

CSAC BOARD OF DIRECTORS

BRIEFING MATERIALS

Thursday, December 5, 2019

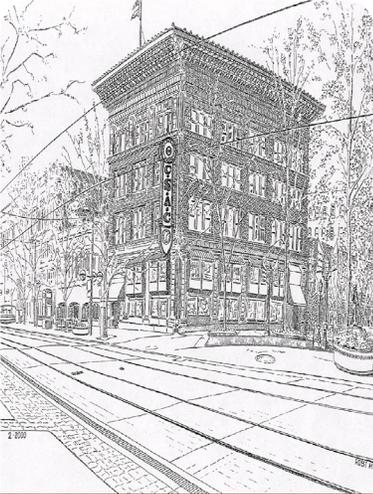
2:00 p.m. - 4:00 p.m.



Meeting Location:

**Hilton San Francisco Union Square
Plaza AB**

(800) 867-2581 | Code: 7500508#



California State
Association of Counties



CALIFORNIA STATE ASSOCIATION OF COUNTIES

BOARD OF DIRECTORS

Thursday, December 5, 2019 | 2:00 – 4:00 PM

Hilton Union Square, San Francisco

Plaza AB

Conference Line (800) 867-2581 | Code: 7500508#

AGENDA

Presiding: Virginia Bass, President

2:00 PM PROCEDURAL ITEMS

- **Pledge of Allegiance**

1. **Roll Call** *Page 1-2*

2. **Approval of Minutes from September 5, 2019** *Page 3-8*

SPECIAL PRESENTATION

3. **Insurance Commissioner Update**

➤ *Ricardo Lara | CA Insurance Commissioner*

4. **2020 Western Interstate Region (WIR) Annual Conference – Mariposa County** *Page 9*

➤ *Supervisor Kevin Cann | Mariposa County & WIR President*

➤ *Graham Knaus | CSAC Executive Director*

➤ *Greg Norton | President & CEO, Rural County Representatives of California*

5. **Federal Update** *Page 10-15*

➤ *Joe Krahn | Paragon Government Relations*

6. **NACo's Legislative and Organizational Priorities**

➤ *Spencer Bridgers | Program Director, NACo FSC*

ACTION ITEMS

7. **Election of 2020 Executive Committee** *Handout*

➤ *Graham Knaus | CSAC Executive Director*

8. **Proposal to Revise the Mental Health Services Act via a Legislatively-Referred Ballot Initiative in 2020** *Page 16-18*

➤ *Graham Knaus | CSAC Executive Director*

9. **CSAC Policy Committee Reports**

Administration of Justice *Page 19*

➤ *Supervisor Alfredo Pedroza | Chair*

➤ *Jessica Devencenzi | CSAC Staff*

Agriculture, Environment & Natural Resources	<i>Page 20</i>
➤ <i>Supervisor Sherri Brennan Chair</i>	
➤ <i>Cara Martinson CSAC Staff</i>	
Government Finance & Administration	<i>Page 21</i>
➤ <i>Supervisor Judy Morris Chair</i>	
➤ <i>Geoffrey Neill CSAC Staff</i>	
➤ <i>Josh Gauger CSAC Staff</i>	
Health & Human Services	<i>Page 22</i>
➤ <i>Supervisor Das Williams Chair</i>	
➤ <i>Farrah McDaid Ting CSAC Staff</i>	
➤ <i>Justin Garrett CSAC Staff</i>	
Housing, Land Use & Transportation	<i>Page 23</i>
➤ <i>Supervisor Oscar Villegas Chair</i>	
➤ <i>Chris Lee CSAC Staff</i>	
10. CSAC Executive Director’s Report & Resolution Authorizing Conduct of CSAC Business	<i>Page 24</i>
➤ <i>Graham Knaus CSAC Executive Director</i>	
11. CSAC Conflict of Interest Policy Form	<i>Page 25-26</i>
➤ <i>Jennifer Henning Litigation Counsel</i>	
12. California Statewide Communities Development Authority (CSCDA) Appointment	<i>Page 27</i>
➤ <i>Graham Knaus CSAC Executive Director</i>	
INFORMATION ITEMS	
13. CSAC Finance Corporation Report	<i>Page 28-39</i>
➤ <i>Supervisor Leonard Moty Finance Corporation President</i>	
➤ <i>Alan Fernandes Finance Corporation CEO</i>	
➤ <i>John Fiske Baron & Budd Shareholder</i>	
14. Caucus Report	
Rural	
➤ <i>Supervisor Virginia Bass CSAC President</i>	
Suburban	
➤ <i>Supervisor James Gore CSAC 2nd Vice President</i>	
Urban	
➤ <i>Supervisor Lisa Bartlett CSAC 1st Vice President</i>	
15. Operations & Member Services Report	<i>Page 40-42</i>
➤ <i>Manuel Rivas, Jr. Deputy Executive Director, Operations & Member Services</i>	

16. California Counties Foundation Update

Page 43-45

- *Chastity Benson | Foundation Operations Manager*

17. Other Items (No Presentation)

Page 46-57

- Institute for Local Government (ILG) Report
- CSAC Institute for Excellence in County Government Class Schedule
- 2020 Calendar of Events
- CSAC Litigation Coordination Program Report (handout)

18. Public Comment

4:00 PM ADJOURN

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

CALIFORNIA STATE ASSOCIATION OF COUNTIES
 Board of Directors
 2019

SECTION	President:	Virginia Bass, Humboldt
U=Urban	First Vice President:	Lisa Bartlett, Orange
S=Suburban	Second Vice President:	James Gore, Sonoma
R=Rural	Immediate Past President:	Leticia Perez, Kern

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	Denise Carter
U	Contra Costa County	John Gioia
R	Del Norte County	Chris Howard
R	El Dorado County	Sue Novasel
U	Fresno County	Buddy Mendes
R	Glenn County	John Viegas
R	Humboldt County	Estelle Fennell
S	Imperial County	Raymond Castillo
R	Inyo County	Jeff Griffiths
S	Kern County	Zack Scrivner
R	Kings County	Craig Pedersen
R	Lake County	Moke Simon
R	Lassen County	Chris Gallagher
U	Los Angeles County	Mark Ridley-Thomas
R	Madera County	Brett Frazier
S	Marin County	Damon Connolly
R	Mariposa County	Miles Menetrey
R	Mendocino County	Carre Brown
S	Merced County	Lee Lor
R	Modoc County	Patricia Cullins
R	Mono County	John Peters
S	Monterey County	Luis Alejo
S	Napa County	Belia Ramos
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	Susan Peters
R	San Benito County	Jamie De La Cruz
U	San Bernardino County	Janice Rutherford
U	San Diego County	Greg Cox
U	San Francisco City & County	TBA
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	Susan Gorin
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	Karl Rodefer
U	Ventura County	Kelly Long
S	Yolo County	Jim Provenza
R	Yuba County	Doug Lofton

ADVISORS

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

CALIFORNIA STATE ASSOCIATION OF COUNTIES
BOARD OF DIRECTORS
September 5, 2019
Capitol Event Center | 1020 11th Street, 2nd Floor
Conference line: (800) 867-2581 | Code: 7500508#

MINUTES

1. Roll Call

OFFICERS

Virginia Bass | President
Lisa Bartlett | 1st Vice President
James Gore | 2nd Vice President (*absent*)
Leticia Perez | Past President (*remote*)

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
Birgitta Corsello, California Association of
County Executives, President, Solano County

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

2. APPROVAL OF MINUTES FROM APRIL 25, 2019

A motion to approve the minutes from the April 25th meeting made by Supervisor Williams; second by Supervisor Gibson. Motion carried.

3. APPROVAL OF POLICY PRIORITIES FOR FEDERAL TRANSPORTATION REAUTHORIZATION BILL

Staff addressed the Board of Directors with a recommendation to approve policy priorities for reauthorization of the federal surface transportation bill, which expires in September 2020. CSAC is focused on a federal transportation funding fix to create stability for the bill. California has joined with cities and counties across the country to increase infrastructure funding. There has not been a change to highway funding since 1993. CSAC is prioritizing the pursuit of funding bridge and safety projects, but the revenue shortfall of the Highway Trust fund needs to be addressed first. The transportation needs in California can only happen with a long-term funding fix for the federal Highway Trust Fund. The priorities addressed for recommendation are to restore the Highway Bridge Program, ensure eligibility for emergency relief projects, and focus on safety. The Executive Committee has approved the policy priorities and the Housing, Land Use and Transportation policy committee recommends an approval of the priorities by the Board of Directors.

Subsequent motion to table this issue until the December Board meeting made by Supervisor Bob Williams; second by Supervisor Rodefer. Motion failed with a majority vote.

A motion to approve the policy priorities as presented by staff with a modification to language in the first sentence of the fourth paragraph to read "CSAC's policy supports a variety of new revenues sources, including exploring ways to reduce costs" made by Supervisor Alejo; second by Supervisor De La Cruz. Motion carried with a majority vote.

**4. APPROVAL OF POLICY PRINCIPLES FOR HOUSING DEVELOPMENT IMPACT FEE LEGISLATION
(58 MINS)**

Staff presented the Board of Directors with a recommendation to approve policy principles for housing development impact fee legislation being considered in the 2019-20 legislative session. Housing production and affordability is a large focus of the Governor and the Legislature. A study was conducted in partnership by the Department of Housing and Community Development and the Turner Center for Housing Innovation at UC Berkeley, evaluating the reasonableness of fees charged for new developments. AB 1484 (Grayson) looks to amend AB 879 to include the recommendations outlined in the release report of the study, including fee transparency, fee structure fee design, and alternative funding options. The Housing, Land Use, and Transportation Policy Committee recommends that the Board of Directors approve the policy principles as presented for housing development impact fee legislation under consideration in the 2019-20 legislative session.

A motion to approve the policy priorities as presented by staff made by Supervisor Alejo; second by Supervisor Gibson. Motion carried unanimously.

5. FINANCE CORPORATION UPDATE

Supervisor Leonard Moty, CSAC FC President, and Alan Fernandes, CSAC FC CEO, updated the Board of Directors on all new items pertaining to the Finance Corporation. The corporation will have their Fall meeting in Orange County later this month in collaboration with the National Association of Counties Financial Services Corporation. Discussions will include collaboration on programs and projects between the two organizations, as well reviewing and discussing new proposed programs for consideration. The annual budget will also be reviewed. The current financial position of the CSAC FC remains strong.

Jim Manker, Director of Business Development, addressed the board to highlight the strong corporate sponsor partnerships that the CSAC FC has brought in. The program currently has 64 partners across three levels and the Board was provided with information on all partners in their packet of materials.

6. CALIFORNIA COUNTIES FOUNDATION UPDATE

Chastity Benson, Program Manager at the California Counties Foundation addressed the board with updates on the California Counties Foundation and the CSAC Institute. The Foundation has been using a new association management system system called iMIS to track analytics and data for events and institute classes, and will be using the information to tailor future programs. The CSAC Institute hosts campuses throughout California's counties, with the next program starting in Lake and Mendocino counties in January 2020. With the large demand for Institute Campuses, the program will implement pop-up campuses, starting with 1 – 2 classes in Mariposa and Solano Counties. The Foundation had its Board of Directors retreat with great attendance and productive and robust discussions. Staff will provide program proposals for the next Foundation Board meeting in December.

7. GOVERNOR'S HOMELESS TASKFORCE UPDATE

Sacramento Mayor, Darrell Steinberg, and Los Angeles County Supervisor Mark Ridley-Thomas, addressed the Board of Directors as the Co-Chairs of the Governor Newsom's Statewide Homeless & Supportive Housing Task Force. Jason Elliott, Chief Deputy Cabinet Secretary for the Governor's office, also addressed the Board and thanked CSAC for its partnership in the Taskforce.

There has been a deep commitment in the Governor's office and statewide to the issue of homelessness and behavioral health. The Governor convened a council of homeless advisors, representing different regions of California. The council will do a state-wide tour over the coming months to lead the effort on making progress on the issue of homelessness and behavioral health. The task force will focus on looking at best practices and supporting various regions in presenting regional plans to access the second round of funding to tackle homelessness. Counties are to show the committee how they will work across/inter-county/city to face the crisis and the task force will engage with leaders and help put those plans into effect. Counties are uniquely positioned to help the state tackle the homeless crisis.

The first meeting is scheduled for September 6 in Stanislaus County, with planning underway for a second meeting on September 27 in Southern California. The Governor will appoint working groups with individuals from different areas to work in collaboration with the advisors on the taskforce. The

defining issue at the core of the taskforce is to provide dignity and a way to move forward in this crisis. The collaboration between the broad groups will allow for an agreed-upon way to fairly work on homelessness and behavioral health related issues together to tackle the issue.

8. COURT SECURITY

Trial court security was realigned to counties in 2011. The amount of funding that was provided to counties has not kept up with increased personnel and security costs in many counties. CSAC staff has worked closely with the California State Sheriff's Association (CSSA) to make Trial Court Security more functional. CSAC has heard from various counties that funding provided through realignment to support trial court security operations has been inadequate. Stanislaus County Assistant Executive Officer, Patrice Dietrich and Assistant County Counsel Rob Taro, addressed the Board with the legal battle they are currently facing in regards to trial court security. The county made a request to the court for the county to pay for one position through its general fund and the court to work with the county to reduce court security needs. The court declined the request, and when the county attempted to terminate the Memorandum of Understanding, the court filed a lawsuit against the county. CSSA has requested enhanced assistance from CSAC on the issue of trial court security. CSAC has partnered with CSSA to propose a cohort of county supervisors and sheriffs to meet with the Chief Justice and Judicial Council leadership to request additional funding. CSAC will select members from each caucus, along with officers, to join the cohort and inform on trial court security discussions.

9. IN-HOME SUPPORTIVE SERVICES

Mono County Supervisor, John Peters, and staff presented an update on the In-Home Supportive Services Maintenance of Effort (MOE). The new MOE, signed into law in Senate Bill 80, creates a more sustainable fiscal structure for counties to manage IHSS costs to continue delivering vital services on behalf of the state. Staff discussed the steps taken to create the IHSS MOE methodology. CSAC partnered with counties and the Department of Finance to determine the individual county MOE amounts. CSAC formed a subcommittee of the existing IHSS Working Group to ensure county input in developing the recommended MOE amounts were secure. The subcommittee presented recommendations, which were approved by CSAC officers and CAOs, and presented them to the Departments of Finance and Social Services, which have both confirmed they will move forward with implementing the recommended amounts. The final methodology accomplishes a number of outcomes, including: adding the full annualized MOE adjustment amount to any county that increased wages or benefits in 2018-18 or 2018-19; ensuring that any county that did not increase wages or benefits in 2018-19 will have a 2019-20 MOE amount that is lower than the county's 2018-19 MOE after General Fund offset; and, any county that did increase wages or benefits in 2018-19 will have a 2019-20 MOE amount that is lower than the sum of the county's 2018-19 MOE after General Fund offset and the annualized MOE adjustment for that wage or benefit increase.

10. LEGISLATIVE UPDATE

Resiliency Bond Measures

A number of measures have been introduced at the end of the session and are moving through the process, sending across all categories for a broad array of programs and policies in terms of disaster preparedness. All authors of the bills have committed to working together over the fall to develop a comprehensive package in which CSAC staff will be participating in. CSAC will be

calling on AENR and Resiliency policy committees to provide insight and will be bringing the discussion to the AENR policy committee in December. Staff will be pulling together a group to discuss the critical issue of the public safety power shut off. CSAC is speaking with OES and CPUC leadership as well as other county stake holders to increase communication and seeking additional information regarding infrastructure and other concerns.

Waivers

Counties partner with the state to administer Medi-Cal, California's Medicaid program, which provides health care coverage to low-income residents. Counties depend on the state to request federal waivers to continue financing county safety net health services. Two of the state's main Medicaid waivers, section 1115 Medicaid 2020 Waiver and the 1915b Medi-Cal Specialty Mental Health Services Waiver will expire in 2020. CSAC is urging counties to prepare by identifying and developing priorities for new waivers. Preserving the federal financial participation is critical for county public hospitals. The federal government has indicated that they do not want California to have a waiver and that funding has to be cost neutral to the federal government. Governor Newsom has created a Homeless Action Committee Task Force and CSAC is taking a number of immediate steps to advocate for counties on waivers in 2019 and 2020 to provide cohesiveness between counties for the Governor's task force and broader geographic caucus.

11. OPERATIONS & MEMBER SERVICES UPDATE

Staff updated the Board of Directors on all matters relating to the Operations & Member Services team. Registration has opened for CSAC's 125th Annual Conference in December, Connecting California Counties, and staff is working hard to finalize workshops and speakers. CSAC hosted a Summer Regional Meeting in Fresno which focused on Opportunity Zones and had over 70 county representatives. The Fall Regional Meeting will take place on October 9-10 in Sonoma County and will cover Resiliency. CSAC continues to work with Mariposa County and RCRC to host the 2020 NACo Western Interstate Region (WIR) conference. The Communications team remains diligent in providing updates across media platforms on all things relating to county news.

12. CHALLENGE AWARDS

CSAC's annual challenge awards program works to highlight innovation in counties. The judges reviewed 284 submissions this year. The California Counties Innovation Award will be presented to Riverside and San Bernardino counties.

Challenge Awards will be received by the following 13 counties: El Dorado (2), Humboldt (2), Marin, Mariposa, Riverside, San Bernardino, San Diego, San Luis Obispo, San Mateo (2), Santa Barbara, Santa Clara, Santa Cruz, and Solano.

The following counties will receive Merit Awards: Alameda (3), Contra Costa, Inyo, Kern, Los Angeles (4), Mariposa, Nevada, Placer, Orange (2), Riverside (3), Sacramento, San Bernardino (2), San Diego (3), San Joaquin, Santa Barbara (2), Santa Cruz (2), Shasta, Tulare, Tuolumne, and Ventura.

13. 2019 CACE DISTINGUISHED LEADERSHIP AWARD

Each year, the California Association of County Executives honors a member of the county executives that has gone above and beyond. A call for nominations has been provided to all county supervisors to select a member they think deserves to be recognized at the CSAC Annual Meeting.

14. INFORMATION ITEMS WITHOUT PRESENTATION

The Board of Directors received materials in their briefing packets, which included the CSAC Litigation Coordination Report, the CSAC Institute Course Schedule and the 2019 CSAC Board of Directors Calendar of Events.

Meeting Adjourned. The next Board of Directors meeting will take place in conjunction with the CSAC Annual Meeting on December 5, 2019 in San Francisco City and County.



December 5, 2019

1100 K Street
Suite 101
Sacramento
California
95814

Telephone
916.327.7500

Facsimile
916.441.5507

TO: CSAC Board of Directors

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

SUBJECT: NACo WIR Annual Conference 2020 Update

Mariposa County will be the site of the 2020 NACo Western Interstate Regional (WIR) Annual Conference planned for May 13-15. Development of the conference is a collaborative effort among National Association of Counties, Mariposa County, CSAC and RCRC – the latter two which are co-sponsoring the three-day event. Mariposa County is a fitting site for the conference since host County Supervisor Kevin Cann is the current President of WIR.

CSAC played a lead role in developing the proposal that was approved earlier this year by the WIR Board of Directors. The current planning team consists of representatives from NACo, Mariposa County, CSAC and RCRC. Regular meetings, including a site visit to the venue and nearby Yosemite, have been taking place. The California team is helping plan off-site tours, keynote speakers, workshops, meetings and networking events for the conference. The goal is to provide a very substantive conference while showcasing the beauty and importance of Mariposa County and Yosemite National Park.

The Western Interstate Region is affiliated with the National Association of Counties and is dedicated to the promotion of Western interests within NACo. These interests include public land issues (use and conservation), community stability and economic development, and the promotion of the traditional Western way of life. Its membership consists of 15 Western states: California, Alaska, Arizona, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, North Dakota, Oregon, South Dakota, Utah, Washington and Wyoming.

Registration for the conference is set to open in early December.

FEDERAL ISSUES RECAP – 2019 SESSION

Prepared for the CSAC Board of Directors

On the heels of the longest federal government shutdown in history, members of the 116th Congress produced earlier this year a hard-fought fiscal year 2019 spending deal that provided modest increases for most federal departments and agencies. Conspicuously absent from the legislation was the \$5.7 billion in border wall funds that President Trump had demanded throughout the budget negotiations. In the end, the *Consolidated Appropriations Act of 2019* (PL 116-6) included just \$1.38 billion for 55 miles of new fencing along the southwest border.

Upon approval of the 2019 budget, Congress promptly turned its attention to the next looming fiscal crisis: staving off a series of automatic spending cuts slated to take effect in fiscal year 2020. After months of negotiations, the Trump administration and congressional leaders agreed to a new two-year budgetary framework that scraps the austere spending caps imposed by the *Budget Control Act* (BCA) of 2011.

Under the agreement (PL 116-37), Congress is authorized to increase domestic discretionary spending by roughly 4.5 percent in FY 2020. Absent adjustments to the BCA, both nondefense and defense programs would have been subject to sequestration, with cuts totaling roughly 10 percent below current funding levels. In addition to raising the 2020 spending limit, lawmakers and administration officials agreed to adjust the BCA's caps for FY 2021, as well as suspend the debt ceiling through July 31, 2021.

While passage of PL 116-37 set the stage for lawmakers to advance the 12 annual appropriations measures, not a single bill, as of this writing, has crossed the legislative finish line. In the absence of a final appropriations deal, lawmakers have approved a stopgap Continuing Resolution (CR) that provides flat funding for all federal departments through December 20.

To follow are updates on a number of CSAC' key federal policy priorities.

Disaster Assistance

Earlier this year, Congress approved a long-awaited disaster aid package that provides federal assistance for ongoing recovery efforts associated with a number of major disasters that occurred in 2018 and 2019, including the devastating wildfires in California. The \$19.1 billion emergency spending bill (PL 116-20), which President Trump signed into law in June, provides state and local recovery funding through a variety of federal programs, including HUD's Community Development Block Grant-Disaster Relief (CDBG-DR) account, FHWA's Emergency Relief program, and several programs administered by the USDA, among others.

It should be noted that passage of this year's disaster relief legislation comes on the heels of congressional approval of an earlier spending Act (PL 115-123) that provided an initial infusion of emergency relief funds for, among other things, state and local recovery efforts associated with the wildfires in California.

Infrastructure

CSAC partnered with Congressman John Garamendi (D-CA) to develop legislation that would allow states and local transportation agencies to have sufficient opportunity to utilize FHWA Emergency Relief (ER) program funding to reconstruct federal-aid routes that have been damaged as a result of a disaster. The impetus for the bill (HR 3193), which has garnered the support of the entire California Democratic congressional delegation, is a recent FHWA decision to deny a number of requests from project sponsors for additional time to prepare and advance emergency road repair work. The denials will result in a number of pre-2017 ER projects being defunded and puts other pending projects at similar risk of being ineligible for federal assistance.

Looking ahead, the most likely opportunity to advance the Garamendi bill will be as part of a broader infrastructure package.

On a related matter, the Senate Environment & Public Works Committee advanced this summer a five-year highway reauthorization bill (S 2302). The bipartisan legislation would authorize a total of \$287 billion for road and bridge programs between fiscal years 2021 and 2025. The proposed funding represents an increase of over 27 percent compared to the levels authorized by the *FAST Act*, which is set to expire in September of 2020.

In addition to significant funding increases for traditional core programs, the Senate legislation places a major emphasis on measures to improve the resiliency of transportation infrastructure. S 2302 also authorizes \$6.6 billion for a new Bridge Investment Program designed to assist local governments in rehabilitating or replacing structurally deficient bridges. Of this amount, half would be guaranteed funding and half would be subject to the annual appropriations process. It should be noted that the bill would maintain the current set-aside for locally owned bridges that are located *off* the federal-aid highway system.

Across Capitol Hill, the leaders of the House Transportation & Infrastructure Committee are expected to release the text of a draft *FAST Act* reauthorization package early next year.

Homelessness

A series of bills that would address the burgeoning homelessness crisis have been introduced in the 116th Congress, including several pieces of legislation supported by CSAC. For one, the *Ending Homelessness Act* (HR 1856), which was cleared earlier this year by the House Financial Services Committee, would authorize \$5 billion over five years to create additional permanent supportive housing. Additionally, the legislation would increase the availability of Section 8 housing vouchers and would boost funding for new rental units for extremely low-income households. The bill also authorizes \$500 million over five years in competitive grants to states and localities to provide case management and social services.

Another CSAC-supported measure, the *Fighting Homelessness Through Services and Housing Act* (HR 1978/S 923), would authorize \$750 million annually in competitive grants to counties and other public entities to invest in a range of initiatives – from housing construction to providing comprehensive services to persons at-risk of or already experiencing homelessness.

Secure Rural Schools Act

Earlier this year, the U.S. Forest Service released Secure Rural School (SRS) payments to eligible communities. In all, 29 California counties collected nearly \$22.6 million in formula payments, while 10 counties received almost \$4.2 million in 25 percent payments (which are based on a rolling 7-year average of receipts generated on national forest system land) for a total of approximately \$26.8 million.

An additional \$2.4 million was made available for federal land projects, or Title II projects, that are identified by local resource advisory committees.

Unless SRS is extended or reauthorized by Congress, the aforementioned funding represents the final payments that will be distributed under the program. To prevent a lapse in funding, a bipartisan coalition of senators from Western states are pushing for a two-year SRS reauthorization. A similar effort is underway in the House.

Payments-In-Lieu-of-Taxes

A bipartisan group of lawmakers has introduced legislation (S 2480) that would reauthorize mandatory funding for the Payments-In-Lieu-of-Taxes (PILT) program. With nearly 44 million acres of eligible federal lands, California counties, as a whole, generally collect the highest allocation of PILT funding in the nation. In fact, earlier this year, 57 California counties received \$51.7 million in program funding.

While Congress has been able to fully fund PILT in recent years through the annual appropriations process, the uncertainties associated with the federal budget could put future funding at risk. Under S 2480, the program would become a mandatory entitlement for a period of ten years. This would guarantee full funding to eligible counties over that time and provide counties with long-term budget certainty.

While the Congressional Budget Office has yet to analyze the fiscal impact of the legislation on the federal ledger, the measure would easily exceed \$6 billion. Without an identified funding offset, it is unlikely that S 2480 will advance in the near-term.

With regard to the pending fiscal year 2020 appropriations process, House and Senate appropriators have both endorsed another year of full funding for the PILT program in their respective Interior & Environment spending bills. While both chambers estimate the program to total \$465 million in the new fiscal year, the actual cost of fully funding the program should exceed this estimate.

Health and Human Services

In early November, key members of Congress unveiled bipartisan legislation (HR 4980; S 2777) that would help ease the transition toward implementation of the *Family First Prevention and Services Act* (FFPSA). The FFPSA, which was signed into law in 2018 (PL 115-123), complicated California's efforts to reform the state's child welfare system via the Continuum of Care Reforms enacted under AB 403. In addition, and of particular concern to a number of counties in California, the new law did not address the imminent expiration of federal child welfare (Title IV-E) waivers.

Since the FFPSA's enactment, CSAC has worked closely with committee staff to develop the appropriately titled *Family First Transition Act*, which would provide California with approximately \$52 million in flexible funding for counties to use over the next two years prior to full implementation of the 2018 Act. The bill also would provide two more years of funding for those counties operating federal child welfare waivers (which expired on September 30), albeit at a slightly lower level of reimbursement.

Looking ahead, there is an effort underway to attach the *Family First Transition Act* to a larger, must-pass legislative vehicle.

On the regulatory front, the Trump administration has been extremely active this year in pursuing changes to a number of major federal programs. If finalized, the administrative modifications would impact the provision of key county services. To follow is a brief snapshot of several key rules.

Public Charge Rule (DHS)

The Trump administration published its final “public charge” rule on August 12. CSAC submitted comments to the Department of Homeland Security (DHS) opposing the rule given the resulting cost shifts to counties and the detrimental effect the regulation is likely to have on an individual’s willingness to apply to benefits for which they are eligible. Despite receiving over 200,000 comments, most of which were overwhelmingly critical of the draft, DHS did *not* make any major substantive changes to the final rule.

Under the final regulation, immigration officials may consider the receipt of non-cash benefits when making a determination as to whether an individual is inadmissible to the United States on the basis that he/she could be considered a “public charge.” Furthermore, an immigration official may consider whether an individual is “likely at any time” to receive federal benefits when making a status determination. Traditionally, the decision whether to extend or revise the status of a legal immigrant has been tied to the receipt of income assistance programs (such as SSI or TANF/CalWORKs). Although children covered by Medicaid or CHIP are not subject to the rule, immigration experts predict some parents will avoid enrolling them in these programs.

Shortly after the public charge rule was finalized, the first legal challenge to the regulation was filed by San Francisco and Santa Clara counties. Judges in three separate cases have enjoined DHS from implementing and enforcing the rule pending final resolution of the litigation.

Mixed Immigration Status Rule (HUD)

The U.S. Department of Housing and Urban Development (HUD) has proposed a rule that would allow families to be evicted from federally-subsidized housing if one household member is determined to be ineligible. Long-standing law and regulations have allowed members of mixed-status families to live together in subsidized housing as long as the housing subsidy is decreased proportionally to prohibit the ineligible members from receiving assistance. HUD estimates that as many as 108,000 individuals, including 55,000 eligible children, would be evicted within 18 months if the rule is adopted.

On Capitol Hill, HUD’s proposal has been met by strong resistance from congressional Democrats. For its part, the House Financial Services Committee passed along party lines legislation (HR 2763) prohibiting HUD from spending funds to implement the proposed rule. In addition, the full House adopted a five-bill fiscal year 2020 spending package (HR 3055) that would accomplish the same objective. CSAC has registered its opposition to the proposed rule.

SNAP Categorical Eligibility Rule (USDA)

The Trump administration this past summer published a proposed rule that would tighten automatic eligibility requirements for SNAP/CalFresh. Under current law, states are allowed to provide SNAP to individuals if they qualify for similar benefits, such as the TANF program. The vast majority of states, including California, use categorical eligibility to determine SNAP benefits.

Eliminating the state option would increase administrative costs and, according to the USDA, push 3.1 million individuals off of SNAP, including approximately 13.2 percent of all SNAP households with elderly individuals and 500,000 children who would no longer receive free school meals. The proposal indicates that the rule “may negatively impact food security” with the loss of about \$3 billion in food assistance annually.

CSAC, along with CWDA, prepared comments opposing USDA’s proposal. All told, more than 75,000 comments were filed for the Department to review.

DOJ Funding Programs

The FY 2019 omnibus spending bill provided \$244 million for the State Criminal Alien Assistance Program (SCAAP), or a \$4 million increase. 2019 marks the second year in a row that the program has been increased by Congress despite the Trump administration's efforts to eliminate SCAAP. For its part, CSAC has continued its lead role in advocating for SCAAP, working closely with the California congressional delegation to protect and enhance the program's funding.

The omnibus budget bill also increased funding for the Violence Against Women Act (VAWA), the Edward Byrne Memorial Justice Assistance Grant (JAG) program, and several other key local justice grant programs.

WOTUS

This fall, the U.S. Environmental Protection Agency and the U.S. Army Corps of Engineers announced the formal repeal of the Obama-era "Waters of the United States" (WOTUS) regulation. In its place, the agencies are re-codifying the regulatory framework that existed prior to the imposition of the 2015 rule. The official repeal, which has been in the works since the early days of the Trump presidency, will become effective on December 23.

According to EPA, rescission of the WOTUS rule represents the first step in a two-part process aimed at providing stakeholders with certainty regarding which bodies of water ultimately fall under the regulatory purview of the federal government. The second step – publication of a final replacement rule – is expected to occur sometime in 2020.

The latest action by the Trump administration follows years of ongoing litigation over the 2015 WOTUS rule. Incidentally, multiple lawsuits are expected to be filed in response to the Trump administration's WOTUS rewrite.

Cannabis/Hemp

This fall, the House overwhelmingly approved CSAC-endorsed legislation that would help improve access to financial services for state-legal cannabis businesses, as well as the ancillary businesses that provide them with goods and services. The legislation – known as the *SAFE Banking Act* (HR 1595) – would exempt depository institutions and their employees from federal prosecution or investigation solely for providing banking services to a state-legal cannabis-related business.

In an effort to broaden its appeal to GOP members, HR 1595 was amended prior to its consideration to clarify that the safe harbor protections would extend to hemp and cannabidiol (CBD) companies. In addition, the measure would prevent financial regulators from unfairly targeting certain industries (such as firearms dealers and payday lenders) as a higher risk for fraud. In the end, all but one Democrat supported the bill, while the Republican vote was virtually split.

Looking ahead, it remains unclear whether the *SAFE Banking Act* will advance in the GOP-controlled Senate. For his part, Majority Leader Mitch McConnell (R-KY) has continued to express his opposition to any type of legislation that normalizes cannabis use. The chairman of the Senate Banking Committee, however, has shown a willingness to tackle the banking issue, despite his opposition to legalization.

In other developments, the Senate Appropriations Committee approved a fiscal year 2020 Justice spending bill (S 2584) that includes language shielding state-legal *medical* cannabis consumers and businesses from federal enforcement efforts. The so-called Rohrabacher-Farr appropriations rider has been in place since fiscal year 2015. Across Capitol Hill, the House earlier this year approved legislation

(HR 3055) that would for the first time extend the Rohrabacher-Farr protections to include *adult-use*. The bipartisan amendment, offered by Representatives Earl Blumenauer (D-OR) and Tom McClintock (R-CA), was approved by a vote of 267 to 165.

With regard to hemp, legislation currently pending before Congress would direct the FDA to develop regulations providing for the lawful marketing of hemp-derived cannabidiol (CBD) products. Despite its recent legalization via the 2018 Farm Bill (PL 115-334), the FDA still considers CBD to be an illegal food and drug ingredient. While the Farm Bill began the process of changing this classification, the FDA will need to create an alternative regulatory framework for CBD to be legally marketed as a food item or dietary supplement, a process the agency estimates could take between three to five years.

In other developments, USDA recently unveiled its highly anticipated proposed rules governing the new hemp program. The so-called Domestic Hemp Production Program will provide the regulatory framework for hemp production in the United States. Among other things, it covers the requirements for where the crop can be grown, Tetrahydrocannabinol (THC) testing standards, the disposal process for crops that don't meet federal standards, and licensing protocols.

The publication of the proposed rule in the *Federal Register* on October 31 starts the clock on a 60-day public comment period, which will give stakeholders an opportunity to weigh in on the proposal. While the new regulation provides federal standards for the program, states – with USDA approval – will maintain primary regulatory authority over hemp production. In fact, once the rule is finalized, USDA will have 60 days to make a determination on state plan applications.





1100 K Street
Suite 101
Sacramento
California
95814

Telephone
916.327.7500

Facsimile
916.441.5507

December 5, 2019

To: CSAC Board of Directors

From: Graham Knaus, Executive Director
Darby Kernan, Deputy Executive Director of Legislative Affairs

Re: **Proposal to Revise the Mental Health Services Act via a
Legislatively-Referred Ballot Initiative in 2020 – ACTION ITEM**

Recommendation. The Executive Committee recommends that the Board of Directors adopt the Mental Health Services Act (MHSA) Flexibility Proposal and direct staff to pursue during the 2020 legislative session.

Background. The Mental Health Services Act, or Proposition 63 of 2004, has provided critical resources and support to improve the mental health infrastructure in California. The MHSA was enacted by voters to provide funding to improve California's public mental health system. Since its passage, California's county-administered specialty mental health plans have used the funding to implement and expand a range of community-based programs and services.

Since 2004, county behavioral health services have worked to adapt to new and pressing challenges, including homelessness, the opioid and methamphetamine epidemics, and the rising rate of death by suicide among youth. However the MHSA's rigid funding formulas prevent counties from using these funds to address emerging challenges, including the homelessness epidemic. Counties are seeking additional flexibility, accountability, and transparency for MHSA funding to better respond to these issues. While behavioral health services alone can't solve these crises, counties stand ready to leverage our expertise and programs to help move the needle and ensure critical services for all.

Policy Considerations. CSAC's core policy priorities in initiating changes to the MHSA are as follows:

- **Flexibility** – Create flexibility with MHSA funding to better target individuals experiencing homelessness and involved in the criminal justice system. Remove silos and other restrictions that create barriers and prevent counties from effectively spending MHSA funding on the needs of their communities.
- **Accountability** – Changes to MHSA must come with clear, measureable outcomes that counties can implement at the local level. Counties must have a key role in developing outcome measures and data reporting requirements to the state. The state must appropriately exercise its oversight and assistance role by working with counties to provide technical assistance and ensure good outcomes. The state must utilize information already reported by counties to

provide transparent and clear information to the taxpayers, the Legislature, and counties on local and collective MHSA efforts.

- **Funding Protections** – Efforts to modernize the MHSA must protect the funding at the county level. MHSA funding has become an integral part of the county mental health system, and is often the only revenue that allows counties to serve all ages and all conditions. Further, MHSA funding is critical to maintaining the county Medi-Cal specialty mental health system, especially at a time when the state is negotiating federal waivers and payment reforms and other changes are afoot. Stability for this funding source is critical for each county mental health system. Counties should have flexibility and local control to work with other local governments and community service providers to expend funds to address unique local challenges.

In furtherance of these core policy priorities, the eight key components of the CSAC Proposal are as follows:

1. Reach additional populations that are currently excluded from the MHSA by expanding MHSA uses to include diagnosis and treatment of substance use disorders (SUD). We believe this will allow counties the flexibility to target homelessness and criminal justice populations, and evidence shows that people often struggle with both a mental illness and substance use disorder.
2. Eliminate the current restrictive fiscal apportionment requirements of the MHSA, which require that 80% of MHSA funds must be used for Community Services and Supports and up to 20% for Prevention and Early Intervention, with 5% of overall funding earmarked for Innovation.
3. Remove original MHSA language regarding using MHSA funding to supplant other spending on programs and services. This structure currently limits counties' ability to invest MHSA funds in programs that have proven to be effective, or ones that are now in high demand.
4. Reinvent the Innovation portion to achieve the original intent of these funds within the MHSA: to grow and expand innovative programs statewide.
5. Reconstruct the Mental Health Services Oversight and Accountability Commission (OAC) into a technical assistance and innovation hub for counties. Also help the OAC develop expertise in implementing MHSA funds and convening counties to share best practices.

6. Move oversight of MHSA funding and implementation from the Department of Health Care Services (DHCS) and OAC to the California Health and Human Services Agency (CHHS).
7. Update and refine county data and outcome reporting to include information on critical populations and services.
8. Require the state to collate, analyze, and share the data reported by counties to improve transparency and help measure progress. This will also ensure that the state can provide constructive guidance and information to all stakeholders and show how MHSA funds are being spent locally and collectively as a state.

Action Requested. The Executive Committee recommends the Board adopt the Mental Health Services Act Flexibility Proposal and direct staff to pursue during the 2020 legislative session.

Staff Contacts.

Graham Knaus, (916) 327-7500 Ext. 545 or gknaus@counties.org
Darby Kernan, (916) 327-7500 Ext. 509 or dkernan@counties.org



Administration of Justice Policy Committee
125th CSAC Annual Meeting
Thursday, December 5, 2019 · 9:45 a.m. – 11:15 a.m.
Hilton San Francisco Union Square · Imperial A
333 O'Farrell Street · San Francisco, California

Supervisor Alfredo Pedroza, Napa County, Chair
Supervisor Kelly Long, Ventura County, Vice Chair

- 9:45 a.m. I. **Welcome and Introductions**
Supervisor Alfredo Pedroza, Napa County, Chair
Supervisor Kelly Long, Ventura County, Vice Chair
- 9:50 a.m. II. **Juvenile Justice Presentation**
David Steinhart, Director of the Commonwealth Juvenile Justice Program
- 10:30 a.m. III. **Presentation of CSAC Juvenile Hall Workgroup Toolkit**
Supervisor Alfredo Pedroza, Napa County, Chair
Jessica Devencenzi, Legislative Representative, CSAC
- 10:50 a.m. IV. **ACTION ITEM: Approval of the Juvenile Hall Toolkit**
Supervisor Alfredo Pedroza, Napa County, Chair
Supervisor Kelly Long, Ventura County, Vice Chair
- 11:05 a.m. V. **ACTION ITEM: Year in Review and Administration of Justice 2020
Priorities**
Supervisor Alfredo Pedroza, Napa County, Chair
Supervisor Kelly Long, Ventura County, Vice Chair
Jessica Devencenzi, CSAC Legislative Representative
Joe Krahn, Paragon Government Relations
Stanicia Boatner, CSAC Legislative Analyst
- 11:15 a.m. VI. **Adjournment**



**Agriculture, Environment and Natural Resources
Policy Committee**
CSAC Annual Conference
Tuesday, December 3rd, 2019 — 9:00 a.m. – 11:00 a.m.
Hilton San Francisco Union Square
Room: Imperial A
San Francisco County, California

Supervisor Sherri Brennan, Tuolumne County, Chair
Supervisor Carole Groom, San Mateo County, Vice Chair

- 9:00 a.m. I. **Welcome and Introductions**
Supervisor Sherri Brennan, Tuolumne County, Chair
Supervisor Carole Groom, San Mateo County, Vice Chair
- 9:05 a.m. II. **ACTION ITEM: Look Back on 2019 & AENR 2020 Legislative Priorities**
Cara Martinson, CSAC Senior Legislative Representative
Nick Cronenwett, CSAC Legislative Analyst
- 9:20 a.m. III. **The State of Recycling in California – From Plastics to Food Waste**
Scott Smithline, Director, California Department of Resources, Recycling & Recovery
- 9:50 a.m. IV. **Funding Resiliency— Legislative Bonds Roundtable Discussion**
Cara Martinson, CSAC Senior Legislative Representative
- 10:05 a.m. V. **Resiliency in Action: Case Studies from LA & Sonoma County**
James Gore, Sonoma County Supervisor
Mark Heine, Fire Chief, Sonoma County Fire District
Kevin McGowan, Office of Emergency Management Director, Los Angeles County
- 11:00 a.m. VII. **Closing Comments and Adjournment**
Supervisor Sherri Brennan, Tuolumne County, Chair
Supervisor Carole Groom, San Mateo County, Vice Chair



**Government Finance & Administration
Policy Committee**

125th CSAC Annual Meeting

Thursday, December 5, 2019 · 9:45 a.m. – 11:15 a.m.

Hilton San Francisco Union Square · Plaza A

333 O'Farrell Street · San Francisco, California

Supervisor Judy Morris, Trinity County, Chair
Supervisor Chuck Washington, Riverside County, Vice Chair

- 9:45 a.m. I. **Welcome and Introductions**
Supervisor Judy Morris, Trinity County, Chair
Supervisor Chuck Washington, Riverside County, Vice Chair
- 9:50 a.m. II. **Give or Take a Few Billion Dollars: How Will Tax Reform Affect Counties?**
The Honorable Malia Cohen, Chair, California Board of Equalization
The Honorable Kevin Mullin, Member, California State Assembly (invited)
Jason Sisney, Special Assistant, Office of Assembly Speaker Anthony Rendon (invited)
Carolyn Chu, Deputy Legislative Analyst, State and Local Finance, Legislative Analyst's Office (invited)
- 10:40 a.m. III. **The Ever-Growing Presumption of Work-Related Injuries**
Josh Gauger, CSAC Legislative Representative
- 10:50 a.m. IV. **California Cannabis Authority: Where Regulation Meets Information**
Supervisor Estelle Fennell, Humboldt County, CCA Board President
Cara Martinson, CSAC Sr. Legislative Representative / CCA Executive Director
- 11:00 a.m. V. **ACTION ITEM: Year in Review and Government Finance & Administration 2020 Priorities**
Geoff Neill, CSAC Legislative Representative
Josh Gauger, CSAC Budget & Legislative Representative
Joe Krahn, Paragon Government Relations
- 11:15 a.m. VI. **Adjournment**



Health and Human Services Policy Committee
125th CSAC Annual Meeting
Tuesday, December 3, 2019 · 2:30 p.m. – 4:00 p.m.
Hilton San Francisco Union Square · Imperial A
333 O'Farrell Street · San Francisco, California

Supervisor Das Williams, Santa Barbara County, Chair
Supervisor Jeff Griffiths, Inyo County, Vice Chair

Note: This policy committee meeting is an in-person meeting only and is being held as part of the CSAC 2019 Annual Conference.

- 2:30 p.m. I. **Welcome and Introductions**
Supervisor Das Williams, Santa Barbara County, Chair
Supervisor Jeff Griffiths, Inyo County, Vice Chair
- 2:35 p.m. II. **State and County Coordinated Approach to Serving Children and Youth Who Have Experienced Trauma**
Michelle Baass, Undersecretary, California Health and Human Services Agency
- 2:50 p.m. III. **County Behavioral Health: Looking to 2020 and Beyond**
Michelle Doty Cabrera, Executive Director, County Behavioral Health Directors Association of California
- 3:10 p.m. IV. **Counties and the 2020 Waiver: Funding, Flexibility, and Feasibility**
Michelle Doty Cabrera, Executive Director, County Behavioral Health Directors Association of California
Michelle Gibbons, Executive Director, County Health Executives Association of California
Sarah Hesketh, Senior Vice President of External Affairs, California Association of Public Hospitals and Health Systems
Cathy Senderling-McDonald, Deputy Executive Director, County Welfare Directors Association of California
- 3:40 p.m. V. **2019 IHSS Success and Next Steps**
Supervisor John Peters, IHSS Working Group Co-Chair, Mono County
Supervisor Belia Ramos, IHSS Working Group Co-Chair, Napa County
- 3:50 p.m. VI. **ACTION ITEM: Health and Human Services 2019 Year in Review and 2020 Priorities**
Farrah McDaid Ting, Legislative Representative, CSAC
Justin Garrett, Legislative Representative, CSAC
Roshena Duree, Legislative Analyst, CSAC
- 4:00 p.m. VII. **Closing Comments and Adjournment**
Supervisor Das Williams, Santa Barbara County, Chair
Supervisor Jeff Griffiths, Inyo County, Vice Chair



**Housing, Land Use and Transportation Policy
Committee**

CSAC Annual Meeting

Wednesday, December 4, 2019 — 8:00 a.m. – 10:00 a.m.

Room Imperial A, Hilton San Francisco Union Square

San Francisco City and County, California

**Supervisor Oscar Villegas, Yolo County, Chair
Supervisor Denise Carter, Colusa County, Vice Chair**

- 8:00 a.m. I. **Welcome and Introductions**
*Supervisor Oscar Villegas, Chair
Supervisor Denise Carter, Vice Chair*
- 8:05 a.m. II. **2019 Year in Review and 2020 Housing, Land Use and
Transportation Policy Committee Work Plan – ACTION ITEM**
*Chris Lee, Legislative Representative
Marina Espinoza, Legislative Analyst
Attachment One: 2019 Year in Review and 2020 Work Plan*
- 8:20 a.m. III. **Introduction to the Governor’s Tribal Negotiations Advisor**
Anna M. Naimark, Tribal Negotiations Advisor
- 8:40 a.m. IV. **SB 1 Implementation and the Climate Change Executive Order**
*Elissa Konove, Undersecretary, CA State Transportation Agency
Kiana Valentine, Executive Director, Transportation California
Attachment Two: Governor’s Executive Order N-19-19*
- 9:05 a.m. V. **Balancing Affordability and Growth – What Should Housing
Reform Look like in Unincorporated Areas?**
*Amy Bodek, Los Angeles County Planning Director
Suzanne Hague, Governor’s Office of Planning and Research
Peter Maurer, Calaveras County Planning Director*
- 10:00 a.m. VI. **Closing Comments and Adjournment**
*Supervisor Oscar Villegas, Chair
Supervisor Denise Carter, Vice Chair*



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 2020 annual meeting of CSAC, when a similar resolution will be executed by the newly constituted Board of Directors.

Duly adopted this 5th day of December, 2019.

Virginia Bass, 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):

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: _____



December 5, 2019

1100 K Street
Suite 101
Sacramento
California
95814

Telephone
916.327.7500

Facsimile
916.441.5507

TO: CSAC Board of Directors
FROM: Graham Knaus, Executive Director
SUBJECT: **California Statewide Communities Development Authority Board Appointment**

Recommendation: The CSAC Executive Committee recommends appointment of Mr. Brian Stiger, Chief Legislative Advocate, County of Los Angeles, to fill a vacancy on the California Statewide Communities Development Authority (CSCDA) Board. The Executive Committee unanimously approved this recommendation on November 21, 2019.

Background: CSCDA was created in 1988, under California's Joint Exercise of Powers Act, to provide local governments with an effective tool for the timely financing of community-based public benefit projects. CSCDA is a joint powers authority sponsored by CSAC and the League of California Cities, which assists over 500 counties, cities and special districts build community infrastructure, provide affordable housing, create job and make access available to quality healthcare and education.

The Chair of the Commission, a distinguished CSAC appointee, Larry Combs is retiring at the end of this year resulting in a Board vacancy for CSAC to make an appointment. There are currently four former and current county officials representing CSAC on the CSCDA board, Larry Combs (retired CAO from Merced County), Tim Snellings (Development Services Director, Butte County), Jordan Kaufman Treasurer (Tax Collector, Kern County), and Dan Mierzwa (Treasurer Tax Collector, Yuba County).



December 5, 2019

To: CSAC Board of Directors

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

RE: CSAC Finance Corporation Update

CSAC Finance Corporation Board of Directors

The CSAC Finance Corporation Board of Directors met in Orange County for its second meeting this year in September. The purpose of the meeting was to meet jointly with the National Association of Counties Financial Services Corporation for the purpose of discussing our collaborative programs and new projects.

CSAC Finance Corporation Financial Position

The CSAC Finance Corporation reviewed its annual budget for the purpose of determining the financial priorities of the organization while ensuring a consistent revenue stream to CSAC. The original budgeted contribution to CSAC for FY 18-19 was \$4.1 million and as a result of the success of its programs an additional contribution was approved, bringing the total FY 18-19 actual contribution to \$4.8 million, well over budget. The financial position of the CSAC Finance Corporation remains strong as the revenues came in over budget for both CSCDA and CalTRUST, two of our largest programs. At the September meeting the CSAC Finance Corporation Board revised the adopted our budget and approved an upward adjustment in the current year.

Corporate Associates Program

The Corporate Associates program is having another strong year. At the halfway point of the fiscal year, there are 68 partners across the three levels. The following companies are new to the program this year: SAP Concur, WINfertility, Kosmont Companies, Witt O'Brien's, Blueshield, and Baron & Budd with several more set to join in the near future. Business engagement remains strong at every CSAC event, including the recent CA Delegation reception at the NACo in July, and at the Sonoma County Regional Meeting in October.

In addition, the CSAC Annual Meeting and Expo is a highlight for most of our corporate associates and many will be present. Sponsorships for this year's meeting total over \$40,000 and the Expo gross revenue is ahead of last year's mark. The most updated partner roster is attached.

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

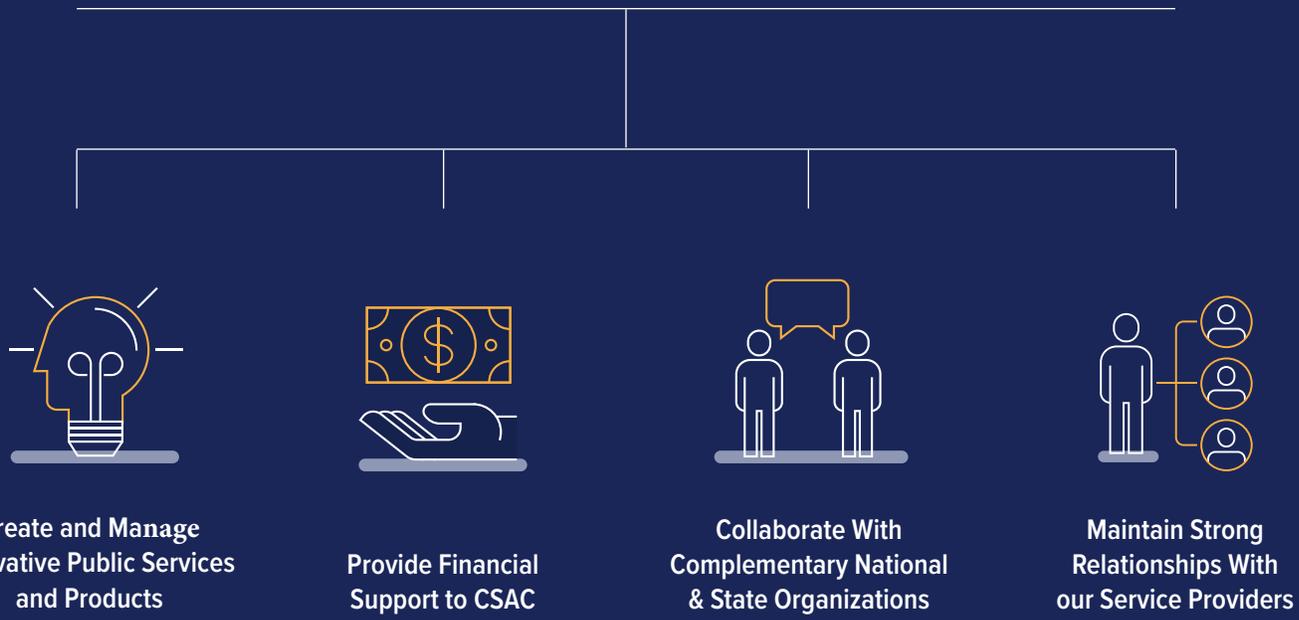


Mission Statement:

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



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

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

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

Alan Fernandes

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

Alan Fernandes

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

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

Jim Manker

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

Alan Fernandes

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

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

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

Alan Fernandes

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

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.

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

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Billy Rutland, Public Member

David Twa, Contra Costa County

CSAC Finance Corporation

1100 K Street, Suite 101 * Sacramento, CA 95814

www.csacfc.org



PLATINUM Partners (as of 11.1.2019)

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
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
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
www.aon.com

4. Baron & Budd

John Fiske, Shareholder
11440 W. Bernardo Court
San Diego, CA 92127
(858) 251-7424
jfiske@baronbudd.com
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
www.blueshieldca.com

6. California Statewide Communities Development Authority

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

7. CalTRUST

Laura Labanieh, CEO
1100 K Street, Suite 101
Sacramento, CA 95814
(916) 650-8186
laura@caltrust.org
www.caltrust.biz

8. CGI

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

9. Coast2Coast Rx

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

10. CSAC Excess Insurance Authority

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

11. Deckard Technologies, Inc.

Neil Senturia, CEO
2223 Avenida de la Playa, Suite 206
La Jolla, CA 92037
(858) 754-3201
neil@deckardtech.com
www.deckardtech.com

12. DLR Group

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

13. Dominion Voting Systems

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

14. Election Systems & Software

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

15. 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
www.enterprise.com

16. Hanson Bridgett LLP

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

17. Healthnet

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

18. Kaiser Permanente

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

19. 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
www.nrsforu.com

20. NextEra Energy

Kerry Hattevik
Regional Director, West Government Affairs
829 Arlington Blvd.
El Cerrito, CA 94530
(510) 898-1847
Kerry.hattevik@NEE.com
www.nexteraenergy.com

21. Optum

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

22. Pacific Gas & Electric Company

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

23. Perspecta

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

24. Phrma

Floreine Kahn, Deputy Vice President, State
Advocacy
1215 K Street, Suite 970
Sacramento, CA 95814
(916) 233-3480
Fkahn@phrma.org
www.phrma.org

25. Synoptek

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

26. UnitedHealthcare

Margaret Kelly, Sr. Vice President, Public
Sector and Labor
5701 Katella Avenue
Cypress, CA 90630
(714) 252-0335
margaret_kelly@uhc.com
www.uhc.com

27. 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
www.vanir.com

28. Wellpath

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

29. Western States Petroleum Association

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

30. Witt O'Brien's

Heather Stickler, Vice President, Marketing
1201 15th Street NW, Suite 600
Washington, DC 20005
(202) 585-0780
hstickler@wittobriens.com
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
www.att.com

2. HdL Companies

Andrew Nickerson, President
120 S. State College Blvd., Suite 200
Brea, CA 92821
(909) 861-4335
anickerson@hdlcompanies.com
www.hdlcompanies.com

3. Kosmont Companies

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

4. KPMG

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

5. Paragon Government Relations

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

6. Recology

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



PARTNERSHIP PROGRAM

CALIFORNIA
Counties

SILVER Partners

1. BIO

Barbara LeVake, Government Relations
P. O. Box 3014
Sacramento, CA 95812
(530) 673-5237
barbara@blevake.com
www.bio.org

2. CCHI

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

3. CGL Companies

Robert Glass, Executive Vice President
2260 Del Paso, Suite 100
Sacramento, CA 95834
(509) 953-2587
rglass@cglcompanies.com
www.cglcompanies.com

4. Comcast

Beth Hester, Vice President External Affairs
3055 Comcast Circle
Livermore, CA 94551
(925) 424-0972 x0174
beth_hester@comcast.com
www.business.comcast.com

5. Dewberry

Alan Korth, RA, LEED AP, Associate Principal
300 North Lake Avenue 12th Floor
Pasadena, CA 91101
(626) 437-4674
akorth@dewberry.com
www.dewberry.com

6. Energy Efficient Equity (E3)

Chris Peterson, VP Municipal Development
7676 Hazard Center Drive, 5th Floor Suite 33A
San Diego, CA 92108
(858) 616-7500
cpeterson@energyefficientequity.com
www.energyefficientequity.com

7. ENGIE Services U.S.

Ashu Jain, Senior Manager
23 Nevada
Irvine, CA 92606
(714) 473-7837
ashu.jain@engie.com
www.engieservices.com

8. GEO Group

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

9. 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
www.hospitalcouncil.net

10. IBM

Lisa Mattivi, Managing Director, California
Public Sector
2710 Gateway Oaks Drive.
Sacramento, CA 95833
(301) 461-1547
lmattivi@us.ibm.com
www.ibm.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
www.kofile.us

12. LECET Southwest

Chad Wright, Director
4044 N. Freeway Blvd.
Sacramento, CA 95834
(916) 604-5585
chad@lecetsw.org
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
www.lcwlegal.com

14. Managed Care Systems, LLC

Michael Myers, CEO
4550 California Ave., Suite 500
Bakersfield, CA 93309
(661) 716-8820
mmyers@managedcaresystems.com
www.managedcaresystems.com

15. MuniServices

Brenda Narayan, Director of Government
Relations
1400 K St. Ste.301
Sacramento, CA 95814
(916) 261-5147
Brenda.narayan@muniservices.com
www.MuniServices.com

16. 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
www.northropgrumman.com

17. PARS

Mitch Barker, Executive Vice President
4350 Von Karman Avenue, Suite 100
Newport Beach, CA 92660
(800) 540-6369 x116
mbarker@pars.org
www.pars.org

18. Precision Engineering

Ed Dunkel, JR., CEO
1234 "O" Street
Fresno, CA 93721
(559) 449-4500
edunkel@precisioneng.net
www.precisioneng.net

19. Raymond James

Robert Larkins, Managing Director, Western
Region Manager
One Embarcadero Center, 6th Floor
San Francisco, CA 94111
(415) 616-8025
robert.larkins@raymondjames.com
www.raymondjames.com

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
www.rbccm.com/municipalfinance/

21. Republic Services

Tom Baker, Sr. Manager
1855 E. Deer Valley Road
Phoenix, AZ 85024
(623) 241-8429
tbaker@republicservices.com
www.RepublicServices.com

22. SAP Concur

Emily King, Senior Manager, Marketing – Public
Sector
1919 Gallows Road, 8th Floor
Vienna, VA 22182
(703) 288-6212
emily.king@sap.com
www.concur.com

23. 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
www.saic.com

24. Samba Safety

Scott Faulds, Director/GM Registration Services
11040 White Rock Rd. #200
Rancho Cordova CA 95670
(916) 288-6616
sfaulds@sambasafety.com
www.sambasafety.com

25. Scotts Miracle Grow

Michael Diamond, State Government Affairs
8220 NE Husky Lane
Kingston, WA 98346
(206) 305-1622
Michael.diamond@scotts.com
www.scotts.com

26. Sierra Pacific Industries

Andrea Howell, Corporate Affairs Director
PO Box 496028
Redding, CA 96049
(530) 378-8104
AHowell@spi-ind.com
www.spi-ind.com

27. Sierra West Group, INC.

Mary Wallers, President
9700 Business Park Drive, #102,
Sacramento, CA 95827
(916) 212-1618
mewallers@sierrawestgroup.com
www.sierrawestgroup.com

28. SiteLogIQ

John J. Burdette III, Director, Facility Solutions Division
1512 Silica Avenue,
Sacramento, CA 95815
(916) 570-1061
jburdette@sitelogiq.com
www.sitelogiq.com

29. Telecare Corporation

Rich Leib
1080 Marina Village Parkway, Suite 100
Alameda, CA 94501
(619) 992-4680
Rich.leib@liquidenviro.com
www.telecarecorp.com

30. Thomson Reuters

Ann Kurz, Director of Sales, Western Region
510 E. Milham Ave.
Portage, MI 49002
(805) 479-3099
Ann.kurz@thomsonreuters.com
www.thomsonreuters.com/aumentum

31. WINFertility

Thomas Carey, VP Business Development
1 American Lane
Greenwich, CT 06831
(203) 216-0056
tcarey@winfertility.com
www.winfertility.com

32. Xerox Corporation

Michelle Yoshino, General Manager
1851 East First Street
Santa Ana, CA 92705
(714) 262-8854
michelle.yoshino@xerox.com
www.consulting.xerox.com

33. Ygrene Energy Fund

Crystal Crawford, Vice President, Program Development & Oversight,
815 5th Street
Santa Rosa, CA 95404
(866) 634-1358
crystal.crawford@ygrene.com
www.ygrenetworks.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

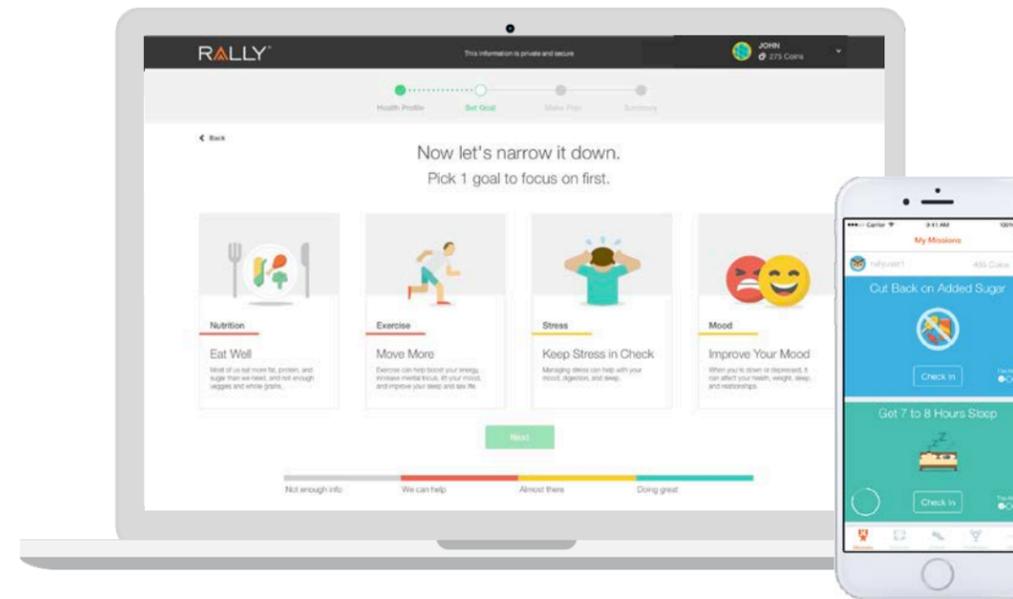
- Consumer-centric, personalized design
- Individuals get an easy-to-understand picture of their overall health.
- Delivers proven engagement and retention
- Rally Rewards motivate healthy behaviors

RESULTS

96% of users complete the Rally Health Survey¹

15M healthy missions completed on Rally¹

64% of users have joined a challenge on Rally¹



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



December 5, 2019

1100 K Street
Suite 101
Sacramento
California
95814

Telephone
916.327.7500

Facsimile
916.441.5507

TO: CSAC Board of Directors

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

SUBJECT: **Communications Update**

Member Services

Regional Meetings – CSAC conducted three Regional Meetings in 2019: Solutions to the Affordable Housing and Homelessness Crisis was the topic of our meeting in Monterey County in March; Economic Opportunities in the Central Valley was discussed in Fresno County in June; and Disaster Preparedness and Resiliency was spotlighted in Sonoma County in October – while a Public Safety Power Shutoff was in effect. More than 225 county representatives, corporate partners and CSAC issue experts took part in these meetings. Planning is already taking place for our 2020 Regional meetings.

NACo Western Interstate Regional Conference in Mariposa County – Preparations are well under way for the 2020 NACo WIR Annual Conference in Mariposa County; CSAC is co-sponsoring and co-planning this event in conjunction with Mariposa County, RCRC and NACo. CSAC staff has traveled to Mariposa County to work closely with the planning team to outline conference content that will include off-site educational tours. The conference is set for May 13-15, 2020, at Tenaya Lodge.

Spotlighting the 2019 Challenge Awards – In 2019, the CSAC Challenge Awards program received 284 entries – the second most in the program’s history. After a thorough review by our judging panel, 51 programs from 27 counties were selected as award recipients. Two counties – Riverside and San Bernardino – are recipients of top honors: the California Counties Innovation Award. Another 15 programs from 13 counties received Challenge Awards; and 36 Merit Awards are being handed out. CSAC staff is currently presenting those Challenge Awards at Boards of Supervisors meetings.

Communications

Driven to Serve Campaign – CSAC launched its comprehensive “Driven to Serve” educational campaign to educate individuals in the Capitol about the vital role California Counties play in the lives of nearly 40 million residents, especially those who are most in need. This campaign is primarily being targeted in Sacramento although we are promoting items on our social media channels and to our membership. In October, we featured Placer County’s Whole Person Care program; in November, we focused on San Bernardino County’s Housing Support program. The initial reach of the campaign has proven to be very successful.

Traditional Media – CSAC continues to work with the media on a number of legislative issues. During the past year, we received more than 100 media inquiries, on a wide range of policy issues, including the state budget, behavioral health, housing, homelessness, wildfires, disaster preparedness, and numerous pieces of specific legislation. CSAC continues to be a “go-to” source for many journalists across the state.

Social Media – CSAC’s social media numbers have continued to grow. In the past three months, CSAC’s tweets have received more than 900,000 views. CSAC is on track to receive more than 3.3 million views in 2019. We continue to utilize Facebook, YouTube and Instagram on a daily basis to extend our social media reach.

Video – In the past year, CSAC Communications has produced more than 100 videos. These have included Challenge Award videos and promotional teasers, Power Minutes focusing on key legislative and budget issues, Legislative Conference and Regional Meeting summaries, press conferences and webinars. In FY 18-19, our videos received more than 57,000 views.

“The County Voice” Blog – CSAC’s blog continues to be updated on a weekly basis. In the past year, CSAC produced 51 blogs; in the past three months, topics have ranged from a focus on CSAC legislative priorities and disaster preparedness, to CSAC’s Driven to Serve Campaign and Criminal Justice Support Hub.

FY 2018-19 By The Numbers – Last fiscal year was a busy and productive year for the CSAC Operations and Member Services Team, which devoted itself to support our advocacy efforts, keep members informed and engage our membership through our conferences, regional meetings, and professional development program. Attached is an infographic with key information from FY 2018-19.

CALIFORNIA STATE ASSOCIATION OF COUNTIES®

Operations & Member Services/California Counties Foundation

FY 2018 -19

BY THE NUMBERS

COMMUNICATIONS

Supporting our legislative advocacy efforts and keeping members informed

879,813

VISITORS
www.counties.org

100+
Media Inquires

115
County Focused Videos

57,131

Video Views

55,000+
Bulletin views

51

The County Voice Blogs

3.25 MILLION
VIEWS ON TWITTER
@CSAC_Counties

MEMBER SERVICES

Reaching more members with our meetings

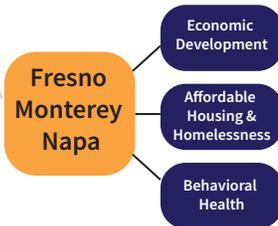
1,892 MAJOR CONFERENCE
ATTENDEES



Annual Meeting in San Diego County
171 County Supervisors
34 CEOs/CAOs
175 Senior Staff
123 CEAC Members
159 Affiliates, Corporate, Etc.
88 Other Stakeholders

367 Legislative Conference
Attendees

3 REGIONAL
MEETINGS
with over 225
county elected officials,
executives & senior staff
in attendance



Governor's Emergency Preparedness Summit

Co-sponsored with the League of CA Cities a successful emergency preparedness summit in June 2019 with the Governor's Office & Cal OES that was attended by more than 550 state, county & city officials.

CSAC Support Hub for Criminal Justice Programming

Secured a \$900K grant from the Laura and John Arnold Foundation to expand their work from 10 to 22 counties

FOUNDATION

Professional Development, Education & Special Initiatives

2,000+ CSAC INSTITUTE
PARTICIPANTS

137 Executive Credentials
and 36 IT Executive Credentials

4 County Supervisor Credentials
22 Fellow Graduates

100 courses & special
programs offered
throughout the state



FUTURE CAMPUSES

2020 Lake/Mendocino County
Alameda County

2021 Mariposa County
Solano County

2022 Fresno County
Contra Costa County

37 Supervisors attended the
New Supervisors Institute

51 New & aspiring department
directors completed the
Moving to the Executive Chair
leadership program

RECOGNIZING COUNTY INNOVATION

Spotlights on Count Best Practices



CSAC Challenge Awards Program

The CSAC Annual Challenge Awards showcases and recognizes county innovation and best practices in an ever-evolving world! In 2019, out of the 284 entries received, 51 programs from 27 counties will be honored.

CSAC Mission Statement:

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





December 5, 2019

1100 K Street
Suite 101
Sacramento
California
95814

Telephone
916.327.7500

Facsimile
916.441.5507

TO: CSAC Board of Directors

FROM: Manuel Rivas, Jr., California Counties Foundation
Chastity Benson, California Counties Foundation
Diana Medina, CSAC Support Hub for Criminal Justice Programming

SUBJECT: California Counties Foundation Update

The California Counties Foundation continued to flourish this year. On September 4, 2019 the Foundation Board members engaged in an active strategic discussion about the future of the Foundation and the direction of the CSAC Institute. This work will continue over the next year as staff identifies initiatives and activities with a focus on education, professional development, and innovation.

CSAC Institute

CSAC Institute for Excellence in County Government – July 2019 marked the 21st semester of the Institute, which continues to expand its offerings of exemplary professional development opportunities for county managers, executives and elected officials. This past year, the Institute offered nearly 100 courses and special programs throughout the state resulting in:

- 137 Credential awardees, including four County Supervisors;
- 36 IT Credential awardees;
- 22 Fellows awardees; and,
- 51 Aspiring Department Director program certifications.

CSAC Institute County-Hosted Campuses – The California Counties Foundation Board adopted a regional satellite campus model that rotates campuses within specific California regions – Northern California, Bay Area, Central Valley and Southern California – in an effort to offer professional development opportunities to as many counties as possible. We are happy to report that we will offer new campuses in:

- 2020 Lake/Mendocino, Alameda and Riverside
- 2021 Mariposa and Solano
- 2022 Fresno and Contra Costa

Winter-Spring 2020 Course Schedule – The CSAC Institute will kick-off its Winter – Spring 2020 semester on January 9, 2020, which also marks the first course offered at the new Northern California satellite campus hosted by Mendocino and Lake county. The CSAC Institute continues to expand its offerings of exemplary professional development opportunities for county managers, executives and elected officials. We are pleased to announce that the Winter- Spring 2020 schedule will include two new courses: Leading Consciously: The Science of Unconscious (Implicit Bias) facilitated by the leaders at the American Leadership Forum on January 17; and Introduction to Forecasting: Data, Trends and How They Fit led by Irena Asmundson, Chief Economist at the California Department of Finance on January 23. Please visit www.csacinstitute.org to view the full

schedule and register for classes that will be offered in Sacramento, Santa Cruz, Lake/Mendocino and San Diego counties.

“So You Want to Be the County Executive” Seminar – The popular career development seminar “So You Want to Be the County CEO” will be held April 1-3, 2020 at the Lake Tahoe Resort. This seminar is designed for senior county executives aspiring to or recently appointed as the CAO/CEO. Participants will examine leadership practices, political skills, recruitment process and making the transition to becoming a County Executive. CSAC Institute Dean Bill Chiat, San Joaquin County Administrator Monica Nino, Fresno County Administrator Jean Rousseau and Executive Recruiter Pamela Derby will facilitate this rare professional development opportunity. Advance registration is required, and the seminar is limited to 45 participants. For application and registration, please visit www.csacinstitute.org.

Faculty Development Workshop – This intensive workshop has been created for County practitioners interested in enhancing their instructional practices and serving on the faculty of CSAC Institute. This opportunity not only benefits the Institute and all of its participants – but of equal importance – builds the leadership capacity and confidence of the workshop participants. The workshop consists of three days of concentrated instruction and practice in Sacramento on February 5-6 and March 6, 2020. CSAC and the California Counties Foundation are underwriting the costs for the workshop instruction, materials and lunch each day. Participants are responsible for their own travel. The workshop is limited to 25 people and registration is by invitation only. If you or someone you know may be interested, please contact Chastity Benson at cbenson@counties.org.

New Supervisors Institute – Thirty-seven Supervisors from 31 counties participated in the New Supervisors Institute, which started immediately prior to the 2019 CSAC Annual Meeting. Participants came back together twice for additional training in 2019; overall, they received more than 35 hours of instruction. Feedback from the three sessions was very positive. The group reconnected on December 4th for breakfast and networking discussion. Special thanks to Bill Chiat and Solano County Supervisor Erin Hannigan for facilitating the program.

CSAC Support Hub for Criminal Justice Programming

2019 Annual Summit Recap – On September 25-26, 2019, 85 leaders from 20 California counties gathered in Ventura County to share best practices and increase the coalition of champions in the evidence based movement in criminal justice. The CSAC Support Hub Summit included panels and workshops focused on providing counties with an overview of the building blocks for effective program design and implementation, as well as how to harness the power of data analysis to inform their practices. Program experts and county practitioners shared expertise in using logic models and process maps; enhancing contracting practices; and, utilizing data analysis to answer key criminal justice questions.

On day one, staff from Kern, Santa Clara, and Solano County shared their experience with inventorying their adult criminal justice programs. Panelists shared lessons learned and plans to continue using their program inventories as a planning and capacity building tool. Participants also experienced:

- Keynote speaker Ashleigh Holand, Senior Manager, Pew-MacArthur Results First Initiative provided an overview of the 2018 report, “How Counties Can Use Evidence-Based Policymaking to Achieve Better Outcomes” published in coordination with the National Association of Counties (NACo). The presentation focused on various evaluations used to

support local decision-making, and how the “next steps” for the Pew Results First Initiative mirror the ongoing work of the CSAC Support Hub.

- Participants examined the interplay between design, implementation, and collection of data. County representatives learned how they could utilize two tools, logic models and process maps, to guide program design, align collection strategies to literature, and evaluate their criminal justice programs from the perspective of clients and practitioners. The small group discussions provided participants an opportunity to deepen their understanding of how systems work and make implementation improvements to meet desired outcomes.
- A panel discussion focused on the challenging endeavor of implementing contracting changes or reforms for criminal justice programs. Panelist, including representatives from the California Department of Corrections and Rehabilitation, Los Angeles County, GEO Corporation, Social Finance, and UC Berkeley, highlighted state, county, and provider perspectives on contracting.

Day two focused on helping counties harness the power of data analysis to inform their practices. Participants learned about the analytic questions facing criminal justice agencies, tools that can help address these questions, strategies to inform practice, and ways data analysis can be woven throughout their work. The final panel discussion featured probation chiefs from three counties— Chief Wendy Still, Alameda County; Chief Francisco Giraldo, Santa Cruz County, and Chief Tanja Heitman, Santa Barbara County— that shared their reflections and experiences in how they use data in their leadership practices. The Summit concluded with county teams gathering in small groups to reflect on the information shared during the summit and brainstorm capacity needs and engaged in strategic planning related to program design, implementation and data analysis. The CSAC Support Hub will continue to engage these counties by providing resources and technical assistance for a host of activities.

Tulare County to Engage in Results First Approach – On October 29, 2019, the CSAC Support Hub team met with criminal justice stakeholders from Probation, Sheriff, Courts, Behavioral Health, and the CAO’s office to discuss Tulare County becoming the 11th county to implement the Results First Approach and other components of the Hub’s new strategic framework for data-driven and evidence-based practice. The team will next conduct a presentation to Tulare County’s CCP who will formally sign off on the project. Work is then scheduled to kick off in January of 2020.

Exceptional professional development for county elected officials, executives and managers

Schedule at a Glance

Date		Location	Page
JANUARY			
9 (TH)	Leadership and Change	Mendocino/Lake	4
10 (F)	Financial Reporting and Budgeting for Nonfinancial Professionals	San Diego	3
16 (TH)	Resiliency: Recover, Adopt and Sustain	Santa Cruz	7
17 (F)	Negotiations and Collaboration in Complex Environments	Tulare	6
17 (F)	Leading Consciously: The Science of Unconscious (Implicit) Bias	Sacramento	1
23 (TH)	Introduction to Forecasting: Data, Trends and How They Fit	Sacramento	1
24 (F)	Optimizing Effectiveness: Managing Organizational Crises	Sacramento	6
FEBRUARY			
7 (F)	Practitioners Guide to Hiring	Sacramento	6
13 (TH)	Reengineering County Business Practices	Mendocino/Lake	6
14 (F)	Intergenerational Leadership	San Diego	3
20 (TH)	IT Enterprise Governance	Sacramento	4
21 (F)	Financial Reporting and Budgeting for Nonfinancial Professionals	Tulare	3
21 (F)	Leadership and Change	Sacramento	4
27 (TH)	Negotiations and Collaboration in Complex Environments	Santa Cruz	6
28 (F)	Communication with Purpose	Sacramento	2
MARCH			
6 (TH)	Detecting Fraud	Sacramento	2
12 (TH)	Mastering Social Media Basics	Mendocino/Lake	5
12 (TH)	Strategy: Clarifying, Building, Implementing, Alignment	Sacramento	7
13 (F)	How to Be Human at Work	San Diego	3
19 (TH)	Art & Practice of Organizational Leadership	Santa Cruz	2
20 (F)	County Budgeting and Financial Planning	Tulare	2
27 (F)	Financing California Counties: The History	Sacramento	3
APRIL			
9 (TH)	IT Security Strategy	Sacramento	4
9 (TH)	Negotiations and Collaboration in Complex Environments	Mendocino/Lake	6
10 (F)	Manage Conflict	Sacramento	5
10 (F)	Art & Practice of Organizational Leadership	San Diego	2
16 (TH)	Crafting and Implementing Strategic Plans	Santa Cruz	2
17 (F)	Talent Development and Succession Planning	Tulare	7
23 (TH)	Communicating and Presenting Complex Issues and Data	Sacramento	2
30 (TH)	Make Your County Seen: Marketing	Sacramento	5
MAY			
8 (F)	Unraveling Public Retirement Systems and OPEB	Sacramento	7
8 (F)	Thinking and Acting Strategically in Trying Times	San Diego	7
14 (TH)	World Class Contracting, Contract Management & Procurement	Mendocino/Lake	7
15 (F)	How to be Human at Work	Tulare	3
15 (F)	Reengineering and Reimagining County Business Practices	Sacramento	6
21 (TH)	Leadership By Values	Santa Cruz	4
21-22	<i>Two-Day Class</i> Leading with Emotional Intelligence	Sacramento	5
JUNE			
5 (F)	Drama in the County: Acting Techniques	Sacramento	3
11 (TH)	IT Organizational Culture	Sacramento	4
11 (TH)	Polish Your Writing	Mendocino/Lake	6
12 (F)	Art & Practice of Organizational Leadership	Sacramento	2
12 (F)	Local Governance in California	San Diego	5
19 (F)	Local Governance in California	Tulare	5
25 (TH)	Intergenerational Leadership	Sacramento	3

NEW FOR THIS SEMESTER

The eye sees only what the mind is prepared to comprehend

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

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.

Friday, January 17, 2020 **10:00 a.m.–3:30 p.m.**
Sacramento • \$149/person for counties • 3 credits • Managers/Executives

Prediction is very difficult, especially if it's about the future - Nils Bohr

Introduction to Forecasting: Data, Trends and How They Fit 312

This class aims to help local government officials think about demographic, economic and revenue data trends so they can adjust for inevitable risks when making policy decisions. There will be an introduction to statewide data, a discussion of how local data fits in, and an overview of how to spot the trends and issues that will expand their capacity to better predict budgeting, zoning, compensation and other policies.



Instructor: Irena Asmundson is the Chief Economist at the California Department of Finance

Thursday, January 23, 2020 **10:00 a.m.–3:30 p.m.**
Sacramento • \$149/person for counties • 3 credits • Managers/Executives

Nature and dimensions of leadership in effective organizations

Art & Practice of Organizational Leadership 120

This interactive course designed for both experienced and new senior county managers explores the practical applications of leadership in creating a high performing county organization – especially in the difficult environments counties operate. Participants engage in discussions of key practices in formal and informal leadership, particularly in achieving sustainable change; employee engagement and team-building strategies; leadership when you're not in charge; and techniques for developing a vital workplace culture which supports organizational members.



Thursday, March 19, 2020 10:00 a.m.–3:30 p.m.

Santa Cruz • \$149/person for counties • 3 credits • Managers/Executives
Instructor: Dr. Frank Benest is former city manager of Palo Alto and a noted expert in organizational leadership.

Friday, April 10, 2020 10:00 a.m.–3:30 p.m.

San Diego • \$149/person for counties • 3 credits • Managers/Executives
Instructor: David Bosch is a former county administrative officer and city manager.

Friday, June 12, 2020 10:00 a.m.–3:30 p.m.

Sacramento • \$149/person for counties • 3 credits • Managers/Executives
Instructor: Dr. Frank Benest is former city manager of Palo Alto and a noted expert in organizational leadership.

Nothing is more fundamental than our ability to communicate

Communication with Purpose 132

In confronting organizational problems we often generalize what the issues are. Typically they come in two forms: People problems, and Communications problems. Neither of these is useful to understand how to improve the organizations that we work in. This class looks specifically at “communications” with an intention of understanding and beginning to enhance our capacity and skill at communicating where we work. It focuses on mastering the fundamentals of interpersonal communication, performance management communication, listening for results and communicating under stress. There are a few things that distinguish humans from other ‘intelligent creatures’. None is more fundamental and essential than our ability to communicate.

Instructor: Larry Liberty, Ph.D. works with Fortune 500 companies and teaches in MBA programs across the globe.

Friday, February 28, 2020 10:00 a.m.–3:30 p.m.

Sacramento • \$149/person for counties • 3 credits • Managers/Executives

Effective visual display of complex information

Communicating and Presenting Complex Issues and Data 389

Counties present complex and detailed information to decision makers and the public, and may fall into the trap of overwhelming the audience with too much content or complexity. This course provides strategies and techniques for presenting data, complex issues and analytical information in a way an audience can understand and apply. Participants explore balancing content with clarity, effective use of tools such as PowerPoint, and determining what evidence to present. Using their own examples, participants examine how to present statistical data, key elements of visual design, and creation of presentations which communicate multifaceted ideas in a clear manner.

Instructor: Dr. Mary Kirilin is Associate Professor of Public Policy and Administration at CSU-Sacramento.

Thursday, April 23, 2020

10:00 a.m.–3:30 p.m.

Sacramento • \$149/person for counties • 3 credits • Managers/Executives

Overview of county budgeting and financial management

County Budgeting and Financial Planning 116

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

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

Thursday, March 20, 2020

10:00 a.m.–3:30 p.m.

Tulare • \$149/person for counties • 3 credits • Staff/Elected Officials

Make strategic planning mean something

Crafting and Implementing Strategic Plans 123

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

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

Thursday, April 16, 2020

10:00 a.m.–3:30 p.m.

Santa Cruz • \$149/person for counties • 3 credits • Staff/Elected Officials

Fraud is alive and well – learn to detect and prevent

Detecting Fraud 366

Boards of Supervisors, county executives/administrators and auditors have a fiduciary responsibility to oversee the financial operations of the county. This course identifies the seven most common instances of fraud in local governmental entities through an interactive discussion and review of several recent headlined fraud cases. It examines conditions within entities that leave them susceptible to fraud. Highlighted topics include: personal fraud, fraudulent charging of expenses, overriding purchasing controls, personal use of public assets, kickbacks, and control weaknesses. Objectives are: 1) ascertain specific conditions in policies and procedures that can lead to fraud before it occurs in seven common instances, 2) key elements of sound policies and procedures in purchasing, payroll, disbursement and collections and 3) understand how to specifically revise policies and procedures in order to stop these kinds of frauds from occurring.



Thursday, March 6, 2020 10:00 a.m.–3:30 p.m. Sacramento • \$149/person for counties • 3 credits • Elected Officials/Executives

“All the world’s a stage” – including California counties

Drama in the County: Acting Techniques to Improve Leadership Performance 350

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

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

Friday, June 5, 2020 10:00 a.m.–3:30 p.m. Sacramento • \$149/person for counties • 3 credits • Staff/Elected Officials

Understand and interpret county financial reports

Financial Reporting and Budgeting for Nonfinancial Professionals 369

This course provides the tools for decision-makers, elected officials, senior managers – other than accountants and auditors – who want to have an overview understanding of government financial reporting.



Participants discuss budgets, financial statements and the audit, and at the 30,000 foot level what each of those is saying (or not saying!). Participants should bring questions about terms or concepts they have encountered as part of their interaction with county and government financial reporting. The discussion reviews terms and definitions used with government financial reporting and strategies on how to read financial statements and auditor

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

Instructor: Ken Pun CPA, CGMA is the Managing Partner of the Pun Group Accountants and Advisors.

Friday, January 10, 2020 10:00 a.m.–3:30 p.m. San Diego • \$149/person for counties • 3 credits • Managers/Executives

Friday, February 21, 2020 10:00 a.m.–3:30 p.m. Tulare • \$149/person for counties • 3 credits • Managers/Executives

The context of county-state revenue relationships

Financing California Counties: The History 151

Have you found yourself overwhelmed trying to understand the county revenue sources and funding streams? And how we ended up with this complex system? This course provides an in-depth examination of the history of county revenue sources and how they have evolved over decades. Exploring the context of county funding decisions by the legislature and administration over the last 40 years is critical in understanding the current state-county funding and revenue relationships. The class examines the history and consequences of major

elements in county revenues including: Proposition 13, 172, 1A, Vehicle License Fees, Realignment, ERAF, property tax allocations, current year State budget and more.

Instructor: Diane Cummins is Special Advisor to the California Director of Finance on State and Local Realignment.

Friday, March 27, 2020 10:00 a.m.–3:30 p.m. Sacramento • \$149/person for counties • 3 credits • Staff/Elected Officials

Personal Literacy: The human side of our professional life

How to be Human at Work 324

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



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

Friday, March 13, 2020 10:00 a.m.–3:30 p.m. San Diego • \$149/person for counties • 3 credits • Managers/Executives

Friday, May 15, 2020 10:00 a.m.–3:30 p.m. Tulare • \$149/person for counties • 3 credits • Managers/Executives

Juggling a workforce with teens to seniors – leadership for everyone

Intergenerational Leadership 129

For the first time in history we find ourselves working with people from five generations. In today’s workplace we have to understand,



communicate and interact with people from different eras, different values and habits, and fundamentally different ideas about life! This class focuses on understanding and practicing how to integrate deeper generational insights into practice. Participants do self-assessments of their eras and their own values.

They profile their work environments to discern the complexity of the generational mix. Most importantly they learn a unique set of skills and processes to employ when encountering people whose values, habits and business practices may be at odds with their own. This workshop provides participants skills to blend generations to get the best from everyone.

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

Friday, February 14, 2020 10:00 a.m.–3:30 p.m. San Diego • \$149/person for counties • 3 credits • Managers/Executives

Thursday, June 25, 2020 10:00 a.m.–3:30 p.m. Sacramento • \$149/person for counties • 3 credits • Managers/Executives

Leverage complex enterprise architecture practices to enable informed, optimized decision-making

IT Enterprise Governance 344

The various parts of county government are united by a simple, powerful goal: improving community welfare. However, aligning to a unified vision becomes an increasingly complicated management exercise as organizations grow and decision-making power decentralizes. The most unified organizations leverage complex enterprise architecture practices to act as systems which provide unprecedented levels of organizational resource awareness, and enable informed, optimized decision-making. Getting to this point is a daunting undertaking and requires involvement of a wide variety of organizational stakeholders – and more often than not IT leaders do not know where to begin. With this course, county IT leaders will be guided through the variety of options for achieving enterprise architecture with the goal of identifying an approach that makes sense for their organization. Participants will also learn about universally accepted enterprise architecture principles, and how to institute a program that overcomes organizational resistance, and bridges the gap between organizational needs and IT capabilities.

Thursday, February 20, 2020 10:00 a.m.–3:30 p.m.
 Sacramento • \$149/person for counties • 3 credits • IT Managers/Executives

Dealing with the ABC's of IT (Attitude, Behavior and Culture)

IT Organizational Culture 338

Despite all the expertise, training and consulting developed over the last 20 years, we continue to struggle to implement IT initiatives, adopt activities and processes to achieve business needs. We have challenges creating buy-in, overcoming resistance and embedding changes in organizational behavior and culture. This is due to the ABC's (Attitude, Behavior and Culture) of IT. "ABC is like an Iceberg, much of it hidden beneath the surface yet capable of causing enormous damage." In this session we will discuss how to recognize and address ABC issues within your organization.



Thursday, June 11, 2020 10:00 a.m.–3:30 p.m.
 Sacramento • \$149/person for counties • 3 credits • IT Managers/Executives

Information security is about sustainability of the county

IT Security Strategy 349

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.

Thursday, April 9, 2020 10:00 a.m.–3:30 p.m.
 Sacramento • \$149/person for counties • 3 credits • IT Managers/Executives

Why change efforts fail - and how to remove those barriers

Leadership and Change 124

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



Instructor: Bill Chiat, Dean of CSAC Institute. For the last 40 years he has worked with hundreds of local agencies in crafting change.

Thursday, January 9, 2020 10:00 a.m.–3:30 p.m.
 Mendocino/Lake • \$149/person for counties • 3 credits • Staff/Elected Officials

Friday, February 21, 2020 10:00 a.m.–3:30 p.m.
 Sacramento • \$149/person for counties • 3 credits • Staff/Elected Officials

Harnessing the power of purpose

Leadership By Values 122

Understanding the relationship of values to decisions can be a helpful decision-making tool. Focusing on commonly held (although sometimes competing) values underlying difficult policy dilemmas can help leaders bridge differing perspectives—either while policies are being debated or after difficult decisions have been made and need to be explained. In addition, clearly articulated organizational values provide staff with important information on an organization's priorities. This course explores the role values play in both personal and organizational leadership, strategies to consider in modeling organizational values, and approaches to making and explaining difficult decisions.

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

Thursday, May 21, 2020 10:00 a.m.–3:30 p.m.
 Santa Cruz • \$149/person for counties • 3 credits • Staff/Elected Officials



Visit www.csacinstitute.org for

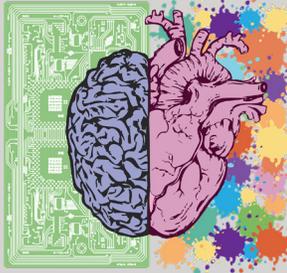
- Current class information
- Special seminars and professional development opportunities
- Downloadable resources

SPECIAL TWO-DAY INTENSIVE WORKSHOP

Enhance interpersonal leadership skills

Leading with Emotional Intelligence 180

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



Instructor: John Dare brings over 25 years of experience transforming and building businesses and cultures to thrive through accelerating change, including deep expertise in emotional intelligence, neuroscience and people analytics.

Thursday - Friday, May 21-22, 2020

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

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

Local Governance in California 150

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



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

Friday, June 12, 2020 10:00 a.m.–3:30 p.m.
San Diego • \$149/person for counties • 3 credits • Staff/Elected Officials

Friday, June 19, 2020 10:00 a.m.–3:30 p.m.
Tulare • \$149/person for counties • 3 credits • Staff/Elected Officials

Create and communicate your county brand

Make Your County Seen: Marketing 399

How do you craft a “county brand” and market your county? Learn how to reach your customers through a well-defined brand platform, a creative marketing strategy and effective executional tactics. Explore best practice strategies from other counties and industries, identify your specific needs and get a head start on your own marketing plan. Class is designed to help counties initiate and manage a marketing and branding effort. All in one productive day.



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

Thursday, April 30, 2020 10:00 a.m.–3:30 p.m.
Sacramento • \$149/person for counties • 3 credits • Staff/Elected Officials

Facilitate conflict constructively

Managing Conflict (Even Hostility) in Comfort 360

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

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

Friday, April 10, 2020 10:00 a.m.–3:30 p.m.
Sacramento • \$149/person for counties • 3 credits • Staff/Elected Officials

The 211 on social media 101 to avoid a communication 911

Mastering Social Media Basics 353

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.

Thursday, March 12, 2020 10:00 a.m.–3:30 p.m.
Mendocino/Lake • \$149/person for counties • 3 credits • Staff/Elected Officials

Achieve outcomes in everyone's best interest

Negotiations and Collaboration in Complex Environments 356

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

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

Friday, January 17, 2020 10:00 a.m.–3:30 p.m.
Tulare • \$149/person for counties • 3 credits • Staff/Elected Officials

Thursday, February 27, 2020 10:00 a.m.–3:30 p.m.
Santa Cruz • \$149/person for counties • 3 credits • Staff/Elected Officials

Thursday, April 9, 2020 10:00 a.m.–3:30 p.m.
Mendocino/Lake • \$149/person for counties • 3 credits • Staff/Elected Officials

Don't let crises chaos take control of your organization

Optimizing Effectiveness: Managing Organizational Crises 390

Unexpected events occur frequently in organizations. Whether a change in management, change in structure, budget cut, new technology or other emergency ... organizations can quickly evolve into chaos. This course offers managers the basics in identifying, preventing and controlling organizational crisis situations. It examines crisis management basics, from preparation and identifying symptoms to understanding the stages of a crisis and appropriate leadership practices to employ to optimize through the crises. The importance of communication and making effective decisions is covered, as are a variety of typical organizational scenarios and options for responses. The course concludes with guidance on damage control and stakeholder relations, restoration of confidence in an agency or management team, and strategies to prevent and to respond quickly to organizational crises.

Instructor: Bill Chiat is Dean of the CSAC Institute and an expert in organizational development.

Friday, January 24, 2020 10:00 a.m.–3:30 p.m.
Sacramento • \$149/person for counties • 3 credits • Executives/managers

Make your case in writing

Polish Your Writing 133

An advanced class designed for anyone who wants to improve their ability to communicate important issues in writing ... to Boards, employees, media, the community. County officials often communicate through written documents.

This course will discuss different types of written work (including policy memos, decision memos, and informational writing), tips for communicating clearly in writing, and approaches to making complex topics digestible for lay audiences. We will also discuss when



and how to use visuals to enhance the understanding of your written work. Writing is a process of creating a record for someone else and this course will assist you in identifying your audience(s) and writing with them in mind. The course will include samples of writing, opportunities to assess your own writing, and experience editing the work of others.

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

Thursday, June 11, 2020 10:00 a.m.–3:30 p.m.
Mendocino/Lake • \$149/person for counties • 3 credits • Staff/Elected Officials

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

Practitioners Guide to Hiring, Developing and Retaining Great Employees 127

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

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

Friday, February 7, 2020 10:00 a.m.–3:30 p.m.
Sacramento • \$149/person for counties • 3 credits • Staff/Elected Officials

Identify opportunities to reimagine processes and reduce resource use

Reengineering and Reimagining County Business Practices 355

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

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

Thursday, February 13, 2020 10:00 a.m.–3:30 p.m.
Mendocino/Lake • \$149/person for counties • 3 credits • Managers/Executives

Friday, May 15, 2020 10:00 a.m.–3:30 p.m.
Sacramento • \$149/person for counties • 3 credits • Managers/Executives

Rebound from the untoward effects of adversity and uncertainty

Resiliency: Recover, Adopt and Sustain 323

Counties operate in a volatile and complex world, where anticipated and unanticipated challenges emerge regularly. The key is to not only survive such events, but to prosper as an organization. Resilience is the ability to cope with the challenges, problems and set-backs organizations and individuals face. This class defines the attributes of resiliency and focuses on strategies to build a culture of resiliency in your organization and employees. Exercises and discussion focus on three traits of resiliency: staunch acceptance and communication of reality; ability to observe and interpret meaning in messy and terrible situations; and the skills to innovate with resources at hand. Course exercises and discussion provide practical tools to build an organizational culture of resiliency.

Instructor: Bill Chiat is Dean of CSAC Institute and has worked with local governments across the West in building organizational capacity.

Thursday, January 16, 2020 10:00 a.m.–3:30 p.m.
Santa Cruz • \$149/person for counties • 3 credits • Managers/Executives

Discover your strategic intent - build your strategic agility

Strategy: Clarifying, Building, Implementing, Alignment 388

A seminal article was published recently called “The Strategic Plan is Dead. Long Live Strategy.” It’s staggering when we realize how many public entities focus on the time-consuming and often wasteful activity of creating a strategic plan when indeed they have NO strategy. In this world of unpredictability, high velocity, rapid change, and citizens counting on us to do the right thing, we MUST start by creating and clarifying our strategy. In this session we cover how to construct a solid yet adaptable strategy for your organization, ensuring strategic thinking and alignment to strategy from everyone, understanding how all other organizational elements and processes fit within the context of “strategy,” and determining how to take these concepts back to your environment to make a positive difference.

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

Friday, March 12, 2020 10:00 a.m.–3:30 p.m.
Sacramento • \$149/person for counties • 3 credits • Staff/Elected Officials

Build organizational capacity from within the county

Talent Development and Succession Planning 380

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

Instructors: Donna Vaillancourt is the former Human Resources Director for San Mateo County; Jim Delia, Principal Consultant with Delia and Associates.

Friday, April 17, 2020 10:00 a.m.–3:30 p.m.
Tulare • \$149/person for counties • 3 credits • Managers/Executives

New ways to think and work through enduring problems

Thinking and Acting Strategically in Trying Times 363

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

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

Friday, May 8, 2020 10:00 a.m.–3:30 p.m.
San Diego • \$149/person for counties • 3 credits • Staff/Elected Officials

Better understand a major component of the county budget

Unraveling Public Retirement Systems and OPEB 316

The goal of this class is to educate county employers on the “mystery” of Public Employee Retirement Systems. Staff of the California Public Employees Retirement System (CalPERS) will be providing an overview of CalPERS benefits (general), the differences between a defined contribution plan and a defined benefit plan, the funding of pension benefits, the methodologies for valuing pension plan liabilities, CalPERS pension funding policies, and funding options for Other Post-Employment Benefits (OPEBs). Objectives: 1) Understand how public retirement plans work in California. 2) Identify funding issues and options available in your County. 3) Explore funding options for Other Post-Employment Benefits. 4) Understand funding streams for programs.

Instructor: Laura S. Enderton, CalPERS stakeholder relations manager and expert staff from CalPERS.

Friday, May 8, 2020 10:00 a.m.–3:30 p.m.
Sacramento • \$149/person for counties • 3 credits • Staff/Elected Officials

Manage county resources effectively and efficiently

World Class Contracting, Contract Management and Procurement 392

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.

Thursday, May 14, 2020 10:00 a.m.–3:30 p.m.
Mendocino/Lake • \$149/person for counties • 3 credits • Staff/Elected Officials

COURSE SCHEDULE INDEX

Institute Courses by Topic

COURSE	LEADERSHIP COURSES	Page
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122	Leadership By Values	4
123	Crafting and Implementing Strategic Plans	2
124	Leadership and Change	4
129	Intergenerational Leadership	3
132	Communication with Purpose	2
134	Leading Consciously: The Science of Unconscious (Implicit) Bias	1
180	<i>Two-Day Class</i> Leading with Emotional Intelligence	5
312	Introduction to Forecasting: Data, Trends and How They Fit	1
323	Resiliency: Recover, Adopt and Sustain	7
324	How to Be Human at Work	3
355	Reengineering County Business Practices	6
356	Negotiations and Collaboration	6
360	Manage Conflict	5
363	Thinking and Acting Strategically in Trying Times	7
380	Talent Development and Succession Planning	7
390	Optimizing Effectiveness: Managing Organizational Crises	6
POLICY & GOVERNANCE COURSES		
116	County Budgeting and Financial Planning	2
127	Practitioners Guide to Hiring	6
133	Polish Your Writing	6
150	Local Governance in California	5
151	Financing California Counties: The History	3
316	Unraveling Public Retirement Systems and OPEB	7
338	IT Organizational Culture	4
344	IT Enterprise Governance	4
350	Drama in the County: Acting Techniques	3
349	IT Security Strategy	4
353	Mastering Social Media Basics	5
366	Detecting Fraud	2
369	Financial Reporting and Budgeting for Nonfinancial Professionals	3
388	Strategy: Clarifying, Building, Implementing, Alignment	7
389	Communicating and Presenting Complex Issues and Data	2
392	World Class Contracting, Contract Management and Procurement	7
399	Make Your County Seen: Marketing	5



***Cost-Effective Solution for County
Succession Planning and
Executive Development***

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

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 Locations

Sacramento – Courses are held downtown at the Sacramento Area Council of Governments, 1415 L Street, 3rd floor, OR the Sacramento Masonic Temple, 1123 J Street.

Mendocino/Lake – Courses are hosted by Mendocino and Lake County and held at Ukiah Valley Conference Center, 200 South School Street, Ukiah.

San Diego – Courses are hosted by San Diego County and held at the San Diego County Operations Center, 5560 Overland Avenue, San Diego.

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

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

Course Registration and Fees

Registration – Course registration may be completed on-line. Advance registration is required. To register for a class please visit www.csacinstitute.org.

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

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

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

Contact Us

Institute Dean - Bill Chiat bchiat@counties.org

Institute Manager - Chastity Benson cbenson@counties.org

Marketing & Member Specialist - Elizabeth Baskins ebaskins@counties.org

Admin. Assistant - Olviya Vataman ovataman@counties.org
916/327-7500 or info@csacinstitute.org



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Update on Activities December 2019

The Institute for Local Government (ILG) promotes good government at the local level with practical, impartial and easy-to-use resources for California communities. ILG's effectiveness is greatly enhanced by its affiliation with the California State Association of Counties, the California Special Districts Association and the League of California Cities. ILG conducts provides education in the form of technical assistance, trainings, webinars and online and print resources in an effort to assist local leaders to govern openly, effectively, and ethically; work collaboratively; and foster healthy and sustainable communities. ILG's current program areas include: leadership & governance, public engagement, workforce development & civics education and sustainable communities.

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

Connect with ILG at the Annual Meeting

At this year's Annual Meeting, ILG will be honoring the 2019 Beacon and Beacon Spotlight Award winners – Alameda County, San Benito County and Ventura County. Join us on Thursday morning to recognize these counties for their efforts to save energy, reduce greenhouse gas emissions and implement sustainability best practices. [Find a list of all of the 2019 winners here.](#)

ILG will also be hosting a table in the expo. Find us at the Expo to learn more about our programs and initiatives.

New Toolkit - ILG Launches New Resource to Help Counties Address Housing Challenges

As California's housing crisis continues, cities and counties throughout the state are wrestling with ambitious state mandates and increasing community frustration about both the lack of affordable housing and the potential neighborhood impacts of housing production. Local government leaders are finding it more important than ever to engage their residents in meaningful dialogue about housing solutions that are tailored for their individual communities. In response, the Institute for Local Government (ILG) just launched a new Housing and Public Engagement Toolkit to help

California local governments establish more trust and transparency by collaborating with and engaging their residents on housing-related issues.

The toolkit offers public engagement strategies and techniques to address community concerns related to housing, as well as regional case stories, policy considerations and funding opportunities for cities and counties across California.

The toolkit was developed as part of a partnership with the California Department of Housing and Community Development Department (HCD), the Governor's Office of Planning and Research (OPR) and Placeworks. The interactive resource provides strategies that can be adapted to the unique circumstances of each city, county or community.

The toolkit is accessible for free online at www.ILGHousingToolkit.org. A printer-friendly version will be released soon.

ILG Continues Work on Disaster Preparedness & Climate Resiliency

In late August, ILG convened leaders from CSAC, CSDA, the League of California Cities, the Governor's Office of Planning and Research, the Governor's Office of Emergency Services, CalVolunteers and Valley Vision to discuss opportunities for collaboration and information sharing around disaster preparedness and resilience.

ILG has been hired by the Office of Emergency Services (OES) to draft an after-action report for the Emergency Management Summit that took place in June in Sacramento. ILG will be summarizing key feedback received from local agency attendees and distilling their recommendations into a comprehensive 10-20 page report detailing how best for local agencies to Prepare for, Respond to and Recover from disasters. As part of the report research and preparation, ILG is working closely with a number of subject matter experts representing counties, including Moke Simon of Lake County and Kevin McGowan of Los Angeles County. ILG is also partnering with OES promote a series of training seminars for local agency leaders. The first was hosted on 11/18 and included Shari McCracken, CAO of Butte County.

Understanding that disaster preparedness and emergency management will continue to be a pervasive issue for all local governments, ILG has begun to seek outside funding to develop a new disaster preparation toolkit to help local government leaders address disaster preparedness and climate resiliency through a "Prepare, Respond and Recover" framework.

ILG Provides Facilitation Expertise in the San Joaquin Valley

ILG continues work with the San Joaquin Valley Air Pollution Control District in the cities of Shafter (senior staff from Kern County regularly participates in the meetings) and Fresno around AB 617 which will advance ongoing state and District efforts to reduce regional and community exposure to air pollutants. In September, both Steering Committees hit a major milestone by adopting their Community Emissions Reduction Program plans and will now begin implementation. Shafter is expected to receive \$38.2 million in emission reduction incentives

and Fresno anticipates \$44.3 million in emission reduction incentives. Additional funding will likely be available in 2020.

New Report – Public Sector Workforce Needs Assessment

The Innovative Pathways to Public Service released a study highlighting critical workforce pipeline issues local agencies are currently facing. The study was previewed to over 250 cities, counties and state agencies at the sold-out Sacramento Region Public Sector Workforce Summit in late August. [Access the full study here.](#)

ILG Board Finalizes Strategic Plan

Earlier this year, ILG's Board of Directors decided to embark on a strategic planning process. An ad-hoc committee was selected and an external consultant was hired. In May and August, the full ILG board worked with the consultant to refine ILG's vision, mission and values, and develop a path forward. These conversations continued throughout September and October when the Board also discussed organizational goals, existing roadblocks to success and strategies to overcome those barriers. A final draft of the plan was discussed and adopted at the Board's November meeting.

In November, ILG was also introduced to a new liaison from the California Association of County Executives -- Dallin Kimble, Mariposa County Administrative Officer -- whose term of board service will begin in January 2020.

**California State Association of Counties
2020 Calendar of Events**

JANUARY

- 1 New Year's Day
- 16 CSAC Executive Committee Meeting | Sacramento
- 20 Martin Luther King, Jr. Day

FEBRUARY

- TENTATIVE - 13 CSAC Board of Directors Meeting | Sacramento
- 17 Presidents Day
- 29 – Mar 4 NACo Legislative Conference | Washington D.C.

MARCH

- TBA CSAC Regional Meeting | TBA

APRIL

- 16 CSAC Executive Committee Meeting | Sacramento

MAY

- 13 – 15 NACo WIR Conference | Mariposa County, CA
- 25 Memorial Day
- 27 – 28 CSAC Legislative Conference | Sacramento
- 28 CSAC Board of Directors Meeting | Sacramento

JUNE

- TBA CSAC Regional Meeting | TBA

JULY

- 3 Independence Day
- 17 – 20 NACo Annual Conference | Orange County, Orlando, Florida

AUGUST

- 6 CSAC Executive Committee Meeting | Sacramento

SEPTEMBER

- 3 CSAC Board of Directors Meeting | Sacramento
- 7 Labor Day
- TBA Regional Meeting | TBA

OCTOBER

- 7 – 9 Executive Committee Retreat | TBA
- 12 Columbus Day

NOVEMBER

- 11 Veterans Day
- 26 Thanksgiving Day

DECEMBER

- 1 – 4 CSAC 126th Annual Meeting | Los Angeles County
- 3 CSAC Board of Directors Meeting | Los Angeles
- 9 – 11 CSAC Officers Retreat | Napa County
- 25 Christmas Day