amount of funding mostly to local fire protection districts, with a portion of the remainder going to any local agencies that experience reduced revenue as a result of the measure's tax changes.

The fiscal effect for counties is highly uncertain, depending on how the law is interpreted and how it changes the behavior of property owners. On the high end, the Legislative Analyst's Office estimated that a similar measure might result in increased revenue in the tens of millions of dollars per year collectively for local agencies, but also tens of millions in new costs for county assessors. On the low end, the measure could reduce local agency revenues by tens of millions of dollars in addition to increased costs to assessors. The Executive Committee recommended an OPPOSE position.

The following proponents spoke in support of Proposition 19:

- Kristin Olsen, Supervisor, Stanislaus County

The following opponents spoke in opposition of Proposition 19:

- Susan Shelley, VP, Communications, Howard Jarvis Taxpayers Association

*Board voted 32/10 to OPPOSE Proposition 19.*

## **7. CSAC Legislative Update – State & Federal Priorities**

Darby Kernan, Deputy Executive Director of Legislative Affairs, provided a brief update on state priorities. She informed the Board that the CSAC advocacy team has scheduled a zoom to walk through end of session next Thursday. Joe Krahn from Paragon Government Relations, discussed the ongoing COVID-19 relief discussions at the Federal level. Congress has passed four relief bills and there has been talk of a fifth.

## **8. California Counties Foundation Report**

Manuel Rivas, Jr. provided a brief update and explained that the Foundation team has moved all their programming from in-person to virtual. The Institute is planning to roll out 25 virtual classes this Fall and hopes to have several in-person classes in Spring 2021.

**The meeting was adjourned. The next Board of Directors meeting will be on February 11<sup>th</sup>, 2021.**



November 19, 2020

**TO:** CSAC Board of Directors

**FROM:** Graham Knaus | CSAC Executive Director  
Manuel Rivas, Jr. | California Counties Foundation Chief Executive Officer  
Chastity Benson | California Counties Foundation Interim Director of Operations & Educational Programs

**SUBJECT: Renaming CSAC Institute – ACTION ITEM**

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The California Counties Foundation Board of Directors recommends the renaming of the CSAC Institute to “The CSAC William “Bill” Chiat Institute for Excellence for County Government.”

### **Background**

This past summer the County family lost one of its biggest champions with the unexpected passing of our dear friend and colleague William “Bill” Chiat. For over 12 years, Bill was a trailblazer who served as Dean of the CSAC Institute for Excellence in County Government, bringing life to CSAC’s vision of a continuing education program designed specifically for county leaders.

Bill played an integral role in helping create the CSAC Institute for Excellence in County Government in 2008 to offer a professional development suite for new and experienced California County elected officials, executives and senior staff. Bill also helped the development of the Credential and Fellow programs and the expansion of the Institute to five regional campuses that provide professional development opportunities for county officials and staff throughout the state. Thousands of individuals have taken advantage of this opportunity to help them better serve their communities.

Under Bill’s commitment and dedication, the CSAC Institute is now considered the premier continuing education program for county officials in the country. Over the course of his tenure, Bill touched the lives of countless Institute class attendees, but most significantly the 86 Institute Fellows, 49 Supervisor Credential Recipients, 741 County Senior Executive Credential Recipients and 167 IT Credential Recipients who have completed advanced course work via the Institute.

### **Recommendation**

**As a tribute to his countless contributions to the county family and to honor his legacy, we respectfully recommend approval of the Foundation Board recommendation to rename the CSAC Institute to “The CSAC William “Bill” Chiat Institute for Excellence for County Government.”**

CSAC and all 58 California Counties and communities throughout the State are in a much better place today because of Bill’s immeasurable contributions and his superb commitment to excellence.



**Administration of Justice Policy Committee**  
**126<sup>th</sup> CSAC Annual Meeting**  
**Monday, November 16, 2020 · 1:00 p.m. – 2:00 p.m.**  
**Via Zoom: [Click here](#) to join or call (669) 900-6833**  
**Meeting ID: 864 546 5197 Passcode: 129932**

**Supervisor Leticia Perez, Kern County, Chair**  
**Supervisor Jim Provenza, Yolo County, Vice Chair**

- 1:00 p.m.      I. **Welcome and Introductions**  
*Supervisor Leticia Perez, Kern County, Chair*  
*Supervisor Jim Provenza, Yolo County, Vice Chair*
- 1:05 p.m.      II. **Committee on Revision of the Penal Code**  
*Michael Romano, Chairperson*  
*Thomas Nosewicz, Staff Counsel*
- 1:15 p.m.      **Question and Answer**
- 1:20 p.m.      III. **Implementation of Juvenile Justice Realignment**  
*Chief Probation Officers of California*
- 1:35 p.m.      **Question and Answer**
- 1:45 p.m.      IV. **ACTION ITEM: CSAC 2020-21 Platform Update Process**  
*Josh Gauger, Legislative Representative, CSAC*  
*Stanica Boatner, Legislative Analyst, CSAC*
- 1:55 p.m.      V. **ACTION ITEM: Administration of Justice 2021 Priorities and Year in Review**  
*Supervisor Leticia Perez, Kern County, Chair*  
*Supervisor Jim Provenza, Yolo County, Vice Chair*  
*Josh Gauger, Legislative Representative, CSAC*
- 2:00 p.m.      VI. **Adjournment**



**Agriculture, Environment and Natural Resources  
Policy Committee**

**CSAC Annual Conference**

**Thursday, November 12, 2020 — 1:00 p.m. – 2:00 p.m.**

**Zoom Link:**

<https://us02web.zoom.us/j/89194130054?pwd=YkloamY1UVIzVyt5TUJleXN0bndiUT09>

**Zoom Password: 431972**

**Zoom Call In: 669-900-6833**

**Supervisor Vito Chiesa, Stanislaus County, Chair**  
**Supervisor Carole Groom, San Mateo County, Vice Chair**  
**Supervisor Chris Howard, Del Norte County, Vice Chair**

- 1:00 p.m. I. **Welcome and Introductions**  
*Supervisor Vito Chiesa, Stanislaus County, Chair*  
*Supervisor Carole Groom, San Mateo County, Vice Chair*  
*Supervisor Chris Howard, Del Norte County, Vice Chair*
- 1:05 p.m. II. **Bringing Balance to Water in California: The Water Resilience Portfolio, Voluntary Agreements and Local Land Use Impacts**  
*Karla Nemeth, Director, Department of Water Resources*  
*Nancy Vogel, Director of the Governor’s Water Resilience Portfolio*  
*Randy Fiorini, Former Chair, Delta Stewardship Council*
- 1:40 p.m. III. **ACTION ITEM: AENR Platform Update and Sea Level Rise Discussion**  
*Supervisor Bruce Gibson, San Luis Obispo County*
- 1:50 p.m. IV. **ACTION ITEM: 2020 Legislative Recap and 2021 Legislative Priorities Discussion**  
*Catherine Freeman, CSAC Legislative Representative*
- 2:00 p.m. V. **Closing Comments and Adjournment**  
*Supervisor Vito Chiesa, Stanislaus County, Chair*  
*Supervisor Carole Groom, San Mateo County, Vice Chair*  
*Supervisor Chris Howard, Del Norte County, Vice Chair*



**Government Finance & Administration Policy Committee Meeting**  
**126th CSAC Annual Meeting**  
**Monday, November 16, 2020 | 2:15 p.m. – 3:15 p.m.**  
Via Zoom | [Click here to join](#) or call (669) 900-6833  
Meeting ID: 816 7150 0022 | Passcode: 357776

**Chair: Supervisor Bruce Gibson, San Luis Obispo County**  
**Vice Chair: Supervisor Diane Burgis, Contra Costa County**  
**Vice Chair: Supervisor Chuck Washington, Riverside County**

### **Agenda**

- 2:15 p.m.**      **I.      Welcome and Introductions**  
*Supervisor Bruce Gibson, San Luis Obispo County, Chair*  
*Supervisor Diane Burgis, Contra Costa County, Vice Chair*  
*Supervisor Chuck Washington, Riverside County, Vice Chair*
  
- 2:20 p.m.**      **II.     California’s Economy & Local Revenue Outlook**  
*Leila Bengali, Economist, UCLA Anderson Forecast*  
*Michael Coleman, Local Government Finance Consultant,*  
*CaliforniaCityFinance.com*
  
- 2:50 p.m.**      **III.    Policy Platform Review – ACTION ITEM**  
*Geoff Neill, CSAC Legislative Representative*  
*Ryan Souza, CSAC Legislative Representative*  
*Ada Waelder, CSAC Legislative Analyst*
  
- 3:00 p.m.**      **IV.    2021 GFA Priorities – ACTION ITEM**  
*Geoff Neill, CSAC Legislative Representative*  
*Ryan Souza, CSAC Legislative Representative*  
*Ada Waelder, CSAC Legislative Analyst*
  
- 3:10 p.m.**      **V.     GFA 2020 Year in Review – INFORMATIONAL ITEM**  
*Geoff Neill, CSAC Legislative Representative*  
*Ryan Souza, CSAC Legislative Representative*  
*Ada Waelder, CSAC Legislative Analyst*
  
- 3:15 p.m.**      **VI.    Adjourn**



**Health and Human Services Policy Committee Meeting**  
**CSAC 126<sup>th</sup> Annual Meeting**  
**Monday, November 16, 2020 10:15 a.m. – 11:15 a.m.**  
Via Zoom | [Click here to join](#) or call (669) 900-6833  
Meeting ID: 871 6930 1703  
Passcode: 084685

**Supervisor Jeff Griffiths, Inyo County, Chair**  
**Supervisor Doug Chaffee, Orange County, Vice Chair**  
**Supervisor Janice Rutherford, San Bernardino County, Vice Chair**

### **Agenda**

- 10:15 a.m. I. Welcome and Introductions**  
Supervisor Jeff Griffiths, Inyo County, Chair  
Supervisor Doug Chaffee, Orange County, Vice Chair  
Supervisor Janice Rutherford, San Bernardino County, Vice Chair
- 10:20 a.m. II. Department of Health Care Services: Stronger Equity Focus and New Leadership**  
Will Lightbourne, Director, California Department of Health Care Services
- 10:35 a.m. III. First 5 California – Strengthening County Partnerships**  
Melissa Stafford Jones, Executive Director, First 5 Association of California
- 10:50 a.m. IV. Policy Platform Review – ACTION ITEM**  
Farrah McDaid Ting, CSAC Health and Behavioral Health Senior Legislative Representative  
Justin Garrett, CSAC Human Services Legislative Representative  
Roshena Duree, CSAC Health and Human Services Legislative Analyst
- 11:05 a.m. V. 2021 HHS Priorities – ACTION ITEM**  
Farrah McDaid Ting, CSAC Health and Behavioral Health Senior Legislative Representative  
Justin Garrett, CSAC Human Services Legislative Representative  
Roshena Duree, CSAC Health and Human Services Legislative Analyst
- 11:15 a.m. VI. Closing Comments and Adjournment**
- Informational Item: 2020 Legislative Year in Review**





® Housing, Land Use and Transportation Policy Committee Meeting  
CSAC 126<sup>th</sup> Annual Meeting  
Monday, November 16, 2020 — 11:30am - 12:30pm  
Via Zoom: [Click here to join](#)  
Meeting ID: 876 5555 8802 | Passcode: HLT2020  
Conference Line: (669) 900-6833  
Meeting ID: 876 5555 8802 | Passcode: 7665715

**Supervisor Denise Carter, Colusa County, Chair**  
**Supervisor Alfredo Pedroza, Napa County, Vice Chair**

- 11:30 am I. Welcome and Introductions**  
*Supervisor Denise Carter, Colusa County, Chair*  
*Supervisor Alfredo Pedroza, Napa County, Vice Chair*
- 11:35 am II. What’s Next for Housing and Land Use in 2021?**  
*The Honorable Assemblymember Cecilia Aguiar-Curry, Chair,*  
*Assembly Local Government Committee*
- 11:55 am III. Housing, Land Use and Transportation Platform Updates – ACTION ITEM**  
*Chris Lee, Legislative Representative, CSAC*  
*Marina Espinoza, Legislative Analyst, CSAC*
- 12:05 pm IV. 2020 Year in Review and 2021 Housing, Land Use and Transportation Policy Committee Work Plan – ACTION ITEM**  
*Chris Lee, Legislative Representative, CSAC*  
*Marina Espinoza, Legislative Analyst, CSAC*
- 12:15 pm V. Recent Developments in Tribal Gaming Compacts**  
*Justin Crumley, Senior Deputy County Counsel, San Diego County; Chair, County Counsels’ Association Native American Tribal Lands Committee*  
*Chris Lee, Legislative Representative, CSAC*
- 12:30 pm VI. Closing Comments and Adjournment**



**OFFICERS**

**President**

Lisa A. Bartlett  
Orange County

**1st Vice President**

James Gore  
Sonoma County

**2nd Vice President**

Ed Valenzuela  
Siskiyou County

**Past President**

Virginia Bass  
Humboldt County



**EXECUTIVE DIRECTOR**

Graham Knaus

November 19, 2020

TO: CSAC Board of Directors

FROM: Graham Knaus, Executive Director  
Darby Kernan, Deputy Executive Director of Legislative Affairs  
Manuel Rivas, Deputy Executive Director of Administration

**SUBJECT: 2021 CSAC Initial Legislative Priorities**

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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 particular challenges as they relate to policy issues that CSAC is prioritizing in 2021: responding and recovering from the pandemic, wildfire and disaster preparedness, broadband, housing and homelessness, juvenile justice reform implementation, and local governance and land use authority preservation. The priorities below are issues critical to counties where CSAC will proactively advocate, in addition to responding to issues raised in the coming year.

**COVID-19 Response and Recovery.** The coronavirus and the serious COVID-19 illness it causes leapt from the local public health silo in March to impact the breadth of every county’s operations, including budgeting, workforce, human services, behavioral health, public safety and economic development. In 2020, CSAC helped secure critical federal CARES Act funding, \$750 million in state Realignment Backfill funding, and a number of flexibilities regarding workforce and county operations, including increased Mental Health Services Act expenditure authority and extensions for county eligibility deadlines. CSAC also maintained close engagement with Governor Newsom and his Health and Human Services Agency on the state’s reopening plans, the availability of testing, health equity, and myriad other COVID-19 related issues. This record of strident advocacy on behalf of California’s counties must continue in 2021 as members grapple with federal funding deadlines, local economic impacts, strained health systems, and skyrocketing rates of domestic violence as well as requests for income assistance and behavioral health services.

**County Fiscal Stability.** As previously mentioned, county budgets will continue to face significant hardship and uncertainty in 2021 due to the ongoing pandemic. Revenues that counties rely on for normal operations are eroding, while counties also must respond to the unprecedented demands of the ongoing public health crisis as frontline service providers. CSAC will continue to advocate for adequate funding for safety net services that counties provide in order to prevent reductions to the vital health and human services programs that are needed more than ever.

**Broadband Infrastructure and Funding.** In the space of a generation, the internet has changed from a fringe tool for defense contractors and academia to a necessary utility for modern life. Nothing has made the importance of broadband more apparent than the COVID-19 pandemic, as workers and students move online. Yet a million households in California lack access to reliable broadband at any price and millions more are effectively barred from it for reasons of finances, language, or disability. It is long past time for

California to ensure access to broadband and the means to adopt it for every Californian. CSAC will advocate for program reforms and funding sufficient to close the digital divide as quickly and completely as possible.

**Homelessness.** COVID-19 has only exasperated the homelessness crisis in California. While counties have received substantial funding over the last several years to support our efforts in combating homelessness, the need is only continuing to grow. CSAC will continue to advocate for resources, ensure that any new requirements come with commensurate new or ongoing funding, and clearly defined roles and responsibilities for each level of government.

**Resiliency.** After another horrific fire season in California, CSAC will advocate on behalf of counties on recovery efforts and the need to improve our statewide resiliency to disasters. CSAC will continue to advocate for flexible funding at the local level to help prepare, respond, and recover from disasters.

**Behavioral Health Services.** As COVID-19 continues into 2021, the need for individuals to access mental health services is critical. There is a need overall for additional funding to provide behavioral health services, technology for remote services, and for new policy changes, such as the implementation of Laura's Law/AB 1976 expansion, modernization and to protect county fiscal stability and successful services through the state's CalAIM Medi-Cal proposal. CSAC will also focus on cross-sector collaboration and efforts to build robust and responsive services with schools, the criminal justice system, and other stakeholders.

**Juvenile Justice.** Another top priority for CSAC in 2021 will be the implementation of the recently enacted Division of Juvenile Justice (DJJ) Realignment. The timing of this policy shift, paired with a few concerns about the implementing legislation (SB 823), will present clear challenges. However, this will be yet another opportunity for counties to show success in implementing major policy reform in the face of adversity. CSAC and counties will need to partner with the Chief Probation Officers of California (CPOC) and probation departments to support implementation efforts and regional partnerships at the local level. These partnerships were key to the success of past juvenile justice reforms and crucial to obtaining the positive amendments included in SB 823.

Additionally, CSAC will advocate at the state level for adequate funding for all counties; local flexibility to develop responses and partnerships between counties to effectively serve youth, especially those with higher-level treatment needs; and appropriate oversight and accountability that is commensurate to the responsibility and liability being "realigned" to counties. CSAC also believes that oversight and accountability measures associated with the most complex youth cases that were last to be realigned should not disrupt the success counties have proven with existing juvenile programs and funding streams. To the extent these priorities require future legislation, CSAC will actively advocate for those changes at the state level.

**Affordable Housing.** The affordability and availability of housing is at crisis levels in California. The housing issue is not only a crisis in its own right, it's 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 approved bonds, as well as full implementation of new homelessness programs.

## Federal Legislative Outlook and Potential Priorities

**COVID-19/County Fiscal Stability.** With critical funding for COVID-19 response running out at the end of 2020, CSAC will continue to advocate for a fifth COVID-19 relief/economic stimulus package that will help California counties respond to and recover from the pandemic. CSAC will also make county fiscal relief and federal investment in other key programs major priorities for any current and/or future coronavirus response measures moving through Congress.

**Health Care Reform.** If the U.S. Supreme Court strikes down the *Affordable Care Act* (ACA) in the case of *California v. Texas*, millions of Californians would lose their health insurance and millions of others would lose important protections provided under the law. For California's counties, repeal of the ACA would mean one in three residents covered by Medi-Cal could lose health coverage or face substantial coverage limits. In addition, safety-net hospitals and other health providers that serve low-income individuals and families would be forced to scale back investments in health care programs and services. Finally, with more than a quarter of patients with serious mental illness relying on federal Medicaid program dollars, Medi-Cal expansion under the ACA has played a critical role in providing mental health services and substance abuse treatment to Californians, including people experiencing homelessness. The outcome of the Supreme Court case and the election results will influence the direction of potential health care policy in 2021 and CSAC will continue to prioritize the health care needs of individuals and families that we serve in any of these efforts

**Resilience.** Extreme weather events and natural disasters are occurring more frequently and becoming more severe. Among other challenges, California has been confronted with persistent drought conditions, warming temperatures, and insect infestations, all of which have led to an unprecedented tree mortality crisis. Dead and dying trees, combined with the rapid growth of the wildland urban interface, have been identified as key factors in the devastating fire seasons in recent years and will continue to increase the likelihood of more severe wildfires in the future. On the heels of historic wildfires, California also has confronted severe winter storms, which have caused widespread flooding, mudslides, and damage to critical infrastructure across the state.

In light of recent disasters, including this year's wildfires – which represent the largest and most destructive in recorded history – it is essential for CSAC to continue to advocate for federal assistance and pre-disaster mitigation funding to help counties prepare for and recover from the aftermath of devastating events. While Congress approved a major disaster reform bill in 2018, FEMA has yet to implement several major provisions of the law, including one that would provide assistance to state and local governments for building code implementation and enforcement. The agency also has yet to define the terms “resilient” and “resiliency.”

## **Communications Priorities**

### **Strategic With Communications**

The CSAC Communications Team functions with two primary goals in mind: support legislative advocacy and tell the County Story. We will continue to strategically leverage written, graphic and video communications to support the Associations' policy priorities, as well as state and federal advocacy efforts. Working closely with CSAC Officers, County Supervisors, the Executive and Legislative Teams, messaging and tactics will all focus on enhancing our advocacy efforts while promoting our membership and the critical role counties play in our communities.

The Communications Team will utilize the strong foundation and relationships it has developed over the past two years in the areas of earned media and social media. Since FY 2017-18, views of CSAC Tweets have increased more than 70 percent and we plan to work with all 58 California Counties and the CSAC Advocacy Team to continue this momentum. Since FY 2019-20, CSAC has worked diligently to respond and leverage a 75 percent increase in media inquiries from state and national media outlets. This effort has allowed CSAC to build strong relationships with high-profile journalists while explaining CSAC positions on key priorities. The Communications Team will continue responding to media inquiries – and be proactive when it's needed to advance counties' priorities to the Capitol Press Corps and other targeted outlets. These traditional media relations efforts will be leveraged further through various CSAC Social Media channels.

Focusing on Member Services, or telling the County Story, is the other goal of the CSAC Communications Team. Our efforts in this area are designed to strategically spotlight county leaders' services, highlight excellence in county service and raise the visibility of counties as a whole. Tactics include local media outreach for awards and recognitions; the Letters for Our Friends program; local media outreach promoting CSAC Challenge Awards and various other media outreach efforts. Communication and promotion tactics include the Profiles in Leadership series highlighting CSAC Board Members; The County of the Week series and Membership Mondays, which profiles various county professionals; The County Voice blog, the CSAC Bulletin and the Leadership Letter.

The CSAC Communication Team will continue to analyze existing and emerging communications channels and vehicles to determine the most effective ways to support the Association's advocacy and Member Service efforts.



## **RESOLUTION OF THE BOARD OF DIRECTORS**

### **County Supervisors Association of California doing business as the California State Association of Counties**

WHEREAS, the Board of Directors of the California State Association of Counties (CSAC) employs an executive director and other staff to perform its day-to-day business; and

WHEREAS, the Board desires the business of the association to be transacted in an efficient and appropriate manner; and

WHEREAS, from time to time the Executive Director and Secretary of the Corporation must sign or approve documents on behalf of the Board;

NOW THEREFORE BE IT RESOLVED, that the Board of Directors of CSAC hereby authorizes the Executive Director and Secretary of the Corporation, and his designees on staff, to execute and approve bank and other documents as authorized by the Board of Directors or the Executive Committee.

FURTHER BE IT RESOLVED, that this resolution shall remain in effect until the 2021 annual meeting of CSAC, when a similar resolution will be executed by the newly constituted Board of Directors.

Duly adopted this 19<sup>th</sup> day of November, 2020.

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Lisa Bartlett, CSAC President

**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 Supervisors for a County in the State of California, and their counties pay dues to support CSAC. Decisions by Board Members related to setting dues for CSAC membership is deemed not to be a conflict of interest. Board Members are required annually to be familiar with the terms of this policy, and to acknowledge by his or her signature that he or she is acting in accordance with the letter and spirit of this policy.

B. Board Members are required to make a full disclosure to the Board of Directors of all material facts regarding any possible conflict of interest, to describe the transaction, and to disclose the details of their interest. CSAC shall, as appropriate, seek the opinion of legal counsel and such other authorities as may be required, before entering into any such transaction. Before approving a transaction in which a Board Member may have a conflict of interest, the Board of Directors will attempt, in good faith and after reasonable investigation under the circumstances, to determine that:

- (1) CSAC is entering into the transaction for its own benefit;
- (2) The transaction is fair and reasonable as to CSAC at the time CSAC entered into the transaction;
- (3) The Board of Directors has knowledge of the material facts concerning the transaction and the director's or officer's interest in the transaction; and
- (4) CSAC cannot obtain a more advantageous arrangement with reasonable effort under the circumstances.

The Board of Directors must then approve the transaction by a vote of a majority of the Board of Directors then in office, without counting the vote of any director who may have a conflict of interest due to the transaction under consideration.

**CALIFORNIA STATE ASSOCIATION OF COUNTIES  
CONFLICTS OF INTEREST DISCLOSURE STATEMENT**

I hereby certify that I have carefully read and hereby acknowledge receipt of a copy of this Conflict of Interest policy. In signing this Disclosure Statement, I have considered not only the literal expression of the policy, but also what I believe to be the spirit of the policy as well. To the best of my knowledge, information and belief, I hereby certify that, except as stated in the exception below, neither I nor any of my relatives by blood or marriage has any direct or indirect interest that conflicts with the interests of CSAC.

The exceptions are as follows (if more space is required, please attached additional page[s]; if no exceptions, please leave space blank):

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If any situation should arise in the future that, as discussed in the policy, may involve me or my relatives by blood or marriage in a conflict of interest, I will promptly disclose the circumstances to the Board of Directors of CSAC.

Name: \_\_\_\_\_ Signature: \_\_\_\_\_

County: \_\_\_\_\_ Date: \_\_\_\_\_





## **Urban Caucus Meeting – CSAC Annual Meeting**

Thursday, November 12, 2020 – 4:00 to 5:00 p.m.

Via Zoom – *link provided to Annual Meeting registrants*

### **CSAC President Lisa Bartlett, Orange County Supervisor and Urban Caucus Chair**

- I. **Welcome and Roll Call of Urban Caucus Members**
  - *President Bartlett*
  - *CSAC Staff*
  
- II. **ACTION ITEM: Election of Urban Caucus Representative to CSAC Second Vice President**

The CSAC Urban Caucus is tasked with electing one member of the caucus to serve as CSAC's Second Vice President in 2020-21.

  - 1. Nomination of candidate(s)**
  - 2. Candidate statements**
  - 3. Balloting** – *CSAC Urban Caucus members will undertake a confidential vote<sup>1</sup> on the nominees. All other meeting attendees will be placed in a Zoom breakout room during the voting process and rejoin the main meeting room for the announcement of results.*
  
- III. **ACTION ITEM: Election of Urban Caucus Representatives to CSAC Executive Committee**

The CSAC Urban Caucus maintains six seats and one alternate member on the CSAC Executive Committee. Los Angeles County comprises one of those designated seats as a permanent member of the CSAC Executive Committee. Thus, the CSAC Urban Caucus is tasked with electing five Executive Committee members plus one alternate member.

  - 1. Nomination of candidate(s)<sup>2</sup>**
  - 2. Candidate statements**
  - 3. Balloting** – *CSAC Urban Caucus members will undertake a confidential vote<sup>1</sup> on the nominees. The top five vote recipients will be named as CSAC Urban Caucus representatives on the CSAC Executive Committee; the sixth-most vote recipient will be named as the Caucus alternate. All other meeting attendees will be placed in a Zoom breakout room during the voting process and rejoin the main meeting room for the announcement of results.*
  
- IV. **Adjourn**

#### **Notes:**

*1/Voting within the caucus adheres to the one-county = one-vote rule of those eligible, present, and voting.*

*2/Please note that any candidate for the CSAC Executive Committee must be a member of the CSAC Board of Directors as designated by each urban county and approved by the CSAC Executive Committee on November 5, 2020.*



**Suburban Caucus Meeting – CSAC 2020 Annual Meeting  
Thursday, November 12, 2020, 2:00 p.m. - 3:00 p.m.**

**Via Zoom:** [Click here to join](#)

Meeting ID: 810 5271 4691 | Passcode: CSAC2020

**Conference Line:** (669) 900-6833

Meeting ID: 810 5271 4691 | Passcode: 68815988

**Supervisor James Gore, Sonoma County, Chair  
CSAC First Vice President**

**I. Welcome and Introductions**

**II. Nomination of Suburban Caucus Representative to CSAC President**

**III. Nomination of Suburban Caucus Executive Committee Member from Group 1**

*If more than one person is nominated, the CSAC Suburban Caucus members will undertake a confidential vote<sup>1</sup> on the nominees. All other meeting attendees will be placed in a Zoom breakout room during the voting process and rejoin the main meeting room for the announcement of results.*

**IV. Nomination of Suburban Caucus Alternate to Executive Committee**

*If more than one person is nominated, the CSAC Suburban Caucus members will undertake a confidential vote<sup>1</sup> on the nominees. All other meeting attendees will be placed in a Zoom breakout room during the voting process and rejoin the main meeting room for the announcement of results.*

**III. Roundtable Discussion – Key Issues in Your County**

**IV. Adjourn**

*1/Voting within the caucus adheres to the one-county = one-vote rule of those eligible, present, and voting.*



**Rural Caucus Meeting – CSAC 2020 Annual Meeting**  
**Thursday, November 12, 2020 ■ 3:00 to 4:00 p.m.**  
**By Zoom ([link](#) or phone (669) 900-6833)**  
**Meeting ID: 856 838 0674; Passcode: w48gS3fQ**

- I. Welcome and Introductions**  
*Supervisor Ed Valenzuela, Siskiyou County*
  
- II. Nomination of CSAC Executive Committee Member and Alternate –  
ACTION ITEM**
  
- III. Discussion Items / Roundtable**  
*Supervisor Ed Valenzuela, Siskiyou County*



November 19, 2020

**To:** CSAC Board of Directors

**From:** Leonard Moty, President  
Alan Fernandes, Chief Executive Officer

**RE: CSAC Finance Corporation Update**

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Attached please find the full list of our programs, and the latest Corporate Associates Program list.

For more information on the CSAC Finance Corporation please visit our website at: ([www.csacfc.org](http://www.csacfc.org)), call us at (916) 650-8137, or email Alan Fernandes ([alan@csacfc.org](mailto:alan@csacfc.org)), or Jim Manker ([jim@csacfc.org](mailto:jim@csacfc.org)).



**Mission Statement:**

To provide a broad array of finance, investment, insurance and purchasing services to benefit California counties and related public agencies.

**Commitment & Priorities**

**“Dedicated to the Business of Improving Public Services for Counties and Their Constituents”**



1100 K Street, Suite 101 \* Sacramento, CA 95814 [www.csacfc.org](http://www.csacfc.org)



**Supervisor Leonard Moty, President**  
leonard@csacfc.org or 916.650.8137

**Alan Fernandes, Chief Executive Officer**  
alan@csacfc.org or 916.650.8175



Alan Fernandes, Chief Executive Officer  
[alan@csacfc.org](mailto:alan@csacfc.org) or 916.650.8175

Jim Manker, Director of Business Development  
[jim@csacfc.org](mailto:jim@csacfc.org) or 916.650.8107

The CSAC Finance Corporation offers value-added products and services to California’s counties, their employees and retirees as well as other forms of local government. Our programs are designed to assist county governments in reducing costs, improving services, and increasing efficiency. Our offerings provide the best overall local government pricing and the revenue generated by the CSAC Finance Corporation supports CSAC’s advocacy efforts on behalf of California’s counties.

## Program Summary

### Financing

#### CSCDA

Cathy Bando

[www.cscda.org](http://www.cscda.org)



The California Statewide Communities Development Authority (CSCDA) was created in 1988, under California’s Joint Exercise of Powers Act, to provide California’s local governments with an effective tool for the timely financing of community-based public benefit projects. Currently, more than 500 cities, counties and special districts have become Program Participants to CSCDA – which serves as their conduit issuer and provides access to an efficient mechanism to finance locally-approved projects. CSCDA helps local governments build community infrastructure, provide affordable housing, create jobs, make access available to quality healthcare and education, and more.

### Deferred Compensation

#### Nationwide

Rob Bilo

[www.nrsforu.com](http://www.nrsforu.com)



The Nationwide Retirement Solutions program is the largest deferred compensation program in the country for county employees. In California, over 65,000 county employees save for their retirement using this flexible, cost-effective employee benefit program. This program is the only one with a national oversight committee consisting of elected and appointed county officials who are plan participants. Additionally, an advisory committee comprised of California county officials provides additional feedback and oversight for this supplemental retirement program. Currently 32 counties in California have chosen Nationwide to help their employees save for retirement.

### Investing

#### CalTRUST

Laura Labanieh

[www.caltrust.org](http://www.caltrust.org)



The Investment Trust of California (CalTRUST) is a JPA established by public agencies in California for the purpose of pooling and investing local agency funds - operating reserves as well as bond proceeds. CalTRUST offers the option of five accounts to provide participating agencies with a convenient method of pooling funds – a liquidity fund, a government fund, a short-term, and a medium-term, and a new ESG compliant money market fund. Each account seeks to attain as high a level of current income as is consistent with the preservation of principle. This program is a great option to diversify investments!



### Discounted Prescription Drugs

#### Coast2CoastRx

Marty Dettelbach

[www.coast2coastrx.com](http://www.coast2coastrx.com)

The Coast2Coast Discount Prescription Card is available at no-cost to the county or taxpayers and will save county residents up to 75% on brand name and generic prescription drugs. The Coast2Coast program is already being used by over 35 counties in California. Not only does it offer savings to users, your county will receive \$1.25 from Coast2Coast for every prescription filled by a cardholder.



*Cyber Security and Technology*

**Synoptek** Eric Westrom [www.synoptek.com](http://www.synoptek.com)

The CSAC FC and Synoptek have partnered to offer a human firewall training program and fraud assessment. The human firewall program is a training program whereby a comprehensive approach is initiated that integrates baseline testing, using mock attacks, engaging interactive web-based training, and continuous assessment through simulated phishing attacks to build a more resilient and secure organization. Synoptek offers a wide range of security technology offerings to aid your county in remaining vigilant and secure.

*Property Tax Payment Portal*

**Easy Smart Pay** Alan Fernandes [www.easysmartpay.net](http://www.easysmartpay.net)

East Smart Pay is a product of Smart Easy Pay, a corporation formed by the CSAC Finance Corporation to help residents throughout California streamline their property tax payments. Through the Easy Smart Pay platform residents can pay their property taxes in installments via ACH or credit card with preferred processing fees. This program is currently being piloted in San Luis Obispo County.

*Revenue Collection*

**CalTRECS** Jim Manker [www.csacfc.org](http://www.csacfc.org)

The CSAC FC has joined with NACo FSC to develop the California Tax Recovery and Compliance System (CalTRECS) program to help counties collect outstanding debts in a timely, cost-effective manner. The debt offset service allows counties and other local government to compile and submit their delinquencies for offset against pending state personal income tax refunds and lottery winnings.

*Cannabis Compliance*

**CCA** Greg Turner [www.cca.ca.gov](http://www.cca.ca.gov)

The California Cannabis Authority is a Joint Powers Authority established by county governments to develop and manage a statewide data platform. The platform will assist local governments that are regulating commercial cannabis activity by consolidating data from different channels into one resource to help local governments ensure maximum regulatory and tax compliance. In addition, the platform can help to facilitate financial services to the cannabis industry by linking willing financial institutions with interested businesses, and by providing critical data to ensure that all transactions and deposits are from legal transactions.

*Information & Referral Services*

**211 California** Alan Fernandes [www.211california.org](http://www.211california.org)

The CSAC FC manages 211 California which is a network of the 211 systems throughout California. These critical agencies serve county residents by providing trusted connectivity to community, health, and social services. During times of disaster and recovery, 211 organizations are vital to assist residents find critical services and information.





*Business Intelligence Services*

**Procure America**                      Todd Main                      [www.procureamerica.org](http://www.procureamerica.org)

Procure America provides its clients with analytics and strategies that result in greater performance at lower costs. By leveraging decades of industry experience, Procure America generates an average savings of 34%, all while increasing operational efficiency, vendor accountability, and service levels. Procure America's experts have deep, industry-specific experience and will analyze all aspects of the supplier relationship-contractual, operational and invoice compliance. Knowledge, information and focus delivers results.



*Employee Health and Wellness Solutions*

**Optum Rally**                              Jennifer Schlecht                      [www.optum.com](http://www.optum.com)

Optum aspires to improve experiences and outcomes for everyone we serve while reducing the total cost of care. For individuals and families, Optum provides health care services, pharmacy services and health care financial services. For organizations, Optum provides business services and technology to health plans, providers, employers, life sciences and government.



*Liquidity Management Services*

**CashVest by Three + One**                      Chase Broffman                      [www.threeplusone.us](http://www.threeplusone.us)

CashVest® provides liquidity analysis and FinTech data services for counties and other public entities. This program is a new opportunity to help manage your organization's funds as a revenue-generating asset, identify the current marketplace value of your cash, and use time horizon data to maximize the value of all your financial resources.

**CSAC Finance Corporation  
Board of Directors**

- Leonard Moty**, Shasta County – *President*
- Graham Knaus**, CSAC – *Vice President*
- Jim Erb**, Kings County – *Treasurer*
- Ryan Alsop**, Kern County
- Vernon Billy**, Public Member
- Greg Cox**, San Diego County
- Richard Forster**, Amador County
- Elba Gonzalez-Mares**, Public Member
- Susan Muranishi**, Alameda County
- Billy Rutland**, Public Member
- David Twa**, Contra Costa County

**CSAC Finance Corporation  
Staff**

- Alan Fernandes**, Chief Executive Officer
- Jim Manker**, Director of Business Development
- Christy Stutzman**, Operations Manager
- Sendy Young**, Executive Assistant
- Chase Broffman**, Member Services Associate

**CSAC Finance Corporation**  
1100 K Street, Suite 101 \* Sacramento, CA 95814  
[www.csacfc.org](http://www.csacfc.org)





## **PLATINUM Partners (as of 10.1.2020)**

### **1. Alliant Insurance Services, Inc.**

Nazi Arshi, Senior Vice President  
1301 Dove St. Suite 200  
Newport Beach, CA 92660  
(949) 660-8110  
[narshi@alliant.com](mailto:narshi@alliant.com)  
[www.alliant.com](http://www.alliant.com)

### **2. Anthem Blue Cross**

Michael Pro시오, Regional Vice President, State Affairs  
1121 L Street, Suite 500  
Sacramento, CA 95814  
(916) 403-0527  
[Michael.prosio@anthem.com](mailto:Michael.prosio@anthem.com)  
[www.anthem.com](http://www.anthem.com)

### **3. AON**

Craig A. Isaak, Public Sector Market Leader  
4 Overlook Point  
Lincolnshire, IL 60069  
(630) 723-4568  
[craig.isaak@aon.com](mailto:craig.isaak@aon.com)  
[www.aon.com](http://www.aon.com)

### **4. Baron & Budd**

John Fiske, Shareholder  
11440 W. Bernardo Court  
San Diego, CA 92127  
(858) 251-7424  
[jfiske@baronbudd.com](mailto:jfiske@baronbudd.com)  
[www.baronandbudd.com](http://www.baronandbudd.com)

### **5. Blue Shield**

Andrew Kiefer  
AVP, Government Affairs  
1215 K St. Suite 2010  
Sacramento, CA 95815  
(916) 552-2960  
[Andrew.keifer@blueshieldca.com](mailto:Andrew.keifer@blueshieldca.com)  
[www.blueshieldca.com](http://www.blueshieldca.com)

### **6. Broadnet**

Michael Davis, Vice President of Business Development  
8822 S. Ridgeline Blvd., #120  
Highlands Ranch, CO 80129  
(303) 523-5774  
[mdavis@broadnet.com](mailto:mdavis@broadnet.com)  
[www.broadnet.com](http://www.broadnet.com)

### **7. California Statewide Communities Development Authority**

Catherine Bando, Executive Director  
1700 North Broadway, Suite 405  
Walnut Creek, CA 94596  
(800) 531-7476  
[cbando@cscda.org](mailto:cbando@cscda.org)  
[www.cscda.org](http://www.cscda.org)

### **8. CalTRUST**

Laura Labanieh, CEO  
1100 K Street, Suite 101  
Sacramento, CA 95814  
(916) 650-8186  
[laura@caltrust.org](mailto:laura@caltrust.org)  
[www.caltrust.org](http://www.caltrust.org)

### **9. CGI**

Monica Cardiel Cortez, Partner, Consultant  
621 Capitol Mall, Suite 1525  
Sacramento, CA 95814  
(916) 830-1100  
[monica.cardielcortez@cgi.com](mailto:monica.cardielcortez@cgi.com)  
[www.CGI.com](http://www.CGI.com)

### **10. Chevron**

Henry T. Perea, Manager, State Government Affairs  
1201 K Street, Suite #1910  
Sacramento, CA 95814  
(916) 325-3034  
[Henryperea@chevron.com](mailto:Henryperea@chevron.com)  
[www.chevron.com](http://www.chevron.com)

### **11. Coast2Coast Rx**

Marty Dettelbach, Chief Marketing Officer  
5229 Newstead Manor Lane  
Raleigh, NC 27606  
(919) 465-0097  
[marty@c2crx.com](mailto:marty@c2crx.com)  
[www.coast2coastrx.com](http://www.coast2coastrx.com)

**12. Deckard Technologies, Inc.**

Nick Del Pego, CEO  
2223 Avenida de la Playa, Suite 206  
La Jolla, CA 92037  
(858) 248-9492  
[ndp@deckardtech.com](mailto:ndp@deckardtech.com)  
[www.deckardtech.com](http://www.deckardtech.com)

**13. DLR Group**

Dan Sandall, Business Development  
1050 20th Street, Suite 250  
Sacramento, CA 95811  
(310) 804-7997  
[dsandall@dlrgroup.com](mailto:dsandall@dlrgroup.com)  
[www.dlrgroup.com](http://www.dlrgroup.com)

**14. Dominion Voting Systems**

Steve Bennett, Regional Sales Manager  
26561 Amhurst Court  
Loma Linda, CA 92354  
(909) 362-1715  
[steven.bennett@dominionvoting.com](mailto:steven.bennett@dominionvoting.com)  
[www.dominionvoting.com](http://www.dominionvoting.com)

**15. Election Systems & Software**

Bryan Hoffman, VP of Corporate Sales  
11208 John Galt Blvd.  
Omaha, NE 68137  
(315) 559-1653  
[bjhoffman@essvote.com](mailto:bjhoffman@essvote.com)  
[www.essvote.com](http://www.essvote.com)

**16. Enterprise Fleet Management**

Lisa Holmes, State of CA Contract Manager  
199 N. Sunrise Ave.  
Roseville, CA 95747  
(916) 787-4733  
[Lisa.m.holmes@ehi.com](mailto:Lisa.m.holmes@ehi.com)  
[www.enterprise.com](http://www.enterprise.com)

**17. Hanson Bridgett LLP**

Paul Mello, Partner  
Samantha Wolff, Partner  
425 Market Street, 26th Floor  
San Francisco, CA 94105  
(415) 777-3200  
[swolff@hansonbridgett.com](mailto:swolff@hansonbridgett.com)  
[pmello@hansonbridgett.com](mailto:pmello@hansonbridgett.com)  
[www.hansonbridgett.com](http://www.hansonbridgett.com)

**18. Healthnet**

Daniel C. Chick, Director Government Affairs  
1201 K Street, Suite 1815  
Sacramento, CA 95814  
(916) 552-5285  
[daniel.c.chick@healthnet.com](mailto:daniel.c.chick@healthnet.com)  
[www.healthnet.com](http://www.healthnet.com)

**19. Kaiser Permanente**

Kirk Kleinschmidt, Director, Government Relations  
1950 Franklin St, 3rd Floor  
Oakland, CA 94612  
(510) 987-1247  
[kirk.p.kleinschmidt@kp.org](mailto:kirk.p.kleinschmidt@kp.org)  
[www.kp.org](http://www.kp.org)

**20. Nationwide**

Rob Bilo, VP of Business Development  
4962 Robert J Mathews Parkway, Suite 100  
El Dorado Hills, CA 95762  
(866) 677-5008  
[bilor@nationwide.com](mailto:bilor@nationwide.com)  
[www.nrsforu.com](http://www.nrsforu.com)

**21. NextEra Energy**

Grant Rosenblum  
Executive Director  
One California, Suite 1610  
San Francisco, CA. 94111  
(530) 219-1232  
[grant.rosenblum@nexteraenergy.com](mailto:grant.rosenblum@nexteraenergy.com)  
[www.nexteraenergy.com](http://www.nexteraenergy.com)

**22. OpenGov**

Tim Melton, VP Strategic Accounts  
955 Charter St  
Redwood City, CA 94063  
(248) 884-4357  
[tmelton@opengov.com](mailto:tmelton@opengov.com)  
[www.opengov.com](http://www.opengov.com)

**23. Optum**

Jennifer Schlecht, VP- Public Sector Sales  
P.O. Box 9472  
Minneapolis, MN 55440  
(805) 300-4529  
[jennifer.schlecht@optum.com](mailto:jennifer.schlecht@optum.com)  
[www.optum.com](http://www.optum.com)

**24. Pacific Gas & Electric Company**

John Costa, Local Public Affairs  
1415 L Street, Suite 280  
Sacramento, CA 95814  
(916) 584-1885  
[JB1F@pge.com](mailto:JB1F@pge.com)  
[www.pge.com](http://www.pge.com)

**25. Performance Based Building Coalition**

Claudio Andreetta, Board Member  
5555 Vista Cantora  
Yorba Linda, CA 92887  
(714) 318-4252  
[Claudio.w.andreetta@jci.com](mailto:Claudio.w.andreetta@jci.com)  
[www.p3buildings.org](http://www.p3buildings.org)

**26. Perspecta**

Christy Quinlan, Client Principal, State and Local  
608 Commons Dr.  
Sacramento, CA 95825  
(916) 206-7702  
[christy.quinlan@perspecta.com](mailto:christy.quinlan@perspecta.com)  
[www.perspecta.com](http://www.perspecta.com)

**27. PRISM Risk**

Rick Brush, Chief Member Services Officer  
75 Iron Point Circle, Suite 200  
Folsom, California 95630  
(916) 850-7378  
[rbrush@CSAC-EIA.org](mailto:rbrush@CSAC-EIA.org)  
[www.csac-eia.org](http://www.csac-eia.org)

**28. Procure America**

Todd Main, Vice President of Government Services  
31103 Rancho Viejo Rd. #D2102  
San Juan Capistrano, CA 92675  
(949) 388-2686  
[t.main@procureamerica.org](mailto:t.main@procureamerica.org)  
[www.procureamerica.org](http://www.procureamerica.org)

**29. Southern California Edison**

Haig Kartounian, Public Affairs Manager  
2244 Walnut Grove Ave.,  
Rosemead, CA 91770  
(626) 302-3418  
[Haig.Kartounian@sce.com](mailto:Haig.Kartounian@sce.com)  
[www.sce.com](http://www.sce.com)

**30. Synoptek**

Eric Westrom, VP of Operational Planning and Strategy  
3200 Douglas Blvd. Suite 320  
Roseville, CA 95661  
(916) 316-1212  
[ewestrom@synoptek.com](mailto:ewestrom@synoptek.com)  
[www.synoptek.com](http://www.synoptek.com)

**31. UnitedHealthcare**

Margaret Kelly, Sr. Vice President, Public Sector and Labor  
5701 Katella Avenue  
Cypress, CA 90630  
(714) 252-0335  
[margaret\\_kelly@uhc.com](mailto:margaret_kelly@uhc.com)  
[www.uhc.com](http://www.uhc.com)

**32. Vanir Construction Management, Inc.**

Bob Fletcher, Vice President of Business Development  
4540 Duckhorn Drive, Suite 300  
Sacramento, CA 95834  
(916) 997-3195  
[bob.fletcher@vanir.com](mailto:bob.fletcher@vanir.com)  
[www.vanir.com](http://www.vanir.com)

**33. Wellpath**

Patrick Turner, Director of Business Development  
12220 El Camino Real  
San Diego, CA 92130  
(281) 468-9365  
[patrick.turner@cmgcos.com](mailto:patrick.turner@cmgcos.com)  
[www.wellpathcare.com](http://www.wellpathcare.com)

**34. Western States Petroleum Association**

Catherine Reheis-Boyd, President  
1415 L St., Suite 600  
Sacramento, CA 95816  
(916) 498-7752  
[creheis@wspa.org](mailto:creheis@wspa.org)  
[www.wspa.org](http://www.wspa.org)

**35. Witt O'Brien's**

Ryan Mahoney, Vice President, Corporate Development  
1201 15<sup>th</sup> Street NW, Suite 600  
Washington, DC 20005  
(202) 585-0780  
[rmahoney@wittobriens.com](mailto:rmahoney@wittobriens.com)  
[www.wittobriens.com](http://www.wittobriens.com)



## **GOLD Partners**

### **1. AT&T**

Mike Silacci, Regional Vice President  
External Affairs – Greater Los Angeles Region  
2250 E. Imperial Hwy, Room 541  
El Segundo, CA 90245  
(213) 445-6817  
[Michael.Silacci@att.com](mailto:Michael.Silacci@att.com)  
[www.att.com](http://www.att.com)

### **2. ForeFront Power**

Sam Zantzing, Manager  
100 Montgomery St, Suite 725  
San Francisco, CA 94104  
(415) 802-2134  
[szantzing@forefrontpower.com](mailto:szantzing@forefrontpower.com)  
[www.forefrontpower.com](http://www.forefrontpower.com)

### **3. HdL Companies**

Andrew Nickerson, President  
120 S. State College Blvd., Suite 200  
Brea, CA 92821  
(714) 879-5000  
[anickerson@hdlcompanies.com](mailto:anickerson@hdlcompanies.com)  
[www.hdlcompanies.com](http://www.hdlcompanies.com)

### **4. Kosmont Companies**

Larry Kosmont, CEO  
1601 N. Sepulveda Blvd., #382  
Manhattan Beach, CA 90266  
(213) 507-9000  
[lkosmont@kosmont.com](mailto:lkosmont@kosmont.com)  
[www.kosmont.com](http://www.kosmont.com)

### **5. KPMG**

Ian McPherson, Principal Advisory – Justice  
and Security  
1225 17th Street, Suite 800  
Denver, CO 80202  
(303) 382-7561  
(720) 485-7276  
[ianmcpherson@kpmg.com](mailto:ianmcpherson@kpmg.com)  
[www.kpmg.com](http://www.kpmg.com)

### **6. Paragon Government Relations**

Joe Krahn, President  
220 Eye Street, NE, Suite 240  
Washington, DC 20002  
(202) 898-1444  
[jk@paragonlobbying.com](mailto:jk@paragonlobbying.com)  
[www.paragonlobbying.com](http://www.paragonlobbying.com)

### **7. Raymond James**

Jose Vera, Managing Director  
39 E. Union St.  
Pasadena, CA 91103  
(626) 628-2703  
[Jose.Vera@RaymondJames.com](mailto:Jose.Vera@RaymondJames.com)  
[www.rjpublicfinance.com](http://www.rjpublicfinance.com)

### **8. Recology**

Eric Potashner, Senior Director Strategic Affairs  
50 California Street, 24th Floor  
San Francisco, CA 94111-9796  
(415) 624-9885  
[epotashner@recology.com](mailto:epotashner@recology.com)  
[www.recology.com](http://www.recology.com)



## **SILVER Partners**

### **1. Aumentum Technologies**

(a Harris Computer Company)  
Ann Kurz – VP Sales & Marketing  
510 E. Milham Ave.  
Portage, MI 49002  
(805) 479-3099  
[akurz@harriscomputer.com](mailto:akurz@harriscomputer.com)

### **2. CCHI**

Mark Diel, Executive Director  
1107 9th Street, STE 601  
Sacramento, CA 95814  
(916) 404-9442  
[mdiel@cchi4families.org](mailto:mdiel@cchi4families.org)  
[www.cchi4families.org](http://www.cchi4families.org)

### **3. Cerner Corporation**

James W. Ross, Senior Government  
Strategist  
8913 Ortega Court, NW  
Los Ranchos, NM 87114  
(816) 708-9579  
[james.ross@cerner.com](mailto:james.ross@cerner.com)  
[www.cerner.com](http://www.cerner.com)

### **4. Comcast**

Beth Hester, Vice President External Affairs  
3055 Comcast Circle  
Livermore, CA 94551  
(925) 424-0972 x0174  
[beth\\_hester@comcast.com](mailto:beth_hester@comcast.com)  
[www.business.comcast.com](http://www.business.comcast.com)

### **5. Dewberry**

Alan Korth, RA, LEED AP, Associate  
Principal  
300 North Lake Avenue 12<sup>th</sup> Floor  
Pasadena, CA 91101  
(626) 437-4674  
[akorth@dewberry.com](mailto:akorth@dewberry.com)  
[www.dewberry.com](http://www.dewberry.com)

### **6. FortiFi Financial**

Chris Peterson, VP Market Development  
11111 Santa Monica Blvd #900  
Los Angeles, CA 90025  
(858) 616-7500  
[chris@fortifi.com](mailto:chris@fortifi.com)  
[www.fortifi.com](http://www.fortifi.com)

### **7. GEO Group**

Jessica Mazlum, Business Development  
Director - Western Region  
7000 Franklin Blvd, Suite 1230  
Sacramento, CA 95823  
(916) 203-5491  
[jmazlum@geogroup.com](mailto:jmazlum@geogroup.com)  
[www.geogroup.com](http://www.geogroup.com)

### **8. Hospital Council of Northern & Central California**

Brian L. Jensen, Regional Vice President  
1215 K Street, Suite 730  
Sacramento, CA 95814  
(916) 552-7564  
[bjensen@hospitalcouncil.net](mailto:bjensen@hospitalcouncil.net)  
[www.hospitalcouncil.net](http://www.hospitalcouncil.net)

### **9. IBM**

Todd W. Bacon, VP / Managing Director  
435 Market St., 20<sup>th</sup> Floor  
San Francisco, CA 94105  
(310) 890-9535  
[tbacon@us.ibm.com](mailto:tbacon@us.ibm.com)  
[www.ibm.com](http://www.ibm.com)

### **10. Invisible Defender**

Tori Klein, Attorney at Law  
4625 W. Nevso Dr., Ste 2&3  
Las Vegas, Nevada 89103  
(541) 514-0117  
[toriakleinlaw@gmail.com](mailto:toriakleinlaw@gmail.com)  
[www.invisibledefender.com](http://www.invisibledefender.com)

**11. Kofile**

Eugene Sisneros, Western Division  
Manager

Patty Melton, Account Manager  
1558 Forrest Way  
Carson City, NV 89706  
(713) 204-5734

[Eugene.sisneros@kofile.us](mailto:Eugene.sisneros@kofile.us)  
[www.kofile.us](http://www.kofile.us)

**12. LECET Southwest**

Chad Wright, Director  
4044 N. Freeway Blvd.  
Sacramento, CA 95834  
(916) 604-5585

[cwright@lecetsw.org](mailto:cwright@lecetsw.org)  
[www.lectsouthwest.org](http://www.lectsouthwest.org)

**13. Liebert Cassidy Whitmore**

Cynthia Weldon, Director of Marketing  
6033 W. Century Boulevard, 5th Floor  
Los Angeles, CA 90045  
(310) 981-2055

[cweldon@lcwlegal.com](mailto:cweldon@lcwlegal.com)  
[www.lcwlegal.com](http://www.lcwlegal.com)

**14. LinkedIn Talent Solutions**

Cecily Hastings, State and Local  
Relationship Manager  
6410 Via Real Drive  
Carpinteria, CA 93013  
(202) 355-3429

[chastings@linkedin.com](mailto:chastings@linkedin.com)  
<https://business.linkedin.com/talent-solutions/product-overview>

**15. Lockheed Martin Sikorsky**

Robert Head, VP State, Local and PAC  
Affairs

2121 Crystal Drive, Suite 100  
Arlington, VA 22202  
(703) 413-6990

[Robert.h.head@lmco.com](mailto:Robert.h.head@lmco.com)  
[www.lockheedmartin.com](http://www.lockheedmartin.com)

**16. Managed Care Systems, LLC**

Bryan Lewis, Director of Finance  
4550 California Avenue, Suite 100  
Bakersfield, CA 93309  
(661) 716.7100 Ext. 6062

[blewis@managedcaresystems.com](mailto:blewis@managedcaresystems.com)  
[www.managedcaresystems.com](http://www.managedcaresystems.com)

**17. MuniServices**

Fran Mancia, VP Government Relations  
1400 K St. Ste.301  
Sacramento, CA 95814  
(916) 441-4530

[fran.mancia@avenuinsights.com](mailto:fran.mancia@avenuinsights.com)  
[www.MuniServices.com](http://www.MuniServices.com)

**18. Northrop Grumman Aerospace Systems**

Joe Ahn, Manager, State and Local Affairs  
101 Continental Blvd, MS-D5/140  
El Segundo, CA 90245  
(310) 332-4667

[joe.ahn@ngc.com](mailto:joe.ahn@ngc.com)  
[www.northropgrumman.com](http://www.northropgrumman.com)

**19. PARS**

Mitch Barker, Executive Vice President  
4350 Von Karman Avenue, Suite 100  
Newport Beach, CA 92660  
(800) 540-6369 x116

[mbarker@pars.org](mailto:mbarker@pars.org)  
[www.pars.org](http://www.pars.org)

**20. RBC Capital Markets, LLC**

Bob Williams, Managing Director  
2 Embarcadero Center, Suite 1200  
San Francisco, CA 94111  
(415) 445-8674

[bob.williams@rbccm.com](mailto:bob.williams@rbccm.com)  
[www.rbccm.com/municipalfinance/](http://www.rbccm.com/municipalfinance/)

**21. Republic Services**

Charles Helget, Director, Government  
Affairs

980 - 9th Street, 16th Floor  
Sacramento CA 95814  
(916) 257-0472

[chelget@republicservices.com](mailto:chelget@republicservices.com)  
[www.RepublicServices.com](http://www.RepublicServices.com)

**22. SAIC**

Brenda Beranek, Senior Director, Business  
Development  
4065 Hancock Street, M/S Q1-A  
San Diego, CA 92110  
(916) 276-1982

[Brenda.L.Beranek@saic.com](mailto:Brenda.L.Beranek@saic.com)  
[www.saic.com](http://www.saic.com)

**23. Scotts Miracle Grow**

Michael Diamond, State Government Affairs  
8220 NE Husky Lane  
Kingston, WA 98346  
(206) 305-1622

[Michael.diamond@scotts.com](mailto:Michael.diamond@scotts.com)

[www.scotts.com](http://www.scotts.com)

**24. Sierra Pacific Industries**

Andrea Howell, Corporate Affairs Director  
PO Box 496028  
Redding, CA 96049  
(530) 378-8104

[AHowell@spi-ind.com](mailto:AHowell@spi-ind.com)

[www.spi-ind.com](http://www.spi-ind.com)

**25. Sierra West Group, INC.**

Mary Wallers, President  
9700 Business Park Drive, #102,  
Sacramento, CA 95827  
(916) 212-1618

[mewallers@sierrawestgroup.com](mailto:mewallers@sierrawestgroup.com)

[www.sierrawestgroup.com](http://www.sierrawestgroup.com)

**26. Telecare Corporation**

Rich Leib  
1080 Marina Village Parkway, Suite 100  
Alameda, CA 94501  
(619) 992-4680

[Rich.leib@liquidenviro.com](mailto:Rich.leib@liquidenviro.com)

[www.telecarecorp.com](http://www.telecarecorp.com)

**27. Xerox Corporation**

Michelle Yoshino, General Manager  
1851 East First Street  
Santa Ana, CA 92705  
(714) 262-8854

[michelle.yoshino@xerox.com](mailto:michelle.yoshino@xerox.com)

[www.consulting.xerox.com](http://www.consulting.xerox.com)

**28. Ygrene Energy Fund**

Crystal Crawford, Vice President, Program  
Development & Oversight,  
815 5th Street  
Santa Rosa, CA 95404  
(866) 634-1358

[crystal.crawford@ygrene.com](mailto:crystal.crawford@ygrene.com)

[www.ygreneworks.com](http://www.ygreneworks.com)

## State-of-the-art digital health and wellness experience

### OVERVIEW

- Digital & mobile health & wellness experience
- Personalized Health Survey
- Health Profile includes recommendations, goals, messages & reminders
- Challenges drive engagement
- Member dashboard navigation to Missions, Challenges, Communities, Rewards and health profile
- Wearable device integration

### HIGHLIGHTS

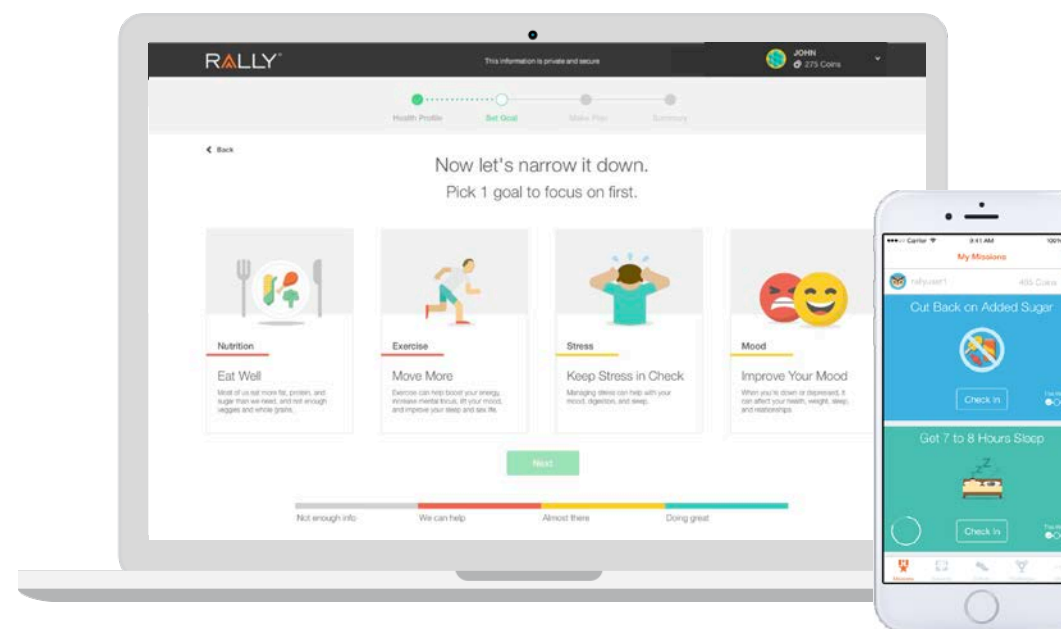
- Consumer-centric, personalized design
- Individuals get an easy-to-understand picture of their overall health.
- Delivers proven engagement and retention
- Rally Rewards motivate healthy behaviors

### RESULTS

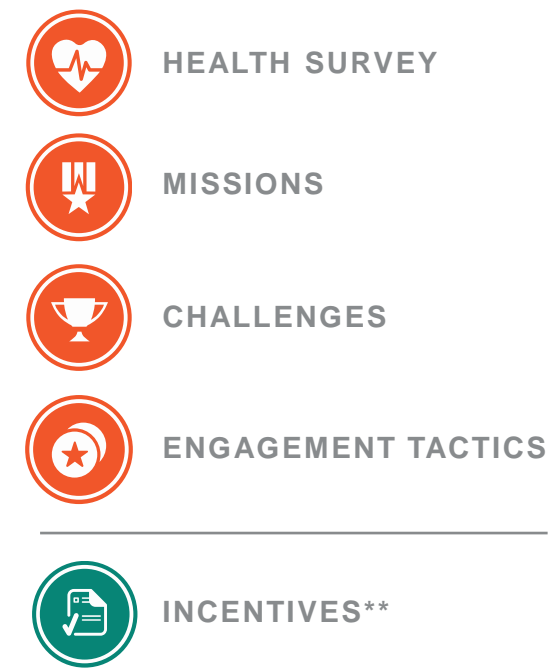
**96%** of users complete the Rally Health Survey<sup>1</sup>

**15M** healthy missions completed on Rally<sup>1</sup>

**64%** of users have joined a challenge on Rally<sup>1</sup>



A COMPLETE DIGITAL WELLNESS PLATFORM\*



## CSAC CUSTOM RALLY PACKAGE

The experience that creates a culture of health through simple, everyday engagement

### RALLY ENGAGE

- Integration of eligibility, UnitedHealthcare\* claims, Optum biometrics
- Co-branding and up to 6 standard Campaigns
- Health Survey – choice of version and up to 10 questions
- Health Record, Health Profile, Rally Age
- Ability to create two population experiences; or up to five population experiences with incentives
- Missions, Challenges, Communities, Rally Coin earnings for sweepstakes as redemption, etc.
- Donations as alternative to Sweepstakes
- Standard Reporting
- Implementation fee waived (savings of \$7,500-\$10,000)
- 4 Quarterly Private Challenges (~\$0.05PMPM value)
- 1 private sweepstakes each year, with a prize value up to \$250 (\$5,250 value)

### RALLY PREMIUM

- Rally Engage plus:
- Private Community
- Private Challenges
- Private Sweepstakes for Health Survey or Registration/Log in
- Client-defined Program Overview (when My Rewards is purchased)
- Resources Page
- Donations as a replacement for public sweepstakes
- Implementation fee waived (savings of \$7,500-\$10,000)
- Stride included (\$0.10 PMPM value) with incentives program\*\*
- 2 private sweepstakes per year, prize up to \$250 for each sweepstakes (\$7,000 value)

### PREMIUM PACKAGE SPOTLIGHT STRIDE

- Offered as part of incentives program\*\*
- Stride requires a fitness tracking device
- User selects their target activity level, making it relevant to all fitness levels
- Step counts are synced to Rally
- Step counts updated when user syncs device to Rally, enabling real-time view of progress
- Available to both employees and spouses
- Configurable reward amount and type is available
- Individual goal-setting provides motivation for all fitness levels
- Real-time data enables fast payment





**OFFICERS**

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Lisa A. Bartlett  
Orange County

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Siskiyou County

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Humboldt County



**EXECUTIVE DIRECTOR**

Graham Knaus

November 19, 2020

TO: CSAC Board of Directors

FROM: Manuel Rivas, Jr., Deputy Executive Director of Operations and Member Services  
David Liebler, Director of Public Affairs and Member Services

**SUBJECT: Operations and Member Services Report**

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Despite the ongoing pandemic and the need to work remotely in 2020, CSAC’s Communications Unit continued to focus on its top two strategic priorities: supporting the Association’s advocacy work while informing and promoting our members. During the first 10 months of the year, the team made significant progress in spotlighting CSAC messaging on key issues ranging from the pandemic to the state budget through both traditional and social media.

**Supporting CSAC Legislative Priorities through Communications.** CSAC communications staff worked hand in hand on a daily basis with our advocacy unit both during the pandemic and the recent legislative session. Activities included collaborating with individual lobbyists to handle and message media inquiries, proactive media outreach through media statements, news releases, press conferences and one-on-one interviews, and communicating the latest legislative information to membership through our weekly electronic Bulletin, videos and social media. Work included helping to develop information pertaining to the pandemic, providing communications support for state budget advocacy, federal COVID-19 relief advocacy, and end of the legislative session.

**Expanding Our Influence with the Media.** CSAC has significantly been able to increase its media presence over the past year, particularly in the past eight months during the COVID-19 crisis. Enhanced relationships with key journalists have made CSAC a go-to source for media outlets around the state and nation. CSAC communications staff would work closely with the legislative team and executive director on each inquiry to ensure effective messaging.

CSAC’s enhanced interaction with the media began increasing when the COVID-19 crisis struck California. While inquiries related to COVID-19 have begun to taper off, CSAC has fielded 158 media inquiries between January and October – an increase of nearly 100 percent over 2019. The outlets reaching out to CSAC for comment remain very top-tier, including the Los Angeles Times, New York Times, Associated Press, Politico, San Francisco Chronicle, BBC, and regional dailies such as the Santa Rosa Press Democrat and Bakersfield Californian.

**Utilizing Social Media as a Highly Effective Communications Tool.** With an increased need to provide news and information to our members and other targeted audiences in a very timely and efficient manner, social media continues to be a highly effective communications tool for the Communications Unit. In 2020, CSAC’s social media platforms saw significant growth.

CSAC has undertaken significant work on social media over the past six months, particularly to support the Association’s pandemic and state budget-related activities. This has been a highly successful way to

distribute CSAC messaging on these critical issues. Between March 1 and September 30, CSAC's Twitter page received more than 4.4 million views – an increase of more than 225 percent over the same period in 2019. The CSAC Twitter feed is on pace to receive nearly 6 million views this year – an increasing of about 90 percent over the previous year. CSAC also continues to utilize other social media platforms, including Facebook, Instagram, YouTube, and LinkedIn.

*Video & Infographics* – CSAC continues to use video as a major communication tool, producing 75 videos thus far in 2020 that were viewed more than 60,000 times. A wide variety of video lengths -- from 10 seconds to 3 minutes -- are utilized in order to enhance viewership. CSAC's role in producing videos and graphics shifted significantly in 2020 due to the pandemic. Since mid-March, the CSAC Communications Team produced more than 100 PSAs, advocacy graphics and videos.

*"The County Voice" Blog* – During the past year, CSAC produced 50 blogs on a wide variety of topics, such as county best practices, the pandemic, legislative priorities, disaster preparedness and the 2020 Census. "The County Voice" also provides a venue for our members and partners to contribute. Staff is currently exploring ways to produce more blogs that are county leadership-focused.

*CSAC Electronic Bulletin* – The weekly CSAC Bulletin was produced 49 times in the past year and distributed electronically each week to more than 5,400 county members and other interested parties. The Bulletin remains CSAC's marquee communications tool, providing the latest information on advocacy issues, association news and events, and county information. The Bulletin was a valuable tool for distributing useful information to counties regarding the pandemic. More than 200 articles pertaining to the pandemic have been written by CSAC staff for the Bulletin since mid-March.

*COVID-19 Updates for County Leadership* – During the first few months of the COVID-19 crisis, it was critical to distribute timely information to county leadership on a daily basis. The Communications Team contributed to daily updates developed by the CSAC Legislative Team by writing summaries of the Governor's press conferences and developing graphics as needed. These updates have been distributed to more than 450 county leaders throughout the state. More than 85 updates have been provided since mid-March.

*Website* – The CSAC website remains a vital source of information on CSAC activities as well as a source of county information for the public. A comprehensive COVID-19 resource section was developed in mid-March, complete with an interactive map with information from all 58 counties. The page has more than 295 active links. In the past 12 months, the overall website had 875,000 views. CSAC staff updates the site on virtually a daily basis with advocacy and member information.

*Spotlighting Our Membership* – CSAC continuously looks for ways to spotlight our member counties and their leaders. Earlier this year, we rolled out a new program called "Profiles in Leadership" in which CSACs profiles a county supervisor who plays a leading role in CSAC. The profiles are promoted through our social media channels and website. Communications staff is current working on other programs, such as "Membership Monday," to spotlight county leaders.

**CSAC Challenge Awards – Honoring County Innovation.** CSAC delayed – but did not cancel – the 2020 Challenge Awards which spotlights the most innovative programs. When the program was launched this summer, CSAC rolled out a new specialized platform that allowed for entries and judging to take place

online. We also added a new entry category – Disaster/Emergency Response & Management – to reflect the challenges facing California Counties. For the 2020 awards, we received 363 entries – a 26% increase over the previous entry record.

Judging for the 2020 awards was completed in early November and the award-winning programs have been announced. [You can find them here](#). Overall, 49 programs from 25 counties are being honored. Some award highlights:

- The California Counties Innovation Award, presented to the most innovative programs across all entry categories, goes to **Humboldt, Orange and Placer Counties**.
- **Los Angeles County** received the most awards (7): 3 Challenge Award and 4 Merit Awards.
- Other top recipients include: **San Diego County** – 5 awards: 1 Challenge and 4 Merits; **Riverside County** – 4 awards: 2 Challenge and Merits; **San Bernardino County** – 4 awards: 2 Challenge and Merits; **Humboldt County** – 3 awards: 2 Challenge and 1 Merit; and **Santa Barbara County** – 2 Challenge and 1 Merit.
- Overall, 9 rural, 6 suburban and 10 urban counties will receive awards.

CSAC would like to thank the judges who invested significant time reviewing the entries. And we also want to thank all the counties that entered this year. Innovation is alive and well in California's Counties!

November 19, 2020

**TO:** CSAC Board of Directors

**FROM:** Manuel Rivas, Jr., Chief Executive Officer  
Chastity Benson, Interim Director of Operations & Educational Services  
Ryan Souza, Program Director, CSAC Support Hub for Criminal Justice Programming

**SUBJECT: California Counties Foundation Report**

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The California Counties Foundation continued to flourish this past year. Under the leadership of Foundation President Supervisor Ed Valenzuela, Siskiyou County Supervisor, the Board engaged in active strategic discussions about the future of the Foundation and the direction of the CSAC Institute. The update below provides an overview of the work that has been completed to date.

### **CSAC Institute for Excellence**

**CSAC Institute Organization Structure** – CSAC leadership and the Foundation team are committed to the continued success of the CSAC Institute. After the passing of Bill Chiat, we began discussions on the best way to move forward with operations of the Institute. As we explore the need to support the role the Dean, we have appointed Chastity Benson as the Interim Director of Operations and Educational Programs. Ms. Benson has been with the Institute since November 2016 and worked closely with Bill, Institute faculty, and gained valuable experience and a thorough understanding of the educational and operational aspects of the program. We will be closely evaluating the effectiveness of this interim model in order to implement an efficient organizational structure to continue providing valuable professional development and educational opportunities to all 58 California counties.

**CSAC Institute Webinar Series** – Under Bill Chiat’s guidance and close collaboration with CSAC staff and faculty, the Institute offered a series of free of charge webinars on crisis leadership practices and preparing counties for the next new normal. The webinars were led by CSAC Institute faculty and included topics such as adaptive leadership, resilience in the next new normal and facilitating virtual meetings. The webinars were well received and averaged 55 participants, per webinar. The webinars are available on demand at [www.csacinstitute.org](http://www.csacinstitute.org).

**Fall 2020 Course Schedule** – Registration is now open for the Institute’s Summer-Fall session. To date, the online class format has been a great success! We are averaging 47 participants per class and participants have rated the value of courses 4.9 on a 6.0 point scale on the class surveys. Attached, please find a handout that illustrates the success of the Institute’s distance learning program. The Winter 2021 schedule will be launched this month.

**Status of CSAC Institute Campuses** – The Sacramento Campus traditionally held classes at the Sacramento Area Council of Governments (SACOG) and the Masonic Temple. Both locations have closed their offices through December 31, 2020 and are unsure when they will reopen their meeting facilities to the general public. As such, we plan to hold all Sacramento classes on-line through June 30, 2021. Additionally, in order to fulfill our FY 2019-20 contractual obligations to Tulare, San Diego and Mendocino/Lake counties, we have delayed the start of the Alameda and Riverside county satellite

campuses to January 2021. Mariposa County has elected to postpone their satellite campus until county health guidelines allow for in-person gatherings.

**New Supervisors Institute** – CSAC Institute held a New Supervisor Informational Networking session on November 12, 2020, during the CSAC Annual Meeting. The extensive New Supervisors Institute will be offered to all County Supervisors-Elects December 1st and 2nd via Zoom. Former Yuba CAO Robert Bendorf is working closely with Institute staff to develop the programming for this seminar. Special thanks to Solano County Supervisor Erin Hannigan who will be joining us once again to co-facilitate this important program.

### **Support Hub for Criminal Justice Programming**

**Grants Overview** - There remain two central grant agreements under the CSAC Support Hub for Criminal Justice Programming (herein, the “Support Hub”). These grants are provided by:

1. The Laura and John Arnold Foundation, and
2. The Pew Charitable Trusts.

Both current grants focus on the continuation, expansion, and sustainment of the work between the Support Hub for Criminal Justice Programming and local counties to improve data-driven and evidence-based practices through a structured Strategic Framework. More details on the specific components of the Strategic Framework (linked [here](#)) and current county work can be found on the Support Hub [website](#). Following recent amendments, both grants are currently planned to go through the end of 2021.

With the continuation of the COVID-19 pandemic, the Support Hub has continued its focus on engaging counties virtually through meetings, off-site technical assistance, and seminars focused on expanding county capacity for improving evidence-based and data-driven practices. Additionally, the Support Hub has been increasing its online/website presence and communication outreach in collaboration with the CSAC Public Affairs and Member Services. This includes highlighted incredible accomplishments by partner counties in improving criminal justice programming practices.

**Grant Operations** – The support hub continues to move forward on several initiatives to continue assisting partner counties in their operational practices, in addition to the hands-on technical assistance provided by the Support Hub.

### **Seminar Series on (1) Programming and (2) Data and Evaluation**

Having begun in October 2020 and occurring every month through May 2021, the Support Hub began the first of two concurrent seminar series. These seminar series are being held every other month, allowing participants in partner counties to engage in both series by attending a once-monthly timeslot. Both series are intended to provide sufficient detail to engage partner counties to take substantive action in working toward Strategic Framework components, followed by Support Hub Technical assistance. Details on each seminar are provided below and included on the [Support Hub Seminar Series Webpage](#). Presently, there are approximately 100 participants signed up for each of the series.

### Series 1 – Programming

- Seminar 1.1 – Program Inventory (October 2020). This seminar provided guidance on creating program inventories of the key programmatic interventions used with criminal justice systems to address recidivism and a range of programming needs. The inventory guidance focused on how to create a workable resource for the county and community that helps inform levels of services, program budgets, and give a better sense of the services offered to those that are justice involved.
- Seminar 1.2 – Assessing and Understanding Evidence (December 2020). This seminar will provide an overview of findings from the available literature on programmatic interventions for criminal justice populations, as well as the challenges in matching operational realities to model programs and evidence. This seminar will also connect counties with the sources the Support Hub regularly draws upon and will provide training on how to access and use evidence from these sources.
- Seminar 1.3 – Logic Modeling and Contracting (February 2021). This seminar will provide guidance on developing logic models for key programs in counties program inventory. Additionally, it will reinforce the importance in developing logic models to ensure the program design is clear, key outcomes are agreed upon, and give counties the ability to assess whether the design is informed by the literature. Finally, seminar work will surround improving contracting oversight and fidelity practices within programming.
- Seminar 1.4 and 1.5 – Cost-Benefit Analysis Part 1 and 2 (April and June 2021, respectively). These seminars, broken into two parts, will focus on the key concepts of applying economic analysis to justice systems and programs. The seminar will explain the key drivers of cost in justice systems, as well as how to develop localized analysis of sentencing outcomes, recidivism, and resource use. Building on earlier seminars with program inventories, this seminar will also address how to develop high quality cost estimates of programming interventions. The final seminar will also include findings and lessons-learned across 10 California counties who have completed some or all the cost-benefit analysis.

### Series 2 – Data and Evaluation

- Seminar 2.1 – Data Strategy, Part 1 (November 2020). This seminar series kicked off with a discussion of the crucial ways data can inform criminal justice practice and allow counties to begin thinking about the kind of data needed to meet county and agency goals. This discussion focused on the kinds of data that need to be assembled to facilitate effective monitoring and the tools (such as data dashboards) available to make these data more accessible.
- Seminar 2.2 – Data Strategy, Part 2 (January 2021). This seminar will focus on strategies to access and integrate local data. The Support Hub will provide a model template that identifies key data elements commonly held by local agencies and community-based organizations, as well as outline a plan for integrating data locally.
- Seminar 2.3 – Data Strategy, Part 3 (March 2021). This seminar will focus on strategies to access and integrate data held by the state, specifically the California Department of Corrections and Rehabilitation (CDCR) and the California Department of Justice (DOJ). The Support Hub will provide a model template that identifies key data elements commonly held by state agencies and demonstrates how these additional data can better inform criminal justice practice at the county level. This seminar will also describe the process of applying for access to these state data and share model templates for applications, including best practices to move counties data strategies forward.

- Seminar 2.4 – Data Dashboards (May 2021). Following seminars that will allow counties to have a strategy in place to build their data infrastructure, this seminar will introduce designing data dashboards, a key instrument in making data more accessible and flexible. The seminar will first discuss the process of designing a data dashboard that will allow counties and/or agencies to track the key population characteristics, interventions, and outcomes that are important.
- Seminar 2.5 – Evaluation (July 2021). The final seminar in this series will provide an overview of outcomes evaluation. The seminar will explain the key differences between using data to monitor outcomes and conducting an evaluation that generates findings about the effects of a program on the outcomes of interest. The seminar will explain the key methodological steps in conducting an evaluation and discuss how evaluation findings can be used to inform decision-making.

#### COVID-19 County Partnership Projects

As a result of additional funding provided by The John and Laura Arnold Foundation for COVID-19 related issues, the Support Hub was able to partner on two specific projects aimed to see impacts surrounding the COVID-19 pandemic.

- Santa Cruz County Juvenile Data Project. Santa Cruz county, recently featured in a Support Hub article (linked [here](#)), is working with the Support Hub to leverage previous Support Hub work done with the county on a Juvenile Hall analysis tool developed to review juvenile hall reductions and the relation to crime rates in the community during COVID-19. Santa Cruz plans to leverage this further review to help in the overall application of Juvenile operations with the county.
- Tulare County Probation Data Project. In light of COVID-19, Tulare County is working with the Support Hub to clean, merge, and analyze pretrial and jail data to estimate impacts of COVID on jail intakes and releases, and pretrial decision making. This summary is aimed to help Tulare County understand how the pandemic impacted operations within the county.

## August – October 16 Course Registrations

<b>Course</b>	<b>Start Date</b>	<b>Campus</b>	<b>Total Registrants</b>
347 IT-Led Business Innovation	8/13/2020	Statewide	29
120 Art and Practice of Organizational Leadership	9/3/2020	Santa Cruz	50
392 Best Practices in Public Contracting & Procurement	9/10/2020	Mendocino/ Lake	54
135 Finding the Blind Spots: Personal & Organizational Best Practices & Strategies for Countering Implicit Bias	9/11/2020	San Diego	42
134 Leading Consciously: The Science of Unconscious (Implicit) Bias	9/17/2020	Santa Cruz	50
324 How to be Human at Work	9/18/2020	Tulare	46
375 Coping with Ambiguity: Leadership for Challenging Times	9/25/2020	Statewide	21
123 Strategic Planning: Crafting and Leading Planning Processes	10/1/2020	Santa Cruz	51
339 IT Define an IT Strategy and Roadmap	10/8/2020	Statewide	30
356 Negotiations and Collaboration in Complex Environments	10/8/2020	Mendocino/ Lake	56
363 Thinking Strategically in Trying Times	10/9/2020	San Diego	41
354 Customer Service in the Public Sector: Balancing Satisfaction with Priorities	10/15/2020	Santa Cruz	43
158 Lead and Manage from Afar: Nuts and Bolts of Facilitating Virtual Meetings and Teams	10/16/2020	Tulare	45

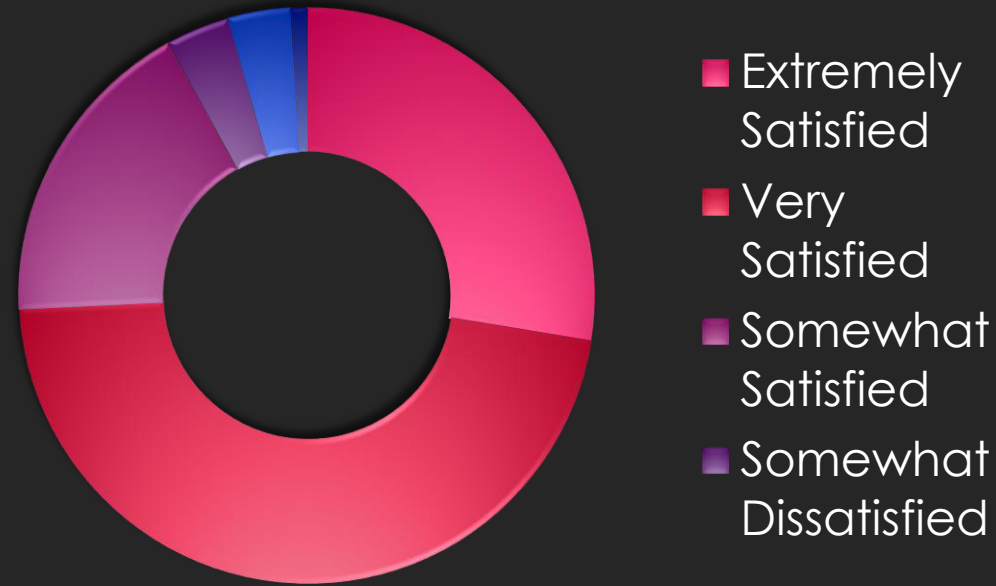


Evaluations Returned: 218 out of 558

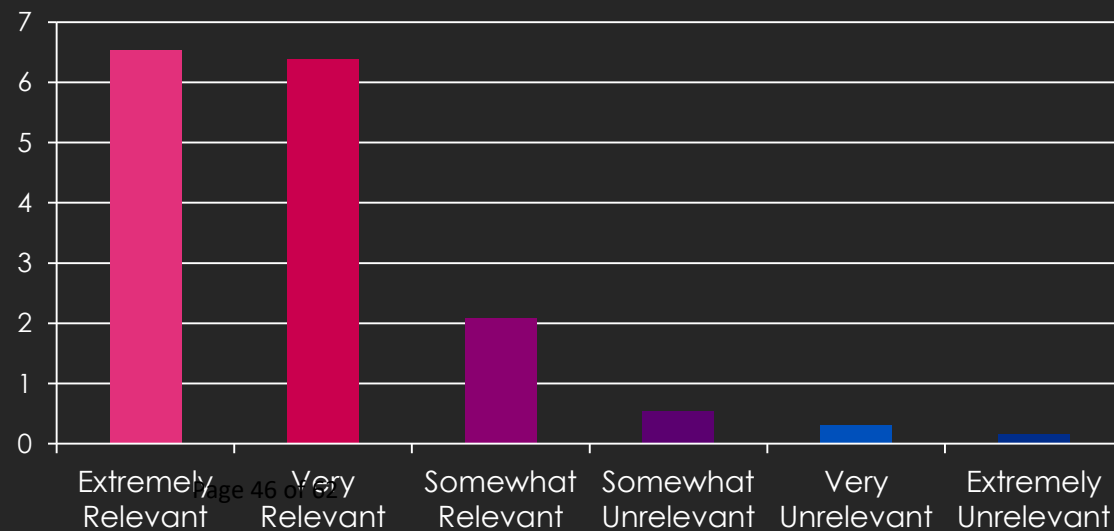
## Overall value of the class ?

Participants find CSAC Institute classes valuable. The average score for the value of a class is 4.9 out of 6.

## Overall value of the class?



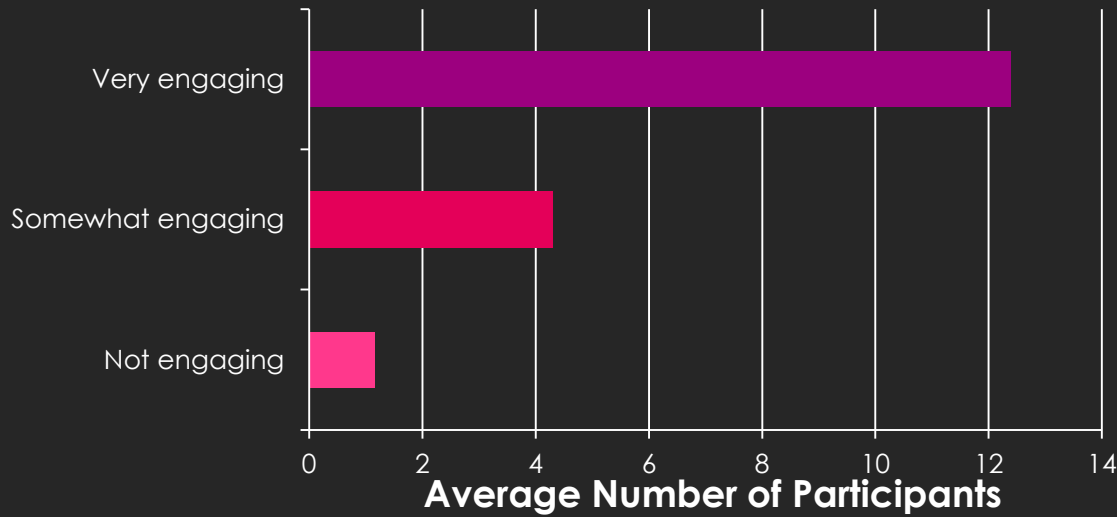
## How relevant was the course content for you?



## How relevant was the course content for you?

Participants find CSAC Institute classes quite relevant. The average score for the value of a class is 5.1 out of 6.

## How engaging was the overall content?



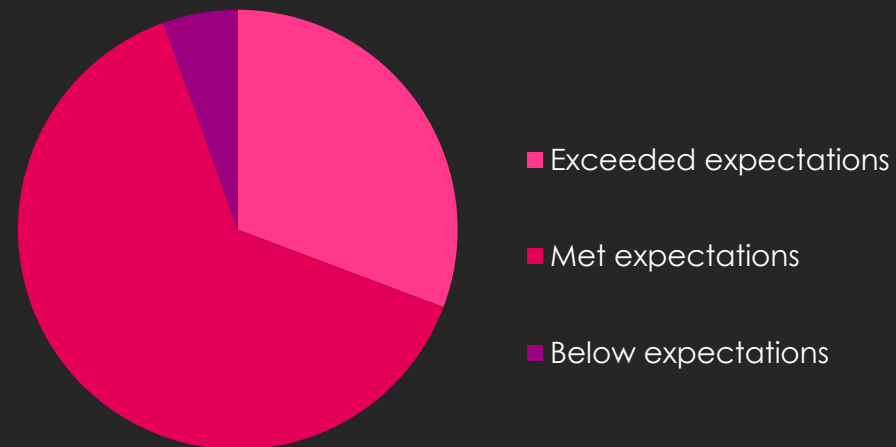
## How engaging was the overall content?

Participants find CSAC Institute classes very engaging. On average 161 out of 218 people are very engage.

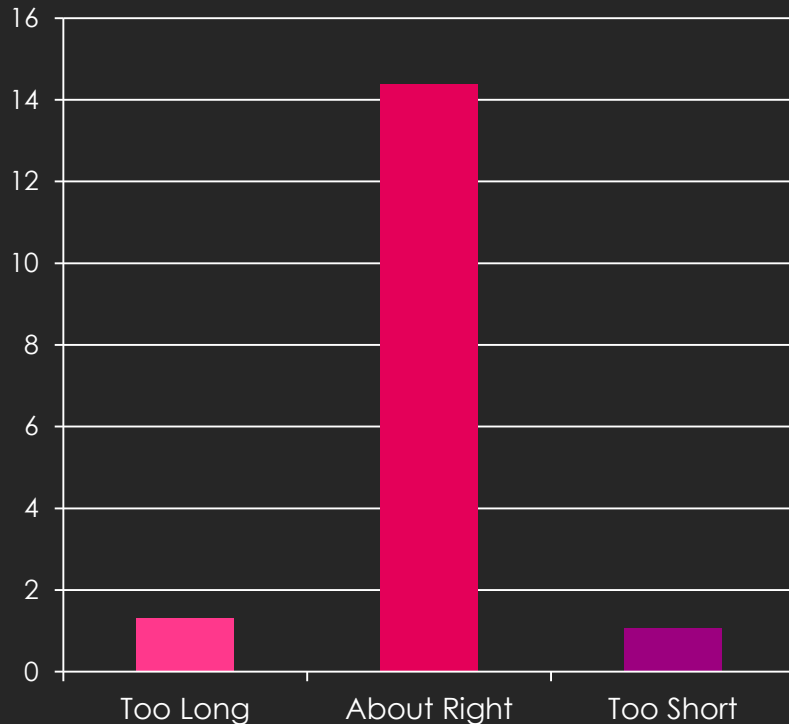
## How well did this class meet your expectations for on-line learning?

Participants find that CSAC Institute classes meet and or exceed their expectations. On average 94% of participants report that the courses either meet or exceed their expectations.

## How well did this class meet your expectations for on-line learning?



## How was the length of the on-line session?



## How was the length of the on-line session?

Participants like the CSAC Institute classes length. On average 187 out of 218 people are say the length is just right.

## Given the fast paced changes in county government, what policy or leadership topics would you like the CSAC Institute to address through its class offerings?

- Managing and keeping employees engaged in the virtual format
- Having hard conversation and working with challenging or underperforming direct reports in the virtual format
- Leadership in budget and environmental crisis
- Cooperating with other departments within and outside of county
- Homeless issues
- Impact of ACEs on minority and women
- Restorative healing practices
- Funding of Social Services
- Leadership and succession planning post COVID
- How to construct and implement non-biased policies and procedures
- Hiring Practices Diversity in Executive Leadership positions

## Upcoming Course

<b>Courses</b>	<b>Start Date</b>	<b>Campus</b>	<b>Total Registrants</b>
307 Realignment 101: The Basics of 1991 and 2011 Realignments	10/29/2020	Statewide	101
116 County Budgeting and Financial Planning	11/5/2020	Santa Cruz	127
324 How to be Human at Work	11/13/2020	San Diego	41
122 Leadership by Values: Strategies for Success in Public Service	11/19/2020	Santa Cruz	50
141 Leadership & Change: Transformational Leadership in Chaotic Times	11/20/2020	Tulare	52
380 Talent Development and Succession Planning	12/3/2020	Santa Cruz	46
363 Thinking and Acting Strategically in Conditions of Uncertainty	12/4/2020	Statewide	12
346 IT Executive Cybersecurity	12/10/2020	Statewide	24
353 Mastering Social Media Basics	12/10/2020	Mendocino/ Lake	55
120 Art and Practice of Organizational Leadership	12/11/2020	San Diego	21



*The purpose of education is to replace an empty mind with an open one - Malcom Forbes*

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

### Schedule at a Glance

Date	SEPTMBER	Page
3	Art & Practice of Organizational Leadership	2
10	Best Practices in Public Contracting & Procurement	2
11	Finding the Blind Spots	2
17	Leading Consciously: The Science of Unconscious (Implicit) Bias	2
18	How to Be Human at Work	2
25	Coping with Ambiguity	3
<b>OCTOBER</b>		
1	Crafting and Implementing Strategic Plans	3
2	Intergenerational Leadership	3
8	Negotiations and Collaboration in Complex Environments	3
8	IT – Define an IT Strategy and Roadmap	3
9	Thinking and Acting Strategically in Conditions of Uncertainty	4
15	Customer Service in the Public Sector	4
16	Lead and Manage from Afar	4
29	Realignment 101	4
<b>NOVEMBER</b>		
5	County Budgeting and Financial Planning	5
13	How to Be Human at Work	5
19	Leadership by Values	5
20	Living and Leading in Chaotic Times: Leadership and Change	5
<b>DECEMBER</b>		
3	Talent Development and Succession Planning	6
4	Thinking and Acting Strategically in Conditions of Uncertainty	6
10	Mastering Social Media Basics	6
10	IT – Security Strategy	6
11	Art & Practice of Organizational Leadership	6



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

**LEARN . GROW . ACHIEVE**

## SEPTEMBER

*Nature and dimensions of leadership in effective organizations*

### **120 Art & Practice of Organizational Leadership**

**Thursday, September 3, 2020 • 9:00 am - 1:30 pm**

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.

*Manage county resources effectively and efficiently*

### **392 World Class Contracting, Contract Management and Procurement**

**Thursday, September 10, 2020 • 9:00 am - 1:30 pm**

Every County or public entity requires the effective procurement of goods and services in order to successfully achieve its mission, business objectives and meet the needs of its constituents. This class provides insight into fundamental principles of public contracting and procurement, the role of contracting and procurement within your organization, as well as, best in class strategies which lead to effectively and efficiently meeting your requirements. Discussion will cover the principles and key elements of contract management and procurement process, and will provide participants a broad understanding of various contracting approaches, best practices, and will discuss practical examples of contract monitoring tools and templates. Prior and during this session, participants will be invited to submit specific contracting and procurement situations and questions, which they would like to be discussed during the session.

**Instructor:** Jack Pellegrino, CPCM is the Director of Purchasing and Contracting for the County of San Diego and an Instructor at San Diego State University. He is a Certified Contracts Manager.

*We can't control the filters that others choose when they look at us*

### **135 Finding the Blind Spots: Personal & Organizational Best Practices & Strategies for Countering Implicit Bias**

**Friday, September 11, 2020 • 9:00 am - 1:30 pm**

Hard won gains of the civil rights movement stand as one of the defining aspects of the United States as a nation. Despite these gains, significant gaps remain when we look at outcomes in education, health, employment and wealth on the basis of race, gender, sexual orientation, disability and other demographics. So, what's going on? In this session we will look at how implicit bias, the way we unconsciously exhibit judgments towards other individuals and groups, may also impact organizations, institutions and systems where fairness is critical. This session will focus on finding these blind spots and identifying both individual and organizational best practices and strategies that support an equitable approach to service provision.

**Instructor:** Adele James is founder of Adele James Consulting and adjunct professor of management at the University of San Francisco.

*The eye sees only what the mind is prepared to comprehend*

### **134 Leading Consciously: The Science of Unconscious (Implicit) Bias**

**Thursday, September 17, 2020 • 9:00 am - 1:30 pm**

We all have biases that can affect our behaviors. These attitudes – unrecognized on the conscious level but powerful at the unconscious level – influence our choices, decisions and relationships. Cognitive scientists and researchers continue to learn more about the human brain, how it functions and how most of our actions intended or not, are powered at the subconscious level. With the current climate in local, state and federal entities, unconscious (implicit) bias has moved to the forefront of business as usual. This interactive workshop will 1) focus on how biases develop (naturally) and how those biases affect our decisions and actions in the workplace and beyond, 2) assist leaders, department heads, managers and associates understand the source of unconscious bias, 3) include structural and individual strategies that can be utilized when managing the impacts of biases in the workplace. This workshop is an opportunity to increase awareness of unconscious bias, address structural and individual biases and be accountable to others in the workplace and beyond.

**Instructor:** American Leadership Forum, a national nonprofit organization dedicated to joining and strengthening leaders for the public good.

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

### **324 How to be Human at Work**

**Friday, September 18, 2020 • 9:00 am - 1:30 pm**

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.

## SEPTEMBER

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*Tools for tackling unprecedented challenges*

### 375 Coping with Ambiguity

Friday, September 25, 2020 • 9:00 am - 1:30 pm

Counties operate in complex and changing environments. Within these unpredictable economic contexts and unprecedented challenges, county leaders find themselves trying to make past practices and models fit current realities. But that may be a mistake in coping with ambiguity. This class provides a new way to think about applying leadership practices – at both elected and executive levels – to help your county organization and community find new realities and ways of effectively working in uncertain times. Discussion topics include: 1) understanding the concept of “emergent” processes and environments; 2) tools for managing uncertainty; 3) the mental discipline and the rational analysis of situations; and 4) communication tools for managing ambiguous situations.

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

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## OCTOBER

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*Make strategic planning mean something*

### 123 Crafting and Implementing Strategic Plans

Thursday, October 1, 2020 • 9:00 am - 1:30 pm

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.

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

### 129 Intergenerational Leadership

Friday, October 2, 2020 • 9:00 am - 1:30 pm

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 the author of The Maturity Factor – Solving the Mystery of Great Leadership.

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*Achieve outcomes in everyone's best interest*

### 356 Negotiations and Collaboration in Complex Environments

Thursday, October 8, 2020 • 9:00 am - 1:30 pm

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

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*How to figure out where you are going*

### 339 IT - Define and IT Strategy Roadmap

Thursday, October 8, 2020 • 9:00 am - 1:30 pm

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:** Steve Monaghan, Chief Information Officer (CIO) for Nevada County.

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## OCTOBER

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*New ways to think and work through enduring problems*

### **363 Thinking and Acting Strategically in Trying Times**

**Friday, October 9, 2020 • 9:00 am - 1:30 pm**

This seminar discusses key features for thinking and acting strategically: staff, external environmental and existing policy. The interactive exercises and discussions identify the challenges of managing in uncertainty. The course includes suggestions for best practices for leading in uncertainty as well as for developing agility to address current and enduring problems counties face. The session facilitates participants' focus on current county challenges. The seminar helps participant create new possibilities and leverage assets for problem solving. Participants and applying concepts of creative and strategic thinking to find different paths to solutions. The conversations provide approaches 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.

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*Create customer satisfaction in a county setting*

### **354 Customer Service in the Public Sector**

**Thursday, October 15, 2020 • 9:00 am - 1:30 pm**

Improving customer experience drives better outcomes for government agencies. Strategies to enhance the customer service culture in your agency, including responding to evolving societal changes, is the focus of this course for managers and executives. Participants will engage in interactive conversations and assess their current customer service (CS) environment, identify strengths, barriers to becoming more service oriented, and to consider improvements.

Participants will:

1. Explore what a good customer service (CS) culture looks like in your County or agency.
2. Consider ways to lead a proactive CS culture and how to address challenges in service delivery, including in times of uncertainty and systems change.
3. Explore CS metrics and actions to improve customer experience and service delivery while meeting county and state regulations and requirements.
4. Identify how to support and recognize good CS, including those in regulatory environments.

In this virtual course, tools and exercises will be used to actively engage and involve participants.

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

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*Leading is about learning to be a facilitator*

### **158 Lead and Manage from Afar: Nuts and Bolts of Facilitating Virtual Meetings and Teams**

**Friday, October 16, 2020 • 9:00 am - 1:30 pm**

Virtual meeting are now commonplace within county organizations as well as with key stakeholders and the community. Leading virtual teams and facilitating virtual meetings requires a new set of communication and preparation skills compared to face-to-face meetings. This interactive session will survey key aspects of leading and managing from afar: 1) which virtual meeting options and technology to use; 2) use of online tools effectively during a virtual meeting; and 3) tips for facilitating and leading virtual team meetings. The session will offer hands-on practices for engaging participants in, and increasing productivity of, virtual meetings.

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

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*Context, structure and funding of realignment in California*

### **307 Realignment 101**

**Thursday, October 29, 2020 • 9:00 – 1:30 pm**

This 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 State and Local Realignment; Andrew Pease, Finance Director, San Diego County Health and Human Services Agency; and Robert Manchia, San Mateo County Human Services Agency.

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# NOVEMBER

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*Overview of county budgeting and financial management*

## 116 County Budgeting

Thursday November 5, 2020 • 9:00 am - 1:30 pm

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 the 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. The class is a must for everyone involved in the budget process.

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

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

## 324 How to be Human at Work

Friday, November 13, 2020 • 9:00 am - 1:30 pm

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.

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*Harnessing the power of purpose*

## 122 Leadership by Values

Thursday, November 19, 2020 • 9:00 am - 1:30 pm

This course explores the role that core values play in both personal and organizational leadership, best practices for identifying core values and connecting with others around shared values. The interactive seminar offers opportunities for discussing core values through personal story-telling, as well as through short videos and research on core values in the public sector. Understanding the relationship of values to decisions can be a helpful leadership tool. The discussions consider modeling organizational values, and approaches to making and explaining difficult decisions. Focusing on shared values can facilitate responding to underlying difficult policy dilemmas. In addition, clearly articulated organizational values provide staff with important information on an organization’s priorities to guide the development of strategy. This course explores aligning values in both personal and organizational leadership.

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

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*In life change is inevitable. In business, change is vital*

## 141 Living and Leading in Chaotic Times: Leadership and Change

Friday, November 20, 2020 • 9:00 am - 1:30 pm

This course shows participants how to process their emotions, experiences, and reactions generated by this global pandemonium. Participants explore the tools and best practices to increase calm and centeredness in the face of change and chaos. The course highly experiential and focuses upon each participant’s individual experience.

Key practices include:

- How to calm our chaos internally
- Working with remote work teams to discover best ways to interact
- Coaching and mentoring people in high-stress environments
- Processes to begin creating the “new normal”

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

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## DECEMBER

*Build organizational capacity from within the county*

### 380 Talent Development and Succession Planning

Thursday, December 3, 2020 • 9:00 am - 1:30 pm

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.

**Instructor:** 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

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*New ways to think and work through enduring problems*

### 363 Thinking and Acting Strategically in Trying Times

Friday, December 4, 2020 • 9:00 am - 1:30 pm

This seminar discusses key features for thinking and acting strategically: staff, external environmental and existing policy. The interactive exercises and discussions identify the challenges of managing in uncertainty. The course includes suggestions for best practices for leading in uncertainty as well as for developing agility to address current and enduring problems counties face. The session facilitates participants’ focus on current county challenges. The seminar helps participant create new possibilities and leverage assets for problem solving. Participants and applying concepts of creative and strategic thinking to find different paths to solutions. The conversations provide approaches 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.

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*The 211 on social media 101 to avoid a communication 911*

### 353 Mastering Social Media Basics

Thursday, December 10, 2020 • 9:00 am - 1:30 pm

Confused about social media, which platforms are right for you, how to find time to manage it, what to post? This class will help you understand what to focus on, how to implement it, and ways to quickly create compelling content using the latest photo, audio and video techniques! You will explore popular social media sites along with concrete tips, tools, apps and hands-on interaction that will help you become a social media Ninja (or at least have more confidence!). Valuable whether you’re a newbie or seasoned practitioner you will go away with knowledge and techniques to implement immediately.

**Instructor:** Kerry Shearer is former Sacramento County Public Information Officer and a consultant specializing in social media.

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*Information security is about sustainability of the county*

### 346 IT Executive Cybersecurity

Thursday, December 10, 2020 • 9:00 am - 1:30 pm

The technology of today has completely unleashed information in terms of volume, variety, and velocity, and as a result, information has become more critical than ever to competitive, strategic, operational, and even personal decision-making. This also means an organization’s information is that much more attractive to someone on the outside, and many outsiders have malicious intent. Advanced persistent threats are already here, and the increasing numbers and use of mobile devices and cloud storage only heightens exposure by increasing the number of potential attack points. This course provides county IT leaders with knowledge and tools to achieve a comprehensive understanding of where counties are at risk for security threats and attacks, how to prioritize and build out security initiatives, the technology available to establish end-to-end protection, and how to ensure compliance from the weakest link in any security system – the human user.

**Instructor:** Steve Monaghan, Chief Information Officer (CIO) for Nevada County.

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*Nature and dimensions of leadership in effective organizations*

### 120 Art & Practice of Organizational Leadership

Friday, December 11, 2020 • 9:00 am - 1:30 pm

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.

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## COURSE SCHEDULE INDEX

### Institute Courses by Topic

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135	Finding the Blind Spots	2
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356	Negotiations and Collaboration	3
363	Thinking and Acting Strategically in Trying Times	4, 6
375	Coping with Ambiguity	3
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<b>POLICY &amp; GOVERNANCE COURSES</b>		
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***Cost-Effective Solution for County Succession Planning and Executive Development***

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

[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.

## ABOUT CSAC Institute

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). Over 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 Registration and Fees

**Registration** – Course registration may be completed on-line. Advance registration is required. To register for a class please visit [www.csacinstitute.org](http://www.csacinstitute.org).

**Fees** – Course tuition includes instruction, materials, and certificate. 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

**Operations Manager** - Chastity Benson [cbenson@counties.org](mailto:cbenson@counties.org)  
**Marketing & Member Specialist** - Elizabeth Baskins [ebaskins@counties.org](mailto:ebaskins@counties.org)  
**Admin. Assistant** - Olviya Vataman [ovataman@counties.org](mailto:ovataman@counties.org)  
 916/327-7500 or [info@csacinstitute.org](mailto:info@csacinstitute.org)



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**Monica Davis**  
Vice President

## Update on Activities November 2020

Local government plays an integral part in shaping a thriving community. That's why ensuring that local government leaders have the best resources, connections, and knowledge available is essential for their success. With a 65-year history of serving the needs of local governments in California, the Institute for Local Government (ILG) supports city, county and special district officials in tackling the state's most pressing and evolving issues.

Close alignment with our three affiliates – CSAC, the League of California Cities and the California Special Districts Association-- is critical to our success. Together with these local government partners, ILG maintains continued engagement with local leaders that affords us the opportunity to empower and educate them with real-world expertise.

We are a mission-driven nonprofit organization that is also non-partisan. And -- since ILG is not focused on advocacy -- we have the flexibility to serve as an objective third-party convener that helps cities, counties, and special districts navigate complex issues crossing multiple local and state agencies.

To learn more about our programs and resources visit [www.ca-ilg.org](http://www.ca-ilg.org), or connect with us through our [newsletter](#) or social media through [Facebook](#), [Twitter](#) or [LinkedIn](#).

### Post-Election 2020 – A Focus on Civility

In the aftermath of this month's election ILG is renewing our commitment to promoting a strong foundation of good government – trust, accountability, responsiveness and transparency. Many of our local leaders are working to bring their communities back together and rebuild the stretched and frayed fabric of their neighborhoods with honest conversations and positive dialogue about shared values and common goals. The ILG team is developing webinars, resources and other trainings to help our local government partners navigate transitions on their boards, promote civility and increase public trust.

Visit our website to find resources on these topics:

- Ethics resources: [www.ca-ilg.org/ethics](http://www.ca-ilg.org/ethics)
- Leadership resources: [www.ca-ilg.org/leadership](http://www.ca-ilg.org/leadership)

If ILG can be of assistance in your county, please don't hesitate to reach out to Erica Manuel ([emanuel@ca-ilg.org](mailto:emanuel@ca-ilg.org)) or Melissa Kuehne ([mkuehne@ca-ilg.org](mailto:mkuehne@ca-ilg.org)).

## Navigating the New Normal – COVID & Beyond

As local government leaders continue to work tirelessly to navigate the COVID pandemic and work to serve their communities, provide essential services and move towards full reopening and recovery, the ILG team continues to focus on our mission of helping local government leaders navigate complexity and effectively implement policies on the ground. Find highlights of ILG's efforts below.

### COVID Webpage

ILG continues to update its dedicated COVID webpage and has been compiling resources for local agencies including: local, state and national resources, highlights of the local government response to COVID-19, upcoming trainings and other tools available to local government agencies.

Access the webpage at [www.ca-ilg.org/COVID-19](http://www.ca-ilg.org/COVID-19).

### COVID Webinars

ILG has hosted more than a dozen webinars to help local governments navigate the pandemic, including the following in the past three months:

- **Rethinking Natural Disasters After COVID-19 Building Local Resilience to Earthquakes, Mudslides & Wildfires** – *Monday, August 17, 2020*. Our community's risk from natural disasters continues to increase despite COVID. When homes, businesses, and infrastructure is destroyed, our very society is at risk of wide-scale shutdown. Natural disaster expert Dr. Lucy Jones discussed how through science and effective planning, we can better understand what the risk is to natural disasters — like earthquakes, wildfires and mudslides — and how to address them, particularly in light of the pandemic. This webinar shared tools to assess, mitigate and prepare for the disruption of a major disaster, as well as specific solutions related to building resilience around energy infrastructure. Access the recording and materials here [www.ca-ilg.org/rethinkingdisaster](http://www.ca-ilg.org/rethinkingdisaster).
- **Technical Assistance Workshop: Public Engagement for Housing Elements During COVID** – *Tuesday, September 1, 2020*. The COVID pandemic has changed the way local governments engage their communities. Cities and counties across the state are grappling with how to authentically engage their communities and comply with the engagement requirements of their 6th cycle housing element updates. HCD, PlaceWorks and ILG hosted a workshop to share strategies, tools and best practices to engage communities on housing topics in a virtual environment. Access the recording and materials here: [www.ca-ilg.org/HCDWorkshop](http://www.ca-ilg.org/HCDWorkshop).
- **Fiscal Matters & Labor Negotiations: Practical Solutions For Public Agencies During COVID-19**. *Thursday, October 1 - 10:30am-noon*. From protecting the public's health and safety to providing consistent essential and administrative services, local government leaders have many decisions to make during these difficult days. In this webinar, experts in public finance, fiscal preparedness, and labor negotiations explored the financial challenges California local governments face and shared practical solutions and steps public agencies can take to mitigate problems and create practical solutions during COVID-19. Find the recording and materials here: <https://www.ca-ilg.org/post/fiscal-matters-labor-negotiations-practical-solutions-public-agencies-during-covid-19>.
- **COVID's Impact on Local Elections: Democratic Processes Don't Stop During Pandemics!** *Friday, October 2 – 10:30am-noon*.

Effective elections and transfers of power in decision-making are key to maintaining public trust in local government. During this webinar, local government elections officials and experts from the Fair Political Practices Commission shared best practices from the field about elections and campaigning during COVID-19. Elected officials, clerks, and local agency staff from cities, counties, and special districts shared their questions and ideas for creating the new normal in the 2020 elections. Find the recording and materials here: <https://www.ca-ilg.org/covid2020election>.

- **Fiscal Matters & Labor Negotiations: Practical Solutions For Public Agencies During COVID-19.** *Thursday, October 1st - 10:30am-noon.*

Cities, counties and special districts are facing numerous challenges in 2020. From protecting the public's health and safety to providing consistent essential and administrative services, local government leaders have many decisions to make during these difficult days. In this webinar, experts in public finance, fiscal preparedness, and labor negotiations will explore the financial challenges California local governments face and share practical solutions and steps public agencies can take to mitigate problems and create practical solutions during COVID-19. Find the recording and materials here: <https://www.ca-ilg.org/post/fiscal-matters-labor-negotiations-practical-solutions-public-agencies-during-covid-19>.

- **COVID's Impact on Local Elections: Democratic Processes Don't Stop During Pandemics!** *Friday, October 2nd – 10:30am-noon.*

Effective elections and transfers of power in decision-making are key to maintaining public trust in local government. During this webinar, local government elections officials and experts from the Fair Political Practices Commission will share best practices from the field about elections and campaigning during COVID-19. Elected officials, clerks, and local agency staff from cities, counties, and special districts are encouraged to participate and share their questions and ideas for creating the new normal in the 2020 elections. Find the recording and materials here: <https://www.ca-ilg.org/covid2020election>.

### **CSAC Finance Corp Webinars**

All ILG webinars are open to all local agency types, but ILG has also proudly partnered with CSAC on some specific webinars that highlight CSAC Finance Corp Partners, including:

- **Resetting the Local Economy after COVID-19 – Wednesday, June 10, 2020.** This webinar with over 400 registrants focused on how local governments can quickly and strategically retool their economies in response to COVID-19 impacts on retail, hotels, tourism, industrial and residential markets. Find the slide deck and recording here: [www.ca-ilg.org/resettingeconomy](http://www.ca-ilg.org/resettingeconomy).
- **Decision-Making and COVID Recovery – Interactive C19 Tool – Wednesday, June 17, 2020.** This webinar highlighted Anthem's new C19 Explorer dashboard that uses a unique breadth of localized data to support citizens and leaders as they navigate recovery in a COVID-19 era. C-19 Explorer is available to the public, elected, and appointed officials in an effort to strengthen data-driven decision-making using the most up-to-date health data. In a rapidly changing environment, access to critical data drives effective recovery for community, economic and social health. The C19 Explorer creates powerful visualizations of actionable metrics tailored to the local level. Find the slide deck and recording here: [www.ca-ilg.org/anthemcovid](http://www.ca-ilg.org/anthemcovid).
- **It's Not Too Late...Navigating FEMA Public Assistance – Wednesday, June 24, 2020**  
This webinar highlighted how VANIR is ready to help local governments successfully

navigate the FEMA Public Assistance Program. Find the slide deck and recording here: [www.ca-ilg.org/femapublicassistance](http://www.ca-ilg.org/femapublicassistance).

- **COVID-19 Impact on the U.S. and California Economies – Thursday, June 25, 2020**  
This webinar outlined several potential paths forward for the economy, both to the upside and to the downside. Find the slide deck and recording here: [www.ca-ilg.org/covidnationwide](http://www.ca-ilg.org/covidnationwide).

The ILG team is working closely with CSAC staff to explore additional webinars to help local governments navigate this crisis for the long term. Contact Erica Manuel ([emanuel@ca-ilg.org](mailto:emanuel@ca-ilg.org)) or Melissa Kuehne ([mkuehne@ca-ilg.org](mailto:mkuehne@ca-ilg.org)) for more information.

## Partnering on Education & Training

ILG is excited to partner with CSAC to provide the state-mandated ethics trainings at this year's Annual Meeting. ILG will be facilitating the following sessions:

- **Public Service Ethics Laws and Principles: AB 1234 Training**  
State law requires elected and appointed officials to receive two hours of training in specified ethics laws and principles every two years. Newly elected and appointed officials must receive this training within one year of becoming a public servant. Join a panel of experts as they help local officials navigate the ethics laws and principles. The session will be held Friday, November 13 from 9:30am - 11:30am.
- **Harassment Prevention Training for Supervisors and Officials: AB 1661 Training**  
This informational and interactive workplace harassment prevention training will focus on current and emerging issues resulting from the #MeToo movement, and teach officials and supervisors how to identify, prevent and properly respond to workplace harassment, discrimination, retaliation and abusive conduct in order to avoid personal and agency liability in compliance with AB 1825/2053/1661 and SB 396. The session will be held Friday, November 13 from 2:00pm - 4:00pm.

## Cross-promoting CSAC

ILG is proud of our affiliation with CSAC and we highlight it as often as possible through all our communication channels. In addition to monthly CSAC content in our e-newsletter, we actively promote CSAC programs and activities on social media.

Some recent social media posts include:

- 8/21/2020 Subscribe to @CSAC\_Counties Bulletin if you haven't yet and get critical updates week to week #localgov #stayupdated  
<https://twitter.com/InstLocGov/status/1296919397508894720>
- 8/25/2020 Great, simple, visual tips to reduce stress and anxiety from our affiliate California State Association of Counties #localgov #covid19 #stressrelief #stressrelieftips  
<https://www.facebook.com/InstituteForLocalGovt/posts/10158708359084675>
- 9/3/2020 A great reminder from our affiliate @CSAC\_Counties - September is #DisasterPreparednessMonth #beprepared  
<https://twitter.com/InstLocGov/status/1301641033298501632>
- 9/8/2020 "Another great virtual event from one of our affiliates @CSAC\_Counties - register today!" <https://twitter.com/InstLocGov/status/1303473161338458112>

- 9/8/2020 Another great virtual event from one of our affiliates California State Association of Counties - register today!  
<https://www.facebook.com/InstituteForLocalGovt/posts/10158744292079675>
- 9/16/2020 #TeamILG is looking forward to this year's ILG Affiliate @CSAC\_Counties Conference where we will be hosting state mandated #ethics training. Registration is now open! Don't miss out on CSAC's 1st ever virtual Annual Meeting! #CSAC #CACounty <https://twitter.com/InstLocGov/status/1306288315998457856>
- 9/24/2020 #TeamILG is proud to be part of this collective of #localgov associations committed to adopting @ListosCA California's 5 steps for #disasterpreparedness ILG joins our affiliates @CSDAdistricts @CaCities & @CSAC\_Counties in this important effort during #nationalpreparednessmonth  
<https://twitter.com/InstLocGov/status/1309176411127767041>
- 9/24/2020 #TeamILG is proud to be part of this #localgov collective committed to adopting Listos California's 5 steps for #disasterpreparedness ILG joins our affiliates California Special Districts Association League of California Cities and California State Association of Counties in this important effort during #nationalpreparednessmonth  
<https://www.facebook.com/InstituteForLocalGovt/posts/10158785084869675>
- 10/20/2020 Mark your calendars and register today!  
<https://www.facebook.com/InstituteForLocalGovt/posts/10158846117119675>
- 10/20/2020 Mark your calendars and register today!  
<https://twitter.com/InstLocGov/status/1318684615104552960>
- 10/27/2020 Great voting resource our affiliate @CSAC\_Counties shared!  
<https://twitter.com/InstLocGov/status/1321143414654750721>
- 11/4/2020 #democracyatwork #ThankYouElectionHeroes  
<https://twitter.com/InstLocGov/status/1324141044213063682>

## **ILG is Hiring**

ILG is in the final stages of hiring a new team member to lead the Institute's efforts around public engagement and equity. The new leader will work closely with our affiliates to define appropriate education and training materials for our county partners around the topic of equity and engagement.

## **ILG Board Meetings**

ILG's Board of Directors will meet on Friday, November 20<sup>th</sup> to hear finance and programmatic updates.



**California State Association of Counties  
2021 PROPOSED Calendar of Events**

**JANUARY**

- 1 New Year's Day
- 14 CSAC Executive Committee Meeting | Virtual
- 18 Martin Luther King, Jr. Day

**FEBRUARY**

- 3 - 5 CSAC Platinum Leadership Forum | San Diego
- 11 CSAC Board of Directors Meeting | Virtual
- 15 Presidents Day
- 20 - 24 NACo Legislative Conference | Washington D.C.

**MARCH**

- 11 CSAC Executive Committee Meeting | Virtual
- TBA CSAC Regional Meeting | TBA

**APRIL**

- 6 – 9 CSAC Finance Corp. Annual Meeting
- 22 CSAC Board of Directors Meeting | Sacramento
- 21-22 CSAC Legislative Conference | Sacramento

**MAY**

- TBD NACo WIR Conference | Mariposa County (tentative)
- 31 Memorial Day

**JUNE**

- TBA CSAC Regional Meeting | TBA

**JULY**

- 5 Independence Day (observed)
- 16 - 19 NACo Annual Conference | Travis County, Austin, Texas

**AUGUST**

- 12 CSAC Executive Committee Meeting | Sacramento

**SEPTEMBER**

- 2 CSAC Board of Directors Meeting | Sacramento
- 6 Labor Day
- TBA Regional Meeting | TBA

**OCTOBER**

- 6 – 8 Executive Committee Retreat | TBA
- 11 Indigenous Peoples Day

**NOVEMBER**

- 11 Veterans Day
- 25 Thanksgiving Day
- 29-Dec 3 CSAC 127<sup>th</sup> Annual Meeting | Monterey County

**DECEMBER**

- 2 CSAC Board of Directors Meeting | Monterey County
- 15 – 17 CSAC Officers Retreat | Napa County
- 24 Christmas Day (observed)
- 31 New Year's Day (observed)