

CSAC BOARD OF DIRECTORS

BRIEFING MATERIALS

Thursday, February 14, 2019
10:00 a.m. - 2:00 p.m.



Meeting Location:

**Capitol Event Center
1020 11th Street, Second Floor, Sacramento**

(800) 867-2581 | Code: 7500508#



California State
Association of Counties

CALIFORNIA STATE ASSOCIATION OF COUNTIES
BOARD OF DIRECTORS
Thursday, February 14, 2019 | 10:00 am – 2:00 pm
Capitol Event Center, Sacramento
Conference Line: (800) 867-2581 | Code: 7500508#

AGENDA

Presiding: Virginia Bass, President

Wednesday, February 13, 2019

6:30 PM Opening Remarks & Welcome Reception | Citizen Hotel, 926 J Street, Sacramento

- *Virginia Bass | President, CSAC – Humboldt County*
- *Graham Knaus | Executive Director, CSAC*

Presentation of Distinguished Service Awards

- *Graham Knaus | Executive Director, CSAC*

Thursday, February 14, 2019

10:00 AM EXECUTIVE COMMITTEE MEETING

PROCEDURAL ITEMS

- 1. Roll Call** *Page 1*
- 2. ACTION ITEM – Installation of 2019 CSAC Board of Directors** *Page 2*

10:15 AM BOARD OF DIRECTORS MEETING

PROCEDURAL ITEMS

- 3. Roll Call** *Page 4*
- 4. Approval of Minutes from November 29, 2018** *Page 6*

SPECIAL PRESENTATIONS

- 5. Presentation of Distinguished Service Awards**
 - *Graham Knaus | Executive Director, CSAC*
- 6. Report on Governor’s Budget for 2019-20**
 - *Darby Kernan | Deputy Executive Director, Legislative Services, CSAC*
 - *Keely Bosler | Director, California Department of Finance (invited)*

DISCUSSION ITEMS

- 7. State Budget Impact on Counties**
 - *Graham Knaus | Executive Director, CSAC*
 - *Darby Kernan | Deputy Executive Director, Legislative Services, CSAC*

ACTION ITEMS

- 8. State & Federal Legislative Priorities for 2019** *Page 12*
 - *Darby Kernan | Deputy Executive Director, Legislative Services, CSAC*

Legislative Platform

- Administration of Justice** *Page 24*
- *Jessica Devencenzi | Legislative Representative, CSAC*

- Agriculture, Environment & Natural Resources** *Page 25*
- *Cara Martinson | Senior Legislative Representative, CSAC*

- Government, Finance & Administration** *Page 28*
- *Geoff Neill | Legislative Representative, CSAC*

Health & Human Services *Page 29*

- *Farrah McDaid Ting | Legislative Representative, CSAC*
- *Justin Garrett | Legislative Representative, CSAC*

Housing, Land Use & Transportation *Page 31*

- *Chris Lee | Legislative Representative, CSAC*

INFORMATION ITEMS

9. Institute for Local Government (ILG) *Page 33*

- *Graham Knaus | Executive Director, CSAC*

12:00 PM LUNCH

12:30 PM INFORMATION ITEMS (continued)

10. Federal Update

- *Joe Krahn | CSAC Federal Lobbyist, Paragon Government Relations*
- *Cara Martinson | Senior Legislative Representative & Federal Affairs Manager, CSAC*

11. CSAC Finance Corporation Report *Page 37*

- *Supervisor Leonard Moty | President, CSAC FC*
- *Alan Fernandes | Chief Executive Officer, CSAC FC*

12. Communications Update: Supporting our 2019 Legislative Priorities *Page 39*

- *Manuel Rivas, Jr. | Deputy Executive Director, Operations & Member Services, CSAC*
- *David Liebler | Director, Public Affairs & Member Services, CSAC*

13. California Counties Foundation Update *Page 41*

- *Chastity Benson | Foundation Operations Manager, CSAC Institute*

14. NACo Western Interstate Region 2020 Conference

- *Manuel Rivas, Jr. | Deputy Executive Director, Operations & Member Services, CSAC*

15. INFORMATION ITEMS WITHOUT PRESENTATION

- *Conflict of Interest Statement for CSAC Board Members* *Page 43*
- *CSAC Litigation Coordination Program Update* *Page 45*
- *CSAC Institute Course Guide* *Page 53*
- *2019 Calendar of Events* *Page 61*

16. Public Comment

2:00 PM ADJOURN

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



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**CALIFORNIA STATE ASSOCIATION OF COUNTIES
EXECUTIVE COMMITTEE**

2019

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

URBAN CAUCUS

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

SUBURBAN CAUCUS

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

RURAL CAUCUS

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

EX OFFICIO MEMBER

Ed Scofield, Nevada County, Treasurer

ADVISORS

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

As of 12.19.2018



February 14, 2019

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TO: CSAC Executive Committee

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

SUBJECT: Installment of CSAC 2019 Board of Directors

Background: The CSAC Constitution indicates that each county board shall nominate one of more directors to serve on the CSAC Board of Directors for a one-year term commencing with the Annual Meeting. The CSAC Executive Committee appoints one director for each member county from the nominations received.

BOLD = New Board of Directors delegates that have not already been approved by the Executive Committee

2018 - 2019 CSAC BOARD OF DIRECTORS + ALTERNATES

COUNTY	CAUCUS	DIRECTOR	ALTERNATE(S)
Alameda	U	Keith Carson	Scott Haggerty
Alpine	R	Terry Woodrow	Ron Hames
Amador	R	Richard Forster	Patrick Crew
Butte	S	Debra Lucero	Tami Ritter
Calaveras	R	Merita Callaway	Benjamin Stopper
Colusa	R	Denise Carter	Kent Boes
Contra Costa	U	John Gioia	Karen Mitchoff
Del Norte	R	Chris Howard	Gerry Hemminssen
El Dorado	R	Sue Novasel	Lori Parlin
Fresno	U	Buddy Mendes	Nathan Magsig
Glenn	R	John Viegas	Keith Corum
Humboldt	R	Estelle Fennell	Rex Bohn
Imperial	S	Raymond Castillo	Luis A. Plancarte
Inyo	R	Jeff Griffiths	Mark Tillemans
Kern	S	Zack Scrivner	Mike Maggard
Kings	R	Craig Pedersen	Doug Verboon
Lake	R	Moke Simon	Rob Brown
Lassen	R	Chris Gallagher	David Teeter
Los Angeles	U	Mark Ridley-Thomas	Kathryn Barger
Madera	R	Brett Frazier	David Rogers

COUNTY	CAUCUS	DIRECTOR	ALTERNATE(S)
Marin	S	Damon Connolly	Dennis Rodoni
Mariposa	R	Marshall Long	Rosemarie Smallcombe, Merlin Jones, Kevin Cann, Miles Menetrey
Mendocino	R	Carre Brown	
Merced	S	Lee Lor* (Board appointments taking place February 5)	
Modoc	R	Patricia Cullins	Elizabeth Cavasso
Mono	R	John Peters	Jennifer Halferty
Monterey	S	Luis Alejo	Mary Adams
Napa	S	Belia Ramos	
Nevada	R	Ed Scofield	Heidi Hall
Orange	U	Lisa Bartlett	Andrew Do
Placer	S	Jim Holmes	
Plumas	R	Lori Simpson	Michael Sanchez
Riverside	U	Chuck Washington	V. Manuel Perez
Sacramento	U	Susan Peters	Phil Serna
San Benito	R	Jamie De La Cruz	Mark Medina
San Bernardino	U	Janice Rutherford	Robert Lovingood
San Diego	U	Greg Cox	Bill Horn
San Francisco	U	TBA	
San Joaquin	U	Bob Elliott	Chuck Winn
San Luis Obispo	S	John Peschong	
San Mateo	U	Carole Groom	Dave Pine
Santa Barbara	S	Das Williams	Peter Adam
Santa Clara	U	Susan Ellenberg	
Santa Cruz	S	Bruce McPherson	John Leopold
Shasta	S	Leonard Moty	Les Baugh
Sierra	R	Lee Adams	Peter Huebner
Siskiyou	R	Ed Valenzuela	Brandon Criss
Solano	S	Erin Hannigan	Monica Brown
Sonoma	S	Susan Gorin	Lynda Hopkins
Stanislaus	S	Vito Chiesa	Jim DeMartini
Sutter	R	Dan Flores	Mat Conant
Tehama	R	Robert Williams	Dennis Garton
Trinity	R	Judy Morris	Keith Groves
Tulare	S	Amy Shuklian	Kuyler Crocker
Tuolumne	R	Karl Rodefer	Sherri Brennan, Ryan Campbell, John Gray, Anaiah Kirk
Ventura	U	Kelly Long	John Zaragoza
Yolo	S	Jim Provenza	Oscar Villegas
Yuba	R	Doug Lofton	Gary Bradford

CALIFORNIA STATE ASSOCIATION OF COUNTIES

Board of Directors

2019

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

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	Marshall Long
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	Jim Holmes
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	John Peschong
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

2/4/19

CALIFORNIA STATE ASSOCIATION OF COUNTIES
 BOARD OF DIRECTORS
 November 29, 2018
 Marriott Marquis San Diego Marina | (800) 867-2581 Code: 7500508#

MINUTES

Presiding: Leticia Perez, President

1. Pledge of Allegiance

President Perez led the Board of Directors in the Pledge.

2. Roll Call

OFFICERS

Leticia Perez, *President*
 Virginia Bass, *1st Vice President*
 Lisa Bartlett, *2nd Vice President*
 Keith Carson, *Past President*

CSAC STAFF

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

ADVISORS

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

Alameda	–	Scott Haggerty	Orange	–	Lisa Bartlett
Alpine	–	Terry Woodrow	Placer	–	Jim Holmes
Amador	–	Richard Forster	Plumas	–	Lori Simpson
Butte	–	Bill Connelly	Riverside	–	Chuck Washington
Calaveras	–	Michael Oliveira	Sacramento	–	Susan Peters
Colusa	–	Denise Carter	San Benito	–	Jamie De La Cruz
Contra Costa	–	John Gioia	San Bernardino	–	Absent
Del Norte	–	Chris Howard	San Diego	–	Greg Cox
El Dorado	–	Sue Novasel	San Francisco	–	Absent
Fresno	–	Buddy Mendes	San Joaquin	–	Bob Elliott
Glenn	–	Keith Corum	San Luis Obispo	–	Lynn Compton (remote)
Humboldt	–	Estelle Fennell	San Mateo	–	Carole Groom
Imperial	–	Raymond Castillo	Santa Barbara	–	Das Williams
Inyo	–	Jeff Griffiths	Santa Clara	–	Absent
Kern	–	Zack Scrivner	Santa Cruz	–	Bruce McPherson
Kings	–	Craig Pedersen	Shasta	–	Leonard Moty
Lake	–	Moke Simon	Sierra	–	Lee Adams (remote)
Lassen	–	Chris Gallagher	Siskiyou	–	Ed Valenzuela
Los Angeles	–	Mark Ridley-Thomas	Solano	–	Erin Hannigan
Madera	–	Brett Frazier	Sonoma	–	James Gore
Marin	–	Damon Connolly (remote)	Stanislaus	–	Vito Chiesa
Mariposa	–	Marshall Long	Sutter	–	Dan Flores
Mendocino	–	Carre Brown	Tehama	–	Robert Williams
Merced	–	Lee Lor	Trinity	–	Judy Morris
Modoc	–	Patricia Cullins	Tulare	–	Amy Shuklian
Mono	–	John Peters	Tuolumne	–	Sherri Brennan
Monterey	–	Luis Alejo	Ventura	–	Kelly Long
Napa	–	Diane Dillon	Yolo	–	Jim Provenza
Nevada	–	Ed Scofield	Yuba	–	Doug Lofton

The presence of a quorum was noted.

3. Approval of Minutes from September 6, 2018 & October 11, 2018

A motion to approve the minutes from September 6, 2018 and October 11, 2018 made by Supervisor Carson. Second by Supervisor Fennell. Supervisors Gallagher and De La Cruz abstained from the October 11 minutes. Supervisor Connolly abstained from both. The minutes were approved as previously mailed with a majority vote.

4. Making the 2020 U.S. Census Count in California & Counties

Ditas Katague, Director of California Census 2020 addressed the Board of Directors on the importance of the upcoming Census. The Goal of the 2020 Census is to ensure that everyone is counted once, only once, and in the right place. California has a complete county mission, in hopes of ensuring that Californians get their fair share of government resources. The Census will be done digitally, which will pose more challenges. Supportive language support and online videos will be made available to support as many demographics as possible, with the objective to encourage as many people to self-fill before the census sends people door to door to count. With so much at stake, including power, money and the potential to lose congressional seats, the census is looking to engage on the ground early on to ensure everyone is accounted for.

5. CSAC Institute Credentials

Supervisors Heidi Hall (Nevada County) and Amy Shuklian (Tulare County) were recognized among other county personnel for receiving the Institute Credentials.

6. Federal Issues Update

Federal lobbyist Joe Krahn from Paragon Government Relations addressed the Board of Directors on the upcoming Federal Issues. The deadline to have a Fiscal Year 2019 budget in place is December 7, 2018. Lawmakers are in the process of negotiating a new multi-year Farm Bill reauthorization package, along with several other programs that are expiring and will need to be addressed. Some victories for California in 2018 include direct federal funding being allocated through FEMA’s disaster relief fund, participation in the new federal-state environmental reciprocity program created by the *FAST Act*, two years of funding for the SRS program, a comprehensive water resources infrastructure package, and many others. Paragon will continue to work with and update CSAC on any changes from the Capitol.

7. Election of 2019 Executive Committee

In addition to the new CSAC Officers (President Virginia Bass, 1st Vice President Lisa Bartlett, 2nd Vice President James Gore, Past President Leticia Perez), the following members were elected to serve on the CSAC Executive Committee for 2019:

SUBURBAN SECTION

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

RURAL SECTION

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

URBAN SECTION

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

ADVISORS

Bruce Goldstein, County Counsels Association, Past President, Sonoma County

A Motion to approve the Executive Committee nominations made by Supervisor Holmes; second by Supervisor Fennel. Motion carried unanimously.

8. CSAC Policy Committee Reports

a. Administration of Justice

Supervisor Kelly Long updated the Board on the Administration of Justice Policy Committee meeting. The committee received reports on the California Bail Reform Act and the legislation surrounding pretrial assessment and SB10 and its impending implementations. The committee approved the following priorities: Mental Health Diversion, Bail Reform, Trial Court Security, Implementation of Domestic Violence Intervention Programs and Juvenile Hall Repurposing.

A motion to accept the Administration of Justice committee report made by Supervisor De La Cruz; second by Supervisor Flores. Motion carried unanimously.

b. Agriculture, Environment & Natural Resources

Supervisor Bruce Gibson reported on the AENR policy committee meeting. The committee's main discussion, moderated by Michael McCormick from the Governor's office of Planning and Research, was on building safer communities when it comes to planning, preparing and recovering from disasters. The group had a wide range of well-organized discussion and the priorities proposed by staff passed unanimously.

A motion to accept the Agriculture, Environment & Natural Resources report made by Supervisor Mendes; second by Supervisor Frazier. Motion carried unanimously.

c. Government Finance & Administration

Supervisor Erin Hannigan recounted the GFA Policy Committee Meeting that took place during the annual conference. The committee approved two action items, including the staff recommended platform changes as well as the committee's 2019 WorkPlan, which contains the 2020 census, economic development and various legislative cleanup efforts. Representatives from the US Census Bureau spoke about the importance of the upcoming census count. An employment attorney spoke about recent Supreme Court decisions and their impact on county operations. The committee also received an update from Paragon Relations, the Federal Lobbying Team.

A motion to approve the Government Finance and Administration policy committee report made by Supervisor Gioia; second by Supervisor Flores. Supervisor Marshall Long abstained; the motion carried with a majority vote.

d. Health & Human Services

Supervisor Das Williams presented an update on the HHS policy committee. The committee hosted a panel discussion on realignment which CSAC staff provided an overview of 1991 Realignment and the LAO staff presented on recent realignment. CAO David Twa informed the committee on necessary changes to sustainability for In-Home Supportive Services. The committee passed adding language regarding guardians and

conservators to IHHS. Homelessness and poverty will remain top priorities for the committee in 2019.

A motion to approve the HHS policy committee report made by Supervisor Holmes; Second by Supervisor Howard. Motion carried unanimously.

e. Housing, Land Use & Transportation

Chris Lee of CSAC Staff reported on the housing, land use and transportation policy committee meeting. The committee reviewed the efforts that took place in 2018, mainly the defeat of Proposition 6, and plans to streamline project development including sponsored legislation in 2019. They discussed the continued efforts for housing affordability and the need to educate the incoming administration on CSAC's priorities and policies on tribal intergovernmental relations and tribal gaming. Paragon Relations provided a federal affairs update to the committee. Ben Metcalf, the Director of the California Department of Housing & Community Development, addressed the committee on County Funding Opportunities for Land Use Planning and Affordable Housing.

A motion to approve the HLT policy committee report made by Supervisor Haggerty; Second by Supervisor Brown. Motion carried unanimously.

9. CSAC Executive Director's Report & Resolution Authorizing Conduct of CSAC Business

Graham Knaus thanked the CSAC Officers and staff for their hard work in 2018 and noted that despite the difficult legislative year and multiple staff changes, CSAC has remained successful in representing the 58 counties of California. He noted that Kiana Valentine and Cara Watson will be leaving CSAC at the end of the year. Graham stated that as California transitions to a new governor, we will face significant changes that will require us to pivot and explore advocacy in creative ways to continue to partner with the Legislature. Staff will continue to have strategic conversations about the year ahead and advocacy priorities and will move them forward to the Executive Committee and the Board. Staff is finding opportunity in the midst of transition, along with the significant challenges and wants to continue to reflect county priorities in Sacramento and Washington DC.

It was requested that the Board approve the annual resolution authorizing the Executive Director to conduct day-to-day business on behalf of CSAC.

A motion to adopt the resolution authorizing the Executive Director to conduct CSAC business made by Supervisor Cullins; Second by Supervisor Long. Motion carried unanimously

10. CSAC Conflict of Interest Policy

Jennifer Henning, Executive Director of the County Counsels Association and Legal Counsel to CSAC, addressed the Board and reminded the members that CSAC is a not for profit corporation, governed by state and federal non-profit laws. The IRS requires each state association to provide their members with the Conflict of Interest Policy. Supervisors were asked to sign the policy and return to CSAC, with reminders that as the governing body of CSAC, each member has an obligation to report any potential conflict of interest.

11. CSAC Finance Corporation Report

Supervisor Leonard Moty, President of the CSAC Finance Corporation announced that the organization is doing financially well and continues to support and contribute to the success of CSAC. Alan Fernandes, Chief Executive Officer of the Finance Corporation, updated the Board members on the current programs that the FC is working with, including Easy Smart Pay, the Cannabis Authority, 211 California and CalTRUST to name a few. CSAC FC continues to be strategic with its partnerships and is constantly looking for new ones.

Eric Westrom from Synoptek spoke about the cyber security partnership with CSAC. Synoptek provides IT services to CSAC and has recently joined up with CSAC FC. 60% of counties are most concerned about phishing, staff training & awareness. The new cyber security program intends to address those issues and more.

12. Caucus Reports

a. Rural

Supervisor Virginia Bass presented that the rural caucus is looking at changing their rules for Executive Committee membership to include staggering of members. Each county was able to voice their concerns and the caucus is looking at CSAC priorities to extend the conversation at future meetings.

b. Suburban

Supervisor James Gore reported on the suburban caucus meeting during the annual conference. The caucus discussed the future makeup of its membership as some counties are moving into the urban caucus based on population. The group discussed how best to deal with this. The focus will remain on leveraging connections to work with the incoming legislature, with the goal is to be proactive with the administration.

c. Urban

Supervisor Lisa Bartlett reported that the urban caucus meeting included voting in new members for the Executive Committee.

13. Operations & Member Services Report

Manuel Rivas, Jr. reported on the operations and membership services at CSAC. He noted that the support staff has been integral in advocacy efforts at the capital. Social Media has been a great tool that has helped amplify CSAC's message around the devastating fires that have taken place. CSAC works to pass on important information during and after the disasters to keep everyone informed. CSAC also uses social media to showcase the great work that counties are doing, such as the challenge awards and their best practices. Regional meetings have proven to be very important ways to bring counties together with a focused forum discussion on emerging topics in California.

CSAC Foundation Update

The Foundation had a board meeting during the annual conference. The Foundation is celebrating 10 years, and staff noted that the success could not have taken place without the hard work of Bill Chiat and Supervisors John Gioia and Ken Yeager. There are two vacancies on the Foundation Board, one for a County Supervisor, whose appointment will be made by incoming president, Virginia Bass; and the other for a County Administrative Officer, who will be appointed by the County Administrators Association. Staff will be making recommendations to the Board for the use of \$500,000 donation funds from US Communities. The CSAC institute for

excellence continues to grow and thrive, with a record number of participants in the past few months. The CSAC Results First Initiative offers technical assistance to counties and recently received a \$500,000 grant to expand into additional counties and move into behavioral health and is working on expanding to other counties and finding additional funding.

14. Informational Items, No Presentation

The briefing materials packet contained reports from the Institute for Local Government, CSAC Institute Class Schedule, and the 2019 CSAC Calendar of events. The CSAC Litigation Coordination Program annual report was distributed separately.

Meeting was adjourned. The next Board of Directors meeting will take place February 14, 2019 in Sacramento.



Policy Priorities for 2019

California State Association of Counties

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

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

Wildfires and Other Disasters

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

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

Housing and Homelessness

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

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

In-Home Supportive Services

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

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



Policy Priorities for 2019

California State Association of Counties

Behavioral Health

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

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

2020 Census

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

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

Bail Reform

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

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

Local Governance and Land Use Authority

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

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



Major Policy Issues for 2019

California State Association of Counties

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

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

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

Principles

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

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

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

Major Policy Issues by Area

Agriculture, Environment, and Natural Resources

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

Health and Human Services

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

Government Finance and Administration

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

Administration of Justice

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

Housing, Land Use, and Transportation

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

Agriculture, Environment, and Natural Resources

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

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

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

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

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

Water Resources and Regulatory Issues. Several significant water proposals failed to pass both the Legislature and voters in 2018, including the failed passage of an \$8 billion water bond on the November ballot, and the failure of SB 623 (Monning), a measure that would have created a sustainable funding source for contaminated drinking water systems, referenced above. CSAC will work with stakeholder groups and the Legislature to reformulate approaches to funding water projects in California while also focusing on outreach and education to inform the public of the

importance of ongoing funding for a variety of water needs, including clean drinking water, stormwater and other programs. In addition, staff will continue to focus on the implementation of several key water issues, including the Sustainable Groundwater Management Act (SGMA), the passage of SB 231 (Hertzberg) and the development of additional stormwater funding tools, and ongoing negotiations about water quality funding and conservation issues.

CSAC will continue to engage Cal Recycle and the waste management stakeholder community on the implementation of SB 1383 (Lara, 2016), and the development of regulations that will require a 50 percent reduction of organic waste by 2020 and a 75 percent reduction by 2025. Funding and the development of infrastructure capable of processing organics will be key elements of this discussion and the focus of CSAC's advocacy efforts. In addition, CSAC will work with Cal Recycle and the Legislature to work towards solutions for the development of additional markets for recyclable materials. This is a critical issue as the

overseas markets have almost been eliminated due to a recent Chinese policy, known as "National Sword." This new policy will significantly limit the import of US recyclables, leaving California with limited options for processing these materials in domestic markets.

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

Health and Human Services

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

Finally, CSAC will continue to partner with counties and other stakeholders on implementation and education efforts.

Homelessness and Poverty Issues. Homelessness issues remain at the top of the county agenda and CSAC will continue to leverage the policy expertise of the health and human services, housing and land use, and administration of justice policy committees and staff to implement homelessness funding programs from 2018. CSAC will also continue to identify and solicit new opportunities to assist counties in combatting homelessness, including incentivizing all types of affordable housing – whether it is transitional shelters, permanent supportive housing, sober living environments, and the full spectrum of housing in between. CSAC will also continue to advocate for funding and flexibility at the local level to help meet the unique needs of those who are homeless or at risk of homelessness in each community.

Behavioral Health Issues. County Behavioral Health will continue to be a focus of the federal government, state Department of Health Care Services, and the Legislature in 2019, and remains the linchpin in many of the most difficult policy issues for counties, such as homelessness, housing, and justice system recidivism and diversion. The spotlight on Mental Health Services Act funding and a potential \$180 million federal recoupment of

erroneous mental health billing will require strong advocacy by counties. Furthermore, the state's interest in integrating behavioral health services into the health care system requires close monitoring and coalition-building. CSAC will continue to engage on behalf of all counties on behavioral health funding, services, and legislative proposals in 2019.

Government, Finance and Administration

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

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

Preserving County Governance Authority. This priority speaks to a core tenet of CSAC as an organization. Several bills have directly challenged county authority and sought to weaken Boards of Supervisors' discretion and decision-making power

on behalf of their constituents, such as AB 1250 (2017) related to establishing contracts with service providers. Charter county models have also been called into question. CSAC will advocate for protecting Board authority for budget approval, redistricting, and rights granted through charter adoption and amendments; and protect existing mechanisms that reflect local voter will for changes to the board size, district boundaries, or funding levels for local service needs.

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

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

Administration of Justice

Bail Reform. The California Money Bail Reform Act was signed into law in August of this year. This legislation provides for the establishment of a new pretrial release system that includes pretrial assessment services provided by courts or public agencies, such as county probation departments. Counties will have the option to contract with the Judicial Council to perform this function. This new law will become effective October 1, 2019 and changes the current money bail system to a risk-based system. There is a referendum pending and, if the referendum qualifies, it will delay implementation until 2020. CSAC will work closely with the Administration, Judicial Council and the Chief Probation Officers California to help ensure that counties have the funding necessary for planning, should a county chose to contract with Judicial Council to handle the pre-trial assessments and supervision.

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

Mental Health Diversion. Assembly Bill 1810 (Chapter 34, Statutes of 2018) was signed into law last session. This bill created a new diversion program for mentally ill offenders provided certain requirements are met, including the availability of a treatment program for the offender. There were a number of concerns raised by counties about the fact that the program applied to all offenses, as well as concerns about the procedural aspects of

the program. SB 215 (Chapter 1005, Statutes of 2018) helped to remedy a number of these concerns. Specifically, the bill excludes certain violent offenses from the diversion program (including murder and sex offenses), preserves victim restitution, and allows the court to require the defendant to make a prima facie showing that the defendant will meet the minimum requirements of eligibility for diversion and that the defendant and the offense are suitable for diversion. CSAC worked with Senator Beall's office and supported this measure. CSAC will continue to work with the legislature to make this program workable for the counties.

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

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

Housing, Land Use, and Transportation

Protect Local Land Use Authority while Promoting Housing Affordability. With housing affordability and the related homelessness crisis poised to once again be a high-priority issue in 2019, CSAC will continue to advocate for an appropriate balance between legitimate statewide goals for housing production and affordability and appropriate

discretion for local communities in implementing these policies through locally-driven plans. Initial housing funding from the 2017 housing package is beginning to roll out to counties, as the Department of Housing and Community Development has issued draft guidelines for planning grants and homelessness funding from SB 2 (Atkins, 2017),

which is expected to raise approximately \$250 million annually. In 2019 and beyond, counties and cities will receive seventy-percent of this funding to support local affordable housing. In addition, voters approved Proposition 1, a \$4 billion statewide housing bond, on the November General Election ballot, so CSAC will focus on implementation and maximizing opportunities for counties to secure funding for local housing priorities in 2019. While Proposition 1 and SB 2 funding will go a long way to addressing California's backlog of homes affordable to households at all income levels, CSAC will also work with partners in 2019 to expand the ability of the state and local government to meet the need for affordable homes.

Finally, housing-related issues continue to cross over with multiple other policy areas within CSAC. The Housing, Land Use and Transportation policy unit will continue coordinating and collaborating with the Health and Human Services policy unit on interactions between housing and homelessness; with the Agriculture, Environment and Natural Resources policy committee on the relationship between land use and housing with resiliency and disaster recovery; and with the Government, Finance and Administration policy team on the connections between housing and economic development tools for local government.

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

Preparing for the Future of Transportation.

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

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

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

County Priorities in Renegotiated Gaming

Compacts. Governor Brown continued to renegotiate state-tribal gaming compacts in 2018 with several tribes whose current compacts would otherwise expire in the near future. While each of these agreements have included key provisions of importance to counties, the change in Administrations will require active engagement from CSAC and affected counties to ensure that ongoing priorities for revised compacts are fulfilled. Those priorities include judicially-enforceable local mitigation agreements for any new or expanded gaming or related facilities, a more comprehensive tribal environmental review process, and mitigation mechanisms for preexisting local off-reservation impacts from gaming enterprises underway prior to the date of any new compact.

The Special Distribution Fund (SDF), which was the sole statewide mechanism for mitigation of local government gaming impacts under the 1999 compacts has not had sufficient funding for SDF grants to local governments since FY 2014-15. The Legislature and Governor have been unwilling to backfill the account while 1999 Compacts are being renegotiated. While SDF grants have been insufficient to mitigate all local impacts since the program's inception, CSAC will continue to look for opportunities to fund the SDF or another mechanism to fund mitigation from pre-existing impacts, especially for counties where local casino mitigation agreements are not in place. The change in Administrations may offer an opportunity to reassess the SDF program.

CSAC 2019 Federal Advocacy Priorities

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

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

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

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

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

Federal Healthcare Policy. CSAC will continue to support efforts to maintain and support the *Affordable Care Act* (ACA), including funding the expanded Medicaid program and insurance subsidies for individuals and families with incomes above the Medicaid eligibility thresholds. Additionally, CSAC will continue to support bipartisan efforts to eliminate the ACA excise tax, which is slated to go into effect in 2022. A number of California counties offer health insurance plans and related programs that will be subjected to the tax on high-cost plans.

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

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

Child Welfare Financing Reform. CSAC will support increased federal funding for services and income support needed by parents seeking to reunify with

children who are in foster care. CSAC also supports increased financial support for programs that assist foster youth in the transition to self-sufficiency, including post-emancipation assistance such as secondary education, job training, and access to health care.

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

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

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

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

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

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

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

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

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

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

State and Local Tax Deduction. The 2017 *Tax Cuts and Jobs Act* (PL 115-97) allows taxpayers to deduct property taxes and income or sales taxes,

but only up to a combined cap of \$10,000. Prior to the Act, federal taxpayers could deduct the entirety of their state and local property taxes, as well as their state income taxes or sales tax. CSAC supports legislation that would fully restore the SALT deduction and opposes any effort to further reduce or eliminate this tax benefit.

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

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

Executive Action on Immigration-related Policy. CSAC will continue to closely monitor the potential impact of legislative and regulatory actions that

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

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



February 14, 2019

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TO: CSAC Board of Directors
FROM: Jessica Devencenzi, Legislative Representative
Stanicia Boatner, Legislative Analyst

SUBJECT: **2019-20 Platform Chapter: Administration of Justice– ACTION ITEM**

Recommendation. Staff recommends that the CSAC Board of Directors approve the recommended changes to the CSAC policy platform as drafted.

Background. At the start of each two-year legislative session, CSAC undertakes a policy platform review process. To begin that process of updating the guiding policy document for the Association, the CSAC Administration of Justice Policy Committee reviews and if appropriate, makes suggested changes. We have attached a proposed draft of the Administration of Justice chapter of the CSAC Platform. The proposed changes were approved by the Administration of Justice Policy Committee on November 29, 2018.

Below is a high-level summary of the changes made to the chapter:

Chapter 2 – Administration of Justice

Section 2: Legislative and Executive Matters: General Principles for Local Corrections

- Addition of data collection language.
- Modification to bail language to help ensure maximum local flexibility.
- Change alcohol and drug treatment services to alcohol and substance use disorder treatment.

Section 4: Judicial Branch Matters

- Change alcohol and drug treatment services to alcohol and substance use disorder treatment.

Section 5: Family Violence

- Addition of a statement that family violence disproportionately impacts disadvantaged communities.

Attachment.

Draft Administration of Justice Platform Chapter

CSAC Staff Contacts.

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February 14, 2019

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TO: CSAC Board of Directors

FROM: Cara Martinson, CSAC Senior Legislative Representative, Agriculture, Environment, and Natural Resources & Federal Affairs Manager
Nick Cronenwett, CSAC Legislative Analyst, Agriculture, Environment, and Natural Resources

SUBJECT: **2019-20 Platform Chapters: Agriculture, Environment, and Natural Resources – ACTION ITEM**

Staff Recommendation. Staff recommends that the CSAC Board of Directors approve the recommended changes to the CSAC policy platform as drafted and approved by the CSAC Agriculture, Environment, and Natural Resources Policy Committee.

Background. The California County Platform is a statement of policies on issues of concern and interest to California’s counties. CSAC’s policy committees and Board of Directors review the platform regularly, amending and updating when necessary. Generally, CSAC policy committees adopt recommend updates to their relevant platform chapters every two years at the Annual Meeting. Committee recommendations are adopted through an action item and then sent to the Board to be adopted for final approval. The proposed changes in this memo were adopted by the Agriculture, Environment, and Natural Resources Committee which met on November 27th, 2018 at the Annual Meeting.

The AENR Committee has jurisdiction over the following pieces of the California County Platform:

- Chapter 3: AENR Policy Platform
 - Chapter 3 Attachment: Flood Protection Principles
 - Chapter 3 Attachment: State Water Policy Guideline
- Chapter 4: Energy
- Chapter 14: Climate Change
- Chapter 17: CEQA Reform Guidelines
- Cannabis Policy

The AENR Committee and staff have proposed the following changes to the California County Platform.

Chapter Three – Agriculture, Environment, and Natural Resources Platform

LA County proposed an additional Environmental Health sub-section in Section 12 on Emergency Management. The proposed language deals with enforcement and prevention of environmental incidents. The AENR Committee adopted this proposed text:

Environmental Health

Recent environmental hazard events across the State have demonstrated the need to bolster enforcement actions and local authority to prevent environmental incidents from occurring. Counties support policies to prevent and protect the public and the environment from hazardous incidents by

improving enforcement of hazardous waste laws and regulations, and strengthening oversight and regulations of facilities that treat, store, or dispose toxic substances and pose an endangerment to public health and safety. Additionally, Counties also support legislation that expedites the cleanup of environmental hazards, and increases resources for remediation activities, and increases community engagement.

In addition, formatting and organizational changes were made throughout to promote consistency across platform chapters; this includes incorporating the previously adopted medical marijuana policy into Chapter 3. Staff provided updates and clean ups to our policies in the following areas:

- State and County Fair Policy
- Support for resources to address tree mortality
- Financing of water management policy
- Emergency management policy

Chapter 3 Attachment – Flood Protection Principles and Policy Guidelines

No changes were made to this attachment.

Chapter 3 Attachment – State Water Policy Guideline

No changes were made to this attachment.

Chapter 4 – Energy

Formatting and organizational changes were made throughout to promote consistency across platform chapters.

Chapter 14 – Climate Change Policy Guidelines

No changes made to this guideline.

Chapter 17 – CEQA Reform Guidelines

Formatting and organizational changes were made throughout to promote consistency across platform chapters.

Cannabis Policy

Monterey County submitted the following comment regarding the policy’s statement in support of hemp: “There is not a consensus among all the counties on this point. It may be premature for CSAC to take this position on hemp. And since it is in the Cannabis policy, if they do, they should have a statement about the coexistence of hemp with Cannabis. These are not necessarily compatible crops.” CSAC AENR Committee adopted the following language:

The ability to grow industrial hemp as an agricultural product, *while respecting local control.*

Attachments.

1. Chapter 3: AENR Policy Platform
2. Chapter 3 Attachment: Flood Protection Principles
3. Chapter 3 Attachment: State Water Policy Guideline
4. Chapter 4: Energy
5. Chapter 14: Climate Change
6. Chapter 17: CEQA Reform Guidelines
7. Cannabis Policy

CSAC Staff Contacts.

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February 14, 2019

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To: CSAC Board of Directors
FROM: Geoff Neill, Legislative Representative, Government Finance and Administration
Tracy Sullivan, Senior Legislative Analyst, Government Finance and Administration

SUBJECT: 2019-20 Platform Chapters: Government Finance and Administration – ACTION ITEM

Staff Recommendation. Staff recommends that the CSAC Board of Directors approve the recommended changes to the CSAC policy platform as drafted and approved by the CSAC Government Finance and Administration (GFA) Policy Committee.

Background. At the start of each two-year legislative session, CSAC undertakes a policy platform review process. To begin that process of updating the guiding policy document for the Association, the GFA Policy Committee review and if appropriate, make suggested changes. We have attached proposed drafts of the GFA chapters of the CSAC Platform. The proposed changes were approved by the GFA Policy Committee on November 29, 2018. Below is a summary of the proposed changes.

Chapter 5 – Government Operations

Section 4: Library Services – Deleting an irrelevant cross-reference

Chapter 8 – Public Employment and Retirement

Minor rewording throughout the document to create consistency with other chapters

Section 2: Public Retirement – Incorporating language regarding CSAC’s opposition of divestment mandates (pursuant to action taken by the Board of Directors in May 2017)

Chapter 9 – Financing County Services

Minor formatting changes

Chapter 12 – State Mandate Legislation

Minor formatting changes

Chapter 13 – Economic Development Policy Committee

Minor formatting changes

Attachments. Marked up copies of the following platform chapters to illustrate the proposed changes:

- Chapter 5 – Government Operations
- Chapter 8 – Public Employment and Retirement
- Chapter 9 – Financing County Services
- Chapter 12 – State Mandate Legislation
- Chapter 13 – Economic Development Policy Committee

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TO: CSAC Board of Directors

FROM: Farrah McDaid Ting, CSAC Legislative Representative, Health and Behavioral Health
Justin Garrett, CSAC Legislative Representative, Human Services
Roshena Duree, CSAC Legislative Analyst, Health and Human Services

SUBJECT: 2019-20 Platform Chapters: Health, Human Services, and Realignment – ACTION ITEM

Staff Recommendation. Staff recommends that the CSAC Board of Directors approve the recommended changes to the CSAC policy platform as drafted and approved by the CSAC Health and Human Services Policy Committee.

Background. At the start of each two-year legislative session, CSAC undertakes a policy platform review process. To begin that process of updating the guiding policy document for the Association, the CSAC Health and Human Services Policy Committee reviews and if appropriate, makes suggested changes to the chapters. We have attached proposed drafts of the Health Services, Human Services, and Realignment chapters of the CSAC Platform. There are no proposed changes to the Realignment chapter, but that has been attached for reference. The proposed changes herein were approved by the Health and Human Services Policy Committee on November 27, 2018.

Below is a high-level summary of the changes made to each of the chapters and the comments received on the initial draft.

Chapter Six – Health Services

Edits were made throughout the chapter to remove language that was out-of-date and to streamline the platform. Further edits were made to reformat the chapter to make it more reader-friendly and concise. Additional substantive changes are noted below:

- The Public Health section was updated to reflect the expansive health department responsibilities in prevention efforts and health equity efforts.
- The Behavioral Health section was updated to encompass substance use disorder (SUD) in conjunction with mental health, and reorganized to include substance use disorder near the mental health section.
- The section on Proposition 63 was updated to include the words Mental Health Services Act (MHSA), which is how Proposition 63 is commonly known. There were two added points to demonstrate the need for clear state guidance for MHSA reversion and county support for MHSA funding transparency.
- A section was added for Public Guardians/Administration/Conservators to reflect the growing pressures and fiscal concerns regarding conservatorships throughout California.
- Language was changed in the Substance Use Disorder Prevention and Treatment section to reflect our members’ desire to use evidence-based services while acknowledging the potential fiscal challenges. Language was also added to reflect the need for SUD services for youth.

- Edits were made to the section on Emergency Medical Services to clarify county support for ensuring the continuity and integrity of the local emergency medical services system, including county authority on all aspects related to medical control.

Chapter 11 – Human Services

Edits were made throughout the chapter to remove language that was out-of-date and to streamline the platform. Further edits were made to reformat the chapter and to make it more reader-friendly and concise. Additional substantive changes are noted below:

- Out-of-date language on federal stimulus efforts was removed from the document.
- The Medi-Cal Eligibility paragraphs were shifted to their own section.
- Edits to the Child Welfare Services/Foster Care section enhance the Continuum of Care Reform (CCR) language and reflect recent reforms.
- The Employment and Self-Sufficiency Programs section was updated to include background information on employment and self-sufficiency programs, edits to reflect recent reforms, and language on county administrative costs for self-sufficiency programs.
- The enforcement and penalties language in the Child Support Enforcement Program section was updated to reflect the program’s shift from an enforcement focus.
- The In-Home Supportive Services (IHSS) language in the Aging and Dependent Adults section was updated to replace the outdated language on the prior Maintenance of Effort (MOE) and to reflect the 2017 IHSS MOE and need for additional resources to address the gap between IHSS costs and available revenues.
- The Adult Protective Services (APS) language in the Aging and Dependent Adults section was updated to include the need for program resources.

Attachments.

1. Draft Health Services Platform Chapter
2. Draft Human Services Platform Chapter
3. Realignment Platform Chapter

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TO: CSAC Board of Directors

FROM: Chris Lee, CSAC Legislative Representative, Housing, Land Use and Transportation
Marina Espinoza, CSAC Legislative Analyst, Housing, Land Use and Transportation

SUBJECT: 2019-20 Platform Chapters: Housing, Land Use and Transportation – ACTION ITEM

Staff Recommendation. Staff recommends that the CSAC Board of Directors approve the proposed changes to the CSAC policy platform as drafted.

Background. At the end of each two-year legislative session, CSAC undertakes a policy platform review process to capture recent changes in law and prepare for anticipated debates in the coming session. To begin the process of updating the CSAC Policy Platform, staff sent the proposed drafts of the chapters under the purview of the Housing, Land Use and Transportation Policy Committee to policy committee members, as well as legislative coordinators, planning directors, and public works directors on October 16, 2018 and requested feedback from counties by November 7, 2018. No suggested additions or edits were submitted by CSAC members. The Housing, Land Use and Transportation Policy Committee voted to recommend approval of the CSAC Policy Platform Chapters at their meeting on Wednesday, November 28.

The three chapters solely under the purview of the Housing, Land Use and Transportation Policy Committee are listed below, along with a brief description of any proposed changes:

Chapter Seven – Planning, Land Use and Housing

- Proposed addition to section 6 related to facilitating the development or funding of affordable homes by counties and cities through repeal of the outdated Article XXXIV of the California Constitution. This constitutional provision was added by an initiative sponsored by California Realtors, which they now disavow. The Article requires a vote by the people if a local government seeks to build or fund affordable housing (note that repeal of this section would not change voter approval requirements for taxes or borrowing). Repeal of this section would remove an administrative hurdle for counties that seek to fund the development of additional affordable homes in their jurisdictions, as several counties have done in recent years through local bond measures.
- Proposed addition to section 6 related to supporting the expansion of state and federal tax credits to better meet the statewide need for subsidized affordable housing units.

Chapter Ten – Transportation and Public Works

- No changes were proposed by staff when the draft platform document was shared on October 16. Following the failure of Proposition 6 on the November 6 General Election ballot, staff have recommended minor changes in section 4 related to the condition of local roads, the need to protect ongoing funding, and continued efforts by CSAC to promote the efficient use of transportation funding through administrative and environmental streamlining.

Chapter Fifteen – Tribal Intergovernmental Relations

- No changes were proposed by staff. Note that the chapter was substantially updated and revised via a working group process in advance of the 2015-16 legislative session.

Additional platform policies related to the interaction of land use and transportation policy with climate policy are considered under Chapter Fourteen, which is also under the purview of the Agriculture, Environment and Natural Resources Policy Committee. Staff sent the draft Chapter to the Housing, Land Use and Transportation Policy Committee on October 26 and requested feedback by November 9. No suggested additions or edits were submitted by CSAC members.

Chapter Fourteen – Climate Change

- No substantive policy changes were proposed by staff. Edits consist of minor formatting changes.

Attachments.

Chapter Seven – Planning, Land Use and Housing
Chapter Ten – Transportation and Public Works
Chapter Fourteen – Climate Change
Chapter Fifteen – Tribal Intergovernmental Relations

CSAC Staff Contacts.

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INSTITUTE FOR LOCAL GOVERNMENTSM

Promoting Good Government at the Local Level

Update on Activities

February 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 strong affiliation with the California State Association of Counties, the California Special Districts Association and the League of California Cities helps enhance collaboration and promote best practices among local agencies. ILG conducts research and 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, governments engaging youth 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](#).

ILG Welcomes New Executive Director

ILG is excited to announce that Erica Manuel joined ILG as its Executive Director on January 22nd.

Manuel has over 15 years of experience as a leader in the public and non-profit sectors, including her most recent role as manager of community, economic development and education at the Sacramento Municipal Utility District (SMUD), the 6th largest public utility in the nation. In that role, she directed all community development, education, and public engagement activities for the electric utility serving Sacramento County. During her tenure at SMUD, Manuel leveraged her extensive background in strategic planning, corporate communications, and change management to design innovative programs to address the organization's strategic priorities, including sustainability, resiliency, workforce development and diversity & inclusion.

Erica shared "I am humbled by the opportunity to lead the Institute for Local Government during this exciting time of change for the organization. I share the Institute's dedication to supporting local leaders in fostering sustainable, vibrant and healthy communities and look forward to this exciting opportunity."

Erica can be reached at emanuel@ca-ilg.org or 916-658-8259.

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BOARD OF DIRECTORS

Chair

Michele Beal Bagnieris

City Attorney/City Prosecutor
Pasadena

Vice Chair

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Former City Manager
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Stanley Caldwell

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Executive Director
League of California Cities

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Daniel T. Miller

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Lydia Romero

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Amy Shukhdian

Supervisor
Tulare County, 3rd District

CALIFORNIA STATE ASSOCIATION OF COUNTIES LIAISON

Vacant

CITY MANAGERS DEPARTMENT LIAISON

Pat Martel

Former City Manager
Daly City

LEAGUE OF CALIFORNIA CITIES BOARD LIAISON

Vacant

MUNICIPAL MANAGEMENT ASSOCIATION OF SOUTHERN CALIFORNIA LIAISON

Nicholas Gonzalez

Vice President

COUNTY ADMINISTRATIVE OFFICERS ASSOCIATION OF CALIFORNIA LIAISON

Patrick S. Blacklock

County Administrator
Yolo County

MUNICIPAL MANAGEMENT ASSOCIATION OF NORTHERN CALIFORNIA LIAISON

Erin Steffen

Past President

Annual Report

ILG recently released its 2018 Annual Report (attached). The report outlines how the organization connected more elected officials and staff last year through trainings, resources and outreach. A few highlights from 2018 include: collaborating with the League and the California State Association of Counties to finalize the Joint Homelessness Task Force Report, securing a \$1 million appropriation to provide technical assistance to local governments to help them address climate change, partnering with local governments to provide job skills training and mentoring to over 100 youth, and facilitating over 60 trainings for local officials and staff.

Million Dollar Technical Assistance to Support Climate Action

ILG has just signed a contract with the Strategic Growth Council which establishes a program to provide up-stream capacity-building technical assistance to disadvantaged communities which will help cities and counties take actions to address climate change. The funding for this program comes from a 2018-19 budget appropriation to the Strategic Growth Council, of which ILG's Beacon Program was eligible for up to \$1,000,000. Through regional collaboratives and local partnerships, ILG will assist limited-capacity cities and counties with initiatives to plan, develop and implement actions to address climate change in a manner that advances the health, economic prosperity, social equity and environmental quality of local communities. As a first step in this effort, ILG has educated local elected officials representing more than 75 agencies about technical assistance and funding opportunities available through SB1, SB2 and the Greenhouse Gas Reduction Funds that can assist cities and counties in addressing planning and infrastructure needs. Contact Karalee Browne at kbrowne@ca-ilg.org for more information.

Public Engagement Training Opportunity

ILG hosted a sold out TIERS Public Engagement Learning Lab on January 23-24 in West Sacramento. The counties of Sutter, Sacramento, Alameda and Sonoma participated in the training and learned robust strategies to plan, implement and evaluate authentic public engagement processes to further strategic goals.

The TIERS Learning Lab includes a two-day public engagement workshop focused on hands-on instruction and coaching for local government teams of 2-5 individuals. After the workshop, participants are invited to engage in an interactive, results-oriented six-month program led by ILG that provides teams with hands-on instructions, exclusive public engagement tools, and individualized support of a public engagement project of the participant's choosing, including follow up private consulting and peer-to-peer learning.

ILG Board Member and Yolo County CAO Patrick Blacklock spoke to 13 jurisdictional teams during the 2nd day of the TIERS Public Engagement Learning Lab. He described how Yolo County staff used the skills they learned during the spring 2018 TIERS training to create a countywide community engagement policy and toolkit. The policy, adopted by the County Supervisors on January 29th, provides all departmental staff with guidance and tools necessary to authentically engage a broad spectrum of their community. The ILG TIERS Public Engagement Framework is integrated throughout the policy. ILG staff are thrilled to see the

TIERS resources shift the way Yolo County is conducting community engagement. Patrick's presentation inspired the other county staff in attendance to consider implementing similar policies.

ILG has opened registration for an upcoming TIERS Public Engagement Learning Lab. The two- day workshop will take place April 25-26, 2019 in Danville. For more information, or to register, visit www.ca-ilg.org/TIERSLearningLab or contact Hanna Stelmakhovych, Program Coordinator, at 916-658-8221 or hstelmakhovych@ca-ilg.org. Registration ends April 5th.

Board of Directors

ILG's Board of Directors met in Sacramento on November 16th to discuss 2019 projects and initiatives.

In 2019, ILG's Board will meet on:

- Friday, March 15th (Sacramento)
- Friday, May 31st (Sacramento)
- Thursday and Friday, August 15-16th (TBD in Southern California)
- Friday, November 15th (Sacramento)

As 2018 comes to a close, we at the Institute for Local Government (ILG) are reflecting on the work done throughout this past year. We focused on our foundational ethics, governance and public engagement work, and expanded our efforts to assist local governments to increase their resiliency and disaster preparedness and to address homelessness and affordable housing issues in their community. We are excited about the projects on the horizon for ILG next year — where we will look to partner with local governments to connect them with cap and trade funds, support efforts to build affordable housing and help them prepare the next generation of local government leaders. The numbers below provide an overview of the work completed in 2018. We look forward to continuing to work with and be a resource for local governments across California!

KEY 2018 ACCOMPLISHMENTS

- 1** Secured a \$1 million budget appropriation to partner with the Strategic Growth Council to provide disadvantaged communities with technical assistance to help develop projects and take actions to address climate change.
- 2** Updated our resources related to ballot measures in anticipation of the 2018 election, to help local government officials and staff navigate what they can and cannot do regarding ballot measures and elections.
- 3** Partnered with cities, counties and special districts to provide job skills training, mentoring and information about local governments to over 100 youth through our Governments Engaging Youth initiative.
- 4** Partnered with the League of California Cities and California State Association of Counties to release the Joint Homelessness Task Force Report highlighting funding options, data collection, homelessness plans and case examples and best practices. ILG has provided 9 trainings and presentations on this topic.
- 5** Trained 117 people from 25 agencies through ILG's TIERS Public Engagement Learning Lab where ILG assisted cities, counties and special districts to work through public engagement cases on topics related to housing, infrastructure, public safety and revenue measures.
- 6** Worked with the Gateway Cities Council of Governments to prepare a regional Climate Action Planning Framework and Public Engagement Toolkit that local jurisdictions can use to develop a voluntary Climate Action Plan for reducing greenhouse gas emissions in their communities.
- 7** Collaborated with the American Lung Association to help disadvantaged San Joaquin Valley cities and counties capitalize on opportunities to advance community health, equity and prosperity including regional workshops and leadership dinners to encourage effective partnerships between state, regional and local leaders and CBOs.

WHO WE SERVE

58 Counties
1000+ special districts
482 cities



Local agency elected and appointed officials and staff

INFORMATION/COMMUNICATIONS

11,000 monthly hits on www.ca-ilg.org – an increase of **1,500** from 2017
2,950 downloads monthly – an increase of **350** from 2017
6,355 monthly newsletter recipients
1,374 Facebook likes
1,449 Twitter followers
2,955 LinkedIn connections



EDUCATION AND RESOURCES



29 new tip sheets, case stories and articles & **62** trainings, webinars and conference sessions reaching over **4,500** local officials and staff on topics including: ethics, harassment prevention, public and youth engagement, homelessness, healthy and sustainable communities and effective governance.



The Beacon Program

RECOGNITION OF LOCAL GOVERNMENT LEADERSHIP



142 cities and counties participating representing over **30%** of California's population



78 spotlight awards and **6** full Beacon awards recognizing voluntary efforts by local governments to reduce greenhouse gas emissions, save energy and adopt policies that promote sustainability.

ILG is the research and education affiliate of the League of California Cities, the California State Association of Counties and the California Special Districts Association. Our mission is to promote good government at the local level with practical, impartial and easy-to-use resources for California communities. ILG relies on the generosity of individuals, organizations, foundations and businesses in order to continue to provide valuable information and resources that help local governments better serve and engage their communities each year. Help us continue to do this work by making a tax-deductible donation today!



The easiest way to donate is online by visiting the "Support ILG" section of our website, or you can contact ILG at 916-658-8208 or Info@ca-ilg.org



February 14, 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

At the January 2019 CSAC Executive Committee Meeting, four appointments were made to the CSAC Finance Corporation Board of Directors. Supervisor Richard Forster, Amador County, was reappointed in the Rural County Supervisor seat that he was currently holding. David Twa, Contra Costa County Administrative Officer was appointed back onto the Board in the CAO seat vacated by Robert Bendorf of Yuba County. David had previously served on the CSAC Finance Corporation Board. The two public member seats, previously held by Mike Johnson and Les Brown, bring new faces to the CSAC Finance Corporation with the appointments of Vernon Billy and Elba Gonzalez.

Vernon Billy is the CEO and Executive Director of the California School Boards Association. He has been involved in the business, legislative and political process for nearly three decades. Having previously worked for CSBA in the early 1990s as a senior legislative advocate, and as the governmental affairs director for several of the largest school districts in California, he linked his knowledge of education policy with his business interest and operated several successful policy and advocacy firms.

Elba Gonzalez is the Executive Director of Children’s Health Initiative Napa County. Her current role requires an array of management skills, including fundraising, finance administration, supervision of staff productivity, program evaluation, and external relationship management. Her collaborative style of working has forged relationships between CHI and other community providers and government departments, advancing our mutual goal of making health coverage affordable and accessible to Napa County’s children, adults, and families. She is on the Board of California Coverage and Health Initiatives and recently appointed chair, a Commissioner with First 5 Napa’s Children and Family Commission. She also works with Bi-National Health Alliance and is on the board of the Napa Valley Community Foundation.

CSAC Finance Corporation Financial Position

The CSAC Finance Corporation will soon begin our annual budget process 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 an additional \$500,000 contribution was previously approved, bringing the total FY 18-19 budgeted contribution to \$4.6 million. The financial position of the CSAC Finance Corporation remains strong as the mid- year financial review

has revenue over budget for both CSCDA and CalTRUST, two of our largest programs. At the April meeting the CSAC Finance Corporation Board will adopt our FY 19-20 budget and also consider the current year financial position to determine if another additional FY 18-19 contribution to CSAC will be made.

California Cannabis Authority

The California Cannabis Authority (CCA) is a Joint Powers Authority established by the CSAC Finance Corporation for 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. Currently, there are seven counties that are governing members of the CCA and we anticipate other counties joining this year.

Corporate Associates Program

Premiere partner highlight: Aon Retiree Health Solutions (ARHS) consults with plan sponsors to find efficiencies in their retiree health care programs to deliver savings for both the plan sponsor and individual retirees. ARHS is also able to drive choice in plan options that helps retirees that may have varied health issues, without adding administrative complexity or burden. ARHS would like to offer a strategic discussion with interested counties about the County's retiree health care strategy and share some potential ideas for the future.

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), Laura Labanieh (laura@csacfc.org), or Jim Manker (jim@csacfc.org).



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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: Supporting our 2019 Legislative Priorities

With both new administration and ongoing issues of county concern, 2019 promises to be another challenging year for CSAC on the legislative front. But it will also be a year of opportunity. And the CSAC Communication Team plans to focus on supporting our advocacy efforts, especially on our key priorities: wildfires and other disasters, housing and homelessness, In-Home Support Services, behavioral health, the 2020 Census, bail reform, and local governance and land-use authority. The team is also ready to assist on any other issues that crop up during the year in Sacramento and Washington, D.C. that could have a significant impact on California Counties.

Working as Part of the Team

The CSAC legislative and communications units work hand-in-hand on a daily basis – via regular group meetings and one-on-one interaction. We are at the disposal of each legislative representative to strategize how best to utilize the communications tool box to enhance efforts at the Capitol.

Getting the Message Out

CSAC communications is utilizing a variety of tools to help craft and deliver messaging and information on CSAC legislative priorities or other issues that arise. These include:

- Working with the traditional media
- Utilizing social media platforms
- Increasing our usage of video
- Using CSAC website and electronic publications

We are also working closely with the legislative units to develop issue-specific strategies that complement legislative work.

Informing Our Membership

CSAC will continue to inform the membership on a regular basis through our weekly CSAC Bulletin, social media, email correspondence, regional meetings and major conferences. This includes regular updates on key legislation as well as the development of the 2019-20 budget.

CSAC communications is also assisting in the development and promotion of the Association’s upcoming Regional Meeting on housing and homelessness, scheduled for late March in Monterey County

A final element of our 2019 communications plan is to increase our work with county public information officers. In addition to holding workshops geared to PIOs at our Legislative Conference and Annual Meeting, we are exploring conducting PIO regional meetings that provide county communications experts a forum to discuss key issues, share experiences, and learn from each other.

What We Have Accomplished Thus Far

Media – CSAC continues to be an increasing “go-to” source for the media. During January, we received numerous media inquiries on current issues that impact California Counties, including the Governor’s budget proposal tying affordable housing to transportation funds, as well as cannabis and the PG&E bankruptcy.

Videos – In January, CSAC produced and released seven videos: a piece spotlighting 2019 CSAC President Virginia Bass; four “Power Minute” videos focusing on the Governor’s state budget proposal and CSAC budget priorities; and two Challenge Award videos featuring innovative programs in Shasta and Alameda Counties.

County Visits – During January, the CSAC Communications team visited Nevada and Yuba Counties to interview county supervisors and staff regarding their respective Challenge Award-winning programs. Videos and blogs on these programs will be release this winter.

Social Media – CSAC continues to use Twitter, Facebook, Instagram and YouTube as platforms to communicate with – and inform – our membership, the media and general public.



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TO: CSAC Board of Directors

FROM: Manuel Rivas, Jr. | California Counties Foundation CEO
Chastity Benson, California Counties Foundation Operations Manager
Amalia Mejia, CSAC-Results First Project Manager

SUBJECT: California Counties Foundation Update

The California Counties Foundation (Foundation) is the non-profit foundation of CSAC that houses the CSAC Institute, the partnership with the Pew-MacArthur Results First Initiative, and manages charitable contributions and grants to improve educational opportunities for county supervisors, county administrative officers, and senior staff. Over the past year, staff has been focused on streamlining the governance structure and financial operations of the Foundation. As a result, Board of Directors meetings are organized to engage Board members in active strategic discussions that give them a greater understanding of Foundation programs to make informed decisions on key matters. This work will continue in 2019 as staff identifies potential Foundation initiatives and activities.

Association Management System Integration – CSAC Institute staff have spent the last several months working to improve operational capacity. CSAC has invested in association management software to assist with the Institute’s operation efficiencies, program growth and continuous program improvement. The system provides an interface between county staff and the Institute through a robust and comprehensive website, registration system, and student records management. The new system launched in December 2018 and has been well received amongst county staff. We invite you to visit our new website at www.csacinstitute.org

New Revenue – We are pleased to announce that the Foundation has received an additional \$25k grant from PG&E to support member services. Staff will make recommendations to the Foundation Board on the use of the PG&E funds during their next Board meeting on April 25, 2019.

CSAC Institute for Excellence in County Governance

Future Department Heads Seminar – We are hosting the Moving to the Executive Chair seminar for new and aspiring county department heads March 6-8 in Napa County. We currently have 51 participants, from 25 different counties, registered for the seminar. On the afternoon of March 7 there will be a speed coaching segment. The speed coaching segment allows elected officials, county executives and seasoned department heads to share their experiences and life lessons learned with seminar participants. If you have any suggestions on potential coaches or if you would like to serve as a coach please contact Chastity Benson.

CSAC Institute County-Hosted Campuses: Currently, the Institute offer campuses in Sacramento, Shasta/Tehama, Santa Cruz, Tulare and Orange counties. Many of our MOUs with county-hosted campuses are coming to an end within the next two years. CSAC remains committed to having an Institute presence in central, southern, coastal and northern California counties. Staff met with the California Association of County Executives (CACE) membership to solicit interest to host Institute

satellite campuses in 2020, 2021 and 2022. County executives and administrators were asked to contact staff by February 28 to express their interest.

CSAC Results First Partnership

In 2015, the Foundation established the CSAC-Results First partnership with the Pew Charitable Trusts to engage county leaders in evidence-based practices. The project currently has a presence in eight counties and plans to expand to two additional counties this year. The CSAC Technical Assistance Hub (Hub) provides different levels of engagement to counties, including the CSAC-Results First Partnership, recidivism analysis assistance, and trainings on evidence-based practices.

The Hub serves as a clearinghouse database help desk that assists counties to answer programmatic questions regarding interventions in their juvenile justice, criminal justice and mental health policies. In addition, it helps counties populate a county specific benefit-cost model that helps them produce a return of investment for their programs, establish a recidivism baseline and computes a cost per conviction of the county. A recidivism analytics tool was developed to help counties with limited resources conduct recidivism analysis. Through a peer-network approach, the current partnered counties are working with their counterparts on a contracting focused group to troubleshoot performance-based contracting in their adult criminal justice framework. The Hub supports counties apply their findings and framework to increase evidence in the decision making process.

Recently, the Hub hired Diana Medina to assist with the expansion. Diana brings a decade of experience in project management and strategic planning.

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.

Date: _____

Signature



County Counselors' Association of California

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EXECUTIVE DIRECTOR
Jennifer B. Henning

MEMORANDUM

To: Supervisor Virginia Bass, President, and
Members of the CSAC Board of Directors

From: Jennifer Bacon Henning, Litigation Coordinator

Date: February 14, 2019

Re: Litigation Coordination Program Update

This memorandum will provide you with information on the Litigation Coordination Program's new case activities since September 2018. Briefs filed on CSAC's behalf are available at: <http://www.counties.org/csac-litigation-coordination-program>.

The following jurisdictions are receiving amicus support in the new cases described in this report:

COUNTIES	CITIES	OTHER AGENCIES
El Dorado Los Angeles (3 Cases) Orange Orange County D.A. Plumas San Diego San Mateo Siskiyou Sonoma Stanislaus	Dunsmuir Hayward Los Angeles Newport Beach Oakland	Citizens of Humanity LA County Sanitation District State of California

Abarca v. Citizens of Humanity

Pending in the Second Appellate District (June 16, 2018)(B283154)

Status: Fully Briefed; Case Pending

In response to a termination notice for deficient performance, plaintiff reported a work-related injury, filed for workers' compensation benefits, and obtained disability benefits based on a doctor's report that he was totally disabled. As his disability benefits were about to expire, he sued defendant (his former employer) for wrongful termination and disability discrimination, arguing that he was never disabled and could have worked all along. A jury found that defendant engaged in a good-faith interactive accommodation process and provided reasonable accommodation, but also found that both poor job performance and plaintiff's physical condition were substantial motivating factors in plaintiff's termination. Because the jury determined that defendant's belief that plaintiff

was disabled was at least a partial consideration in his termination, the jury awarded both compensatory and punitive damages against the employer for over \$600k. Defendant employer has appealed and has asked for amicus support. CSAC has filed an amicus brief. The case is pending.

Abbott Laboratories v. Superior Court

24 Cal.App.5th 1 (4th Dist. Div. 1 May 31, 2018)(D072577), *petition for review granted* (Aug. 22, 2018)(S249895)

Status: Amicus brief Due Mar. 6, 2019

The Fourth Appellate District held that when a District Attorney brings an action under the California Unfair Competition Law (UCL), the DA can only seek and recover restitution and civil penalty relief for violations occurring within the DA's own county. The DA does not have standing to seek and recover such remedies statewide. In the case, the Orange County District Attorney filed an action against several pharmaceutical companies under the UCL alleging that they engaged in schemes to keep generic drugs off the market. The trial court denied defendants' efforts to strike portions of the complaint seeking restitution and penalties for activities occurring outside of Orange County. But the Court of Appeal disagreed with the trial court, finding instead that allowing the DA to pursue statewide remedies would "permit the District Attorney to usurp the Attorney General's statewide authority and impermissibly bind his sister district attorneys, precluding them from pursuing their own relief." The court concluded that "in the absence of written consent by the Attorney General and the other county district attorneys, the District Attorney must confine such monetary recovery to violations occurring within the county he serves." The OC DA sought California Supreme Court review, which CSAC supported, and the Court has agreed to hear the case. CSAC will also file a brief on the merits in support of the OC DA.

Burley v. County of Los Angeles

25 Cal.App.5th 115 (2d Dist. July 10, 2018)(B264946), *petition for review granted* (Oct. 10, 2018)(S250734)

Status: Amicus Brief Due Mar. 29, 2019

Burley died after struggling with several Los Angeles County sheriff deputies during his arrest. In a wrongful death suit filed by Burley's survivors, a jury awarded plaintiffs \$8 million in noneconomic damages. The County and one of its sheriff deputies were responsible for the entire \$8 million, even though the deputy was found to be only 20% at fault for Burley's death. The Court of Appeal reversed, finding that Civil Code section 1431.2 (Prop. 51) mandates allocation of noneconomic damages in proportion to each defendant's comparative fault, and as such, the deputy could only be responsible for 20% of the \$8 million damages award. The California Supreme Court has granted review, and CSAC will file a brief in support.

Canyon Crest Conservancy v. County of Los Angeles

Pending in the Second Appellate District (filed May 31, 2018)(B290379)

Status: Amicus Brief Due Apr. 30, 2019

Los Angeles County approved a small single family home on a vacant lot using a negative declaration. Opposing neighbors brought this action alleging that a full EIR was required to evaluate the impact on some existing trees on the property. The trial court granted an administrative stay to ensure the trees were preserved during the litigation, and thereafter the homebuilder decided the litigation would be too costly and abandoned the project. Petitioner then sought attorneys' fees under, which the trial court denied. The question on appeal is whether a stay and a subsequent decision to vacate a project makes a petitioner a "successful party" for purposes of attorneys' fees. CSAC will file a brief in support of the County.

County of El Dorado v. Superior Court (Austin)

Writ Petition Pending in the Third Appellate District (filed Nov. 30, 2018)(C088409)

Status: Order to Show Cause Issued; Writ Petition Pending

Property owners filed this case against El Dorado County seeking a \$30 million refund of various county mitigation fee accounts on the grounds that the County has not made the required Mitigation Fee Act (MFA) five-year findings since 2006 in violation of Gov. Code §66001(d). The County sought to have the case dismissed, arguing: (1) plaintiff failed to file the action within the applicable one-year statute of limitations period; and (2) plaintiff failed to show that the County's delay in adopting the findings were prejudicial or resulted injury. The trial court refused to dismiss the case. It first found that the "continuing accrual doctrine" applied to the plaintiff's allegations, so that even if a one-year statute of limitations applied, the violation of the MFA continues to accrue every day that the County failed to adopt the required findings. The court also found that the statute requiring prejudice or actual injury does not apply to claims for mitigation fee account refunds. CSAC filed a letter supporting El Dorado County's writ petition, and the Third District issued an order to show cause. The matter is being briefed and is pending.

County of San Mateo v. Chevron Corp.

Pending in the Ninth Circuit Court of Appeals (filed Aug. 10, 2018)(18-15499)

Status: Amicus Brief Filed Jan. 29, 2019; Case Pending

San Mateo County, along with several other cities and counties, filed a state court nuisance, negligence and strict liability action against oil and gas companies alleging that defendants knew, and went to great lengths to hide, that their methods of fuel extraction, promotion and consumption would lead to environmental harms, including the climate change that will result in a sea level rise and cause significant damages to plaintiff jurisdictions. Defendants attempted to remove the action to federal court on the basis of federal common law and federal preemption. The federal district court granted the county's motion to remand the case back to the state court. The district court acknowledged that "these state law claims raise national and perhaps global questions," but found that the claims do not fit "within one of a small handful of small boxes" that justify removal to federal court. Defendant oil companies have appealed to the Ninth Circuit, and CSAC has filed an amicus brief in support of the public agency plaintiffs.

County of Siskiyou v. Superior Court (Environmental Law Foundation)

26 Cal.App.5th 844 (3d Dist. Aug. 28, 2018)(C083239), *petition for review denied* (Nov. 29, 2018)(S251849)

Status: Case Closed

The Environmental Law Foundation and a group of fishing interests sued the SWRCB and Siskiyou County alleging a pattern and practice of failing to manage groundwater interconnected with the Scott River in a manner consistent with the public trust doctrine. After an initial ruling and appeal over proper venue, the trial court held that the public trust doctrine protects navigable water ways from harm caused by groundwater extraction, and the county is required to consider the public trust in regulating ground water and issuing well permits. Noting that its opinion is narrow because there are no specific actions or permits before the court for review, the Third Appellate District affirmed. The court first concluded that the public trust doctrine applies to the extraction of groundwater if that extraction would adversely impact a navigable waterway. The court emphasized that it did not find that groundwater itself is a public trust resource, but rather that if groundwater is used in a way that impacts a public trust resource (i.e., a navigable water), then the agency's public trust obligations apply. The court then found that SGMA does not relieve agencies of their public trust duties because it is not a comprehensive appropriative water rights system. And even if it were, the court found that a regulatory scheme can live in harmony with the common law doctrine. CSAC supported Siskiyou County's Petition for Review, but the Petition was denied.

Coston v. Stanislaus County

Unpublished Opinion of the Fifth Appellate District, 2018 Cal.App.Unpub.LEXIS 5791 (5th Dist. Aug. 24, 2018)(F073634, F074209), *petition for review granted* (Nov. 14, 2018)(S251709)

Status: Amicus Brief Due Apr. 4, 2019

Stanislaus County has a well permitting ordinance, enacted in 1973, that adopted the State Department of Water Resources standards for the construction, repair, reconstruction or abandonment of wells. Following the State's adoption of the Sustainable Groundwater Management Act, the county adopted a groundwater ordinance that requires non-exempt applicants for well-construction permits to demonstrate that proposed wells will not cause or substantially contribute to the unsustainable extraction of groundwater. Plaintiff filed this action alleging that the issuance of permits for wells under the ordinances is discretionary and therefore requires CEQA review. The Court of Appeal agreed, though a different appellate court reached the opposite conclusion in a case out of San Luis Obispo County. The Supreme Court granted review to both cases, but has asked for briefing in this case and is holding the San Luis Obispo case. CSAC will file a brief in support of Stanislaus County.

Gordon v. County of Orange

888 F.3d 1118 (9th Cir. Apr. 30, 2018)(16-56005), *petition for rehearing en banc denied* (June 14, 2018), *petition for cert. denied* (Jan. 8, 2019)(18-337)

Status: Case Closed

In 2016, the Ninth Circuit found that the "objective indifference" standard applies to Fourteenth Amendment failure to protect claims brought by pretrial detainees. In the present case, the court has extended that standard to inadequate medical care claims. In the case, plaintiff died while detained at the Orange County Jail from complications associated with heroine withdrawal. This action followed alleging failure to provide adequate medical care under the due process clause of the Fourteenth Amendment. The trial court ruled in favor of the county, finding that plaintiff lacked evidence showing defendants acted with "deliberate indifference" to plaintiff's health and safety. But the Ninth Circuit reversed, holding that a claimant "must only show that the force purposely or knowingly used [. . .] was objectively unreasonable" rather than a standard of subjective indifference. CSAC supported Orange County's effort at U.S. Supreme Court review, but review was denied.

High Sierra Rural Alliance v. County of Plumas

29 Cal.App.5th 102 (3d Dist. Oct. 19, 2018)(C082315), *request for publication granted* (Nov. 15, 2018)

Status: Case Closed

Plaintiff challenged Plumas County's general plan on two main grounds: (1) that it did not properly address impacts of the theoretical buildout that could occur under the plan; and (2) that it violated the California Timberland Productivity Act. On the buildout issue, the county relied on state population projections that show the county will either have zero or negative growth in the coming decades. The general plan, therefore, considered the county's reasonably foreseeable growth when analyzing impacts, and not the theoretical buildout that could occur if every parcel on which residential development is designated actually occurred. In an unpublished opinion, the Court of Appeal upheld the county's analysis, finding that it was proper for the county to consider reasonably foreseeable growth based on declining population projections, and that there is not substantial evidence showing that development would occur in the manner in which plaintiff fears. The court also found no violation of the Timberland Productivity Act, concluding that the County is not required to engage in discretionary review under CEQA for proposed structures that are compatible with timberland production zoned parcels as defined by the Act. CSAC's publication request was granted.

Kaanaana v. Barrett Business Services

29 Cal.App.5th 778 (2d Dist. Nov. 30, 2018)(B276420), *petition for review pending* (filed Jan. 9, 2019)(S253458)

Status: Petition for Review Pending

The Second District has found, in a 2-1 opinion, that contract workers who sorted recyclables at a county sanitation district facility were engaged in “public works” that would require the contractor to pay the workers according to the prevailing wage laws in the Labor Code. Under previous case and administrative law analysis, the types of work subject to prevailing wage requirements generally involved the construction or maintenance of public works infrastructure projects, but not the operation of existing facilities. CSAC has requested depublication and has filed a letter support the pending Petition for Review. Both requests are pending.

Mateos-Sandoval v. County of Sonoma

--- F.3d ---, 2018 U.S.App.LEXIS 36147 (9th Cir. Dec. 21, 2018)(16-16122), *petition for rehearing pending* (filed Jan. 28, 2019)

Status: Brief Due on Feb. 4, 2019

This case challenges Vehicle Code section 14602.6, which provides for a 30-day vehicle impoundment when a driver is arrested for driving without a license. The Ninth Circuit Court of Appeals found in favor of plaintiffs in this case, concluding: (1) a local interpretation of state law was a separate policy sufficient to support county liability, even though the county was only enforcing State law; (2) even though an initial seizure does not violate the Fourth Amendment, the 30 day hold does violate the Fourth Amendment; and (3) the Legislature’s rationale for the 30 day hold – deterring driving without a license – is not “reasonable” for purposes of the Fourth Amendment. CSAC will file a brief in support of the petition.

National Lawyers Guild v. City of Hayward

27 Cal.App.5th 937 (1st Dist. Sept. 28, 2018)(A149328), *petition for rehearing denied* (Oct. 26, 2018), *petition for review granted* (Dec. 19, 2018)(S252445)

Status: Amicus Brief Due May 8, 2019

Plaintiff sought declaratory relief after the City of Hayward charged them for the costs to redact information from police body-cam videos to meet the plaintiff’s PRA request. The invoice included charges for City employee’s time in researching, choosing, and using software to produce the videos. The trial court found sections 6253(b) and 6253.9(a)(2) of the PRA did not allow the City to charge a requester for costs incurred in making a redacted version of an existing public record. On appeal, the First District reversed, stating the legislative and policy history of these sections showed law makers were aware the cost of producing a partially redacted video could far exceed the costs of a partially redacted paper document. Specifically, section 6253.9(b) had been expanded to include circumstances where a local agency would need to acquire and utilize software to extract exempt data from an otherwise disclosable electronic public record.

The California Supreme Court has granted review to the following issue: Does the California Public Records Act permit a public agency to shift the cost of redacting exempt information from electronic records to the party making the request for the records although the cost of redaction cannot be required for paper records? CSAC will file a brief in support of the city.

Oakland Bulk and Oversized Terminal v. City of Oakland

Pending in the Ninth Circuit Court of Appeals (filed June 14, 2018)(18-16105, 18-16141)

Status: Amicus Brief Filed Dec. 17, 2018; Case Pending

The litigation challenges a City of Oakland ordinance banning bulk handling or shipping of coal within city confines, based on public health and safety concerns. Pursuant to a development agreement with plaintiff, the city found, based on substantial evidence at a public hearing, that the ordinance must be enforced against plaintiff. The trial court reviewed evidence, including evidence that was not presented by plaintiff to the City Council at the public hearing, and concluded that the city did not meet the substantial evidence standard, and was therefore in breach of the development agreement. The city has appealed, and CSAC has filed a brief in support.

Ruiz v. County of San Diego

Pending in the Fourth Appellate District, Division One (filed Aug. 27, 2018)(D074654)

Status: Amicus Due May 28, 2019

Plaintiffs own property that was damaged when a storm drain pipe located on the property ruptured. The pipe receives surface water runoff from areas uphill of the Property and conveys that runoff to areas downhill from the Property. Storm water that drains into the pipe when it rains includes water draining from County streets within the drainage area tributary to the pipe. But the pipe was constructed by the developer of the property, and the County specifically rejected a storm drain easement for the pipe from the developer. It is undisputed that the county does not own, has never maintained, and did not participate in the construction or improvements to the pipe. Nevertheless, the trial court held the county liable inverse condemnation and ordered the county to pay for repairs to the pipe as well as damage to personal property. The court found: (1) the county implicitly accepted a drainage easement over the property, even though it expressly rejected it; (2) the county's interest and control of an integrated drainage system made the county liable based on unreasonable water diversions; and (3) the damages suffered by plaintiff were proximately caused by the county's water diversion. The county has appealed, and CSAC will file a brief in support.

Stothenmillenniumhollywood.com v. City of Los Angeles

Pending in the Second Appellate District (filed May 4, 2017)(B282319)

Status: Amicus Brief Filed Dec. 13, 2018; Case Pending

In 2015, the Los Angeles County Superior Court issued a ruling in a CEQA challenge to a mixed use development. As relevant to this amicus request, the trial court found that the traffic assessment in the city's EIR for the project was inadequate because the city was required to follow the Caltrans preferred traffic study methodology. Caltrans had submitted comment letters on the draft EIR raising concerns about the traffic methodology and the ways it might underestimate traffic impacts on nearby state highways. The city responded to the comments by noting that the EIR used the standard methodology for analyzing traffic impacts in the county, and that a supplemental traffic study using the SCAG traffic methodology confirmed a less than significant traffic impact. But the trial court concluded that even though the city was the lead agency, Caltrans was a responsible agency for the project, and therefore "the city was not entitled to disagree with Caltrans, perform a study more limited than sought by Caltrans, and then rely on substantial evidence of what it did. Rather, the city was obligated to provide the information and analysis which Caltrans specified as a responsible agency should be performed." CSAC has filed a brief in support of the city. The case is fully briefed and pending.

Texas v. United States (State of California)

Order of the District Court for the Northern District of Texas (Dec. 14, 2018)(Case No. 4:18-cv-00167)

Status: Amicus Brief Due Mar. 15, 2019

On December 14, a federal district court in Texas granted partial summary judgment and declaratory relief to the State of Texas and 18 other states. The plaintiff states brought this action to challenge the Affordable Care Act ("ACA"), alleging that following the passage of the Tax Cuts and Jobs Act of 2017, the ACA is no longer constitutional. Specifically, the complaint alleged that the US Supreme Court previously upheld the ACA as a proper exercise of Congressional taxing authority based on the "tax" imposed as a penalty for violating the Individual Mandate provision of the ACA. The Tax Cuts and Jobs Act eliminated that tax. Thus plaintiffs alleged that the entire ACA is unconstitutional since Congress eliminated the basis on which it was authorized to adopt the ACA. The district court agreed, holding that "both the plain text and Supreme Court precedent dictate that the Individual Mandate is unconstitutional" since the ACA, as amended by the 2017 tax cut, is not permissible under either Congress's Tax Power or the Interstate Commerce Clause. Given that the Individual Mandate is unconstitutional, the court went on to evaluate whether the Individual Mandate could be severed from the rest of the ACA. The court determined that in enacting the ACA, and in enacting the Tax Cuts and Jobs Act, Congress "manifested the same intent: The Individual Mandate is inseverable from the entire

ACA.” The State of California, along with 15 other states and the District of Columbia, intervened to defend the ACA, and have appealed the district court ruling. CSAC will file an amicus brief based on adopted CSAC policy that opposes efforts to “reverse expansions to the Medi-Cal program, which will shift the responsibility of providing these individuals with healthcare from the Medi-Cal program to counties, which are required to provide services to the medically indigent.”

Time Warner Cable v. County of Los Angeles

Previously published at: 25 Cal.App.5th 457 (2d Dist. July 19, 2018)(B270062), *request for depublication granted* (Nov. 14, 2018)(S251200)

Status: Case Closed

This case raises the question of whether LA County can value for tax purposes all three revenue streams (television, broadband, and telephone services) of Time Warner’s possessory interest in public right of ways that arise out of franchise agreements with franchising authorities. The trial court held that the county could only assess the television services because federal law sets the maximum franchise fee a local franchising authority can collect at 5% of revenue from “cable services,” which under federal law includes only television. But the Second District reversed, determining that the county can assess all three: “The subject possessory interests generate a considerable amount of revenue for Time Warner beyond what they receive from providing television services, and we find no legal restriction on the County assessing property taxes on this added value. Accordingly, we conclude that the added value that Time Warner enjoys by using the possessory interests to provide telephone and broadband services is not beyond the reach of property tax assessment.” A number of depublication requests were filed, which CSAC and LA County opposed, but the requests were granted.

Vos v. City of Newport Beach

892 F.3d 1094 (9th Cir. June 11, 2018)(16-56791), *petition for rehearing en banc denied* (Aug. 28, 2018), *petition for cert. pending* (filed Nov. 20, 2018)(18-672)

Status: Amicus Brief Filed Dec. 23, 2018; Cert. Petition Pending

Newport Beach City Police responded to a call that Vos was behaving erratically with a pair of scissors at a 7-Eleven. While he was alone inside of the store, the eight officers at the scene discussed non- and low-lethal options for resolving the situation, but then Vos charged the doorway with the scissors over his head. One officer fired non-lethal rounds, and two officers fired lethal gun shots, causing his death. Vos’s parents brought suit against the City and three officers alleging excessive force in violation of the Fourth Amendment and the ADA based on Vos’s schizophrenia. The trial court granted summary judgment on all claims in favor of the City. The Ninth Circuit ruled against the City on the Fourth Amendment claim, concluding that the trial court neglected to consider whether there was a diminished interest in using deadly force due to suspect’s mental illness and whether proper warnings were given. Additionally, in an issue on which there are conflicting opinions in this State, the Ninth Circuit found that the ADA requires a consideration of whether the officers could have provided further accommodation of Vos’s disability, including de-escalation, communication, or specialized help. The court acknowledged that the officers did nothing to provoke Vos’s behavior, but found that an officer’s duty to accommodate is not limited to situations in which the officer provokes the individual’s behavior. The city is seeking U.S. Supreme Court review, and CSAC has filed a brief in support.

Wilde v. City of Dunsmuir

29 Cal.App.5th 158 (3d. Dist. Nov. 15, 2018)(C082664), *petition for rehearing denied* (Dec. 5, 2018), *petition for review granted* (Jan. 30, 2019)(S252915)

Status: Petition for Review Granted; Case Pending

The City of Dunsmuir adopted a water rate increase to upgrade the city’s 105-year old water system. The rate increase was adopted with the required Prop. 218 studies, and was not challenged by a majority protest. Plaintiff subsequently collected sufficient signatures to qualify a referendum on the rate increases. The city refused to place the referendum on the ballot on the grounds that rate

increases are not subject to referendum. The appellate court ruled against the city. The court found that because the new rates were the result of new policies adopted by the city, they were legislative in nature and thus subject to referendum. The court also concluded that the referendum impacted new and additional spending rather than the expenditure of previously budgeted funds, and as such the referendum did not undermine the city's ability to provide essential government services. CSAC supported the city's Petition for Review, which was granted. The case is now pending at the Supreme Court.

Winter-Spring 2019 Course Guide



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

Exceptional professional development for county elected officials, executives and managers

Schedule at a Glance

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

NEW FOR THIS SEMESTER

Identify opportunities to reimagine processes and reduce resource use **Reengineering County Business Practices** 355

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

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

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

TAKE THIS CLASS WITH LEADERSHIP AND CHANGE ON JANUARY 24

Integrate technology into the governance and operation of the county **Technology for Nontechnology Executives and Officials: Bridge the Gap** 358



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

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

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

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

Nature and dimensions of leadership in effective organizations

Art & Practice of Organizational Leadership 120



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

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

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

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

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

Overview of county budgeting and financial management

County Budgeting and Financial Planning 116

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

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

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

Understand and interpret county financial reports

County Financial Reporting and Budgeting for Nonfinancial Professionals 369

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



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

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

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

Make strategic planning mean something

Crafting and Implementing Effective Strategic Plans 123

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

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

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

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

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

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



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

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

Join over 510 others and earn your Institute Credential

2 ♦ To register for classes please visit www.csacinstitute.org



EMERGING ISSUES

Exploring trends in policy issues

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



A complete county count really matters

Making it Count in the 2020 Census 406

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

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

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

The context of county-state revenue relationships

Financing California Counties: The History 151

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

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

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

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

Personal Literacy: The human side of our professional life

How to be Human at Work 324

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

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

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

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

Juggling a workforce with teens to seniors – leadership for everyone

Intergenerational Leadership 129

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

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

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

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

Gather the right information to design the best solution

IT Business Analysis 340

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

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

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

How to figure out where you are going

IT Define an IT Strategy and Roadmap 339

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

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

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

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

Bridge the gap between IT services and IT customers

IT Manage IT Stakeholder Relations 337

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

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

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

Why change efforts fail - and how to remove those barriers

Leadership & Change: Practices to Move People and Organizations 124

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

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

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

Harnessing the power of purpose

Leadership by Values: Strategies for Success in Public Service 122



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

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

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

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

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

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

Enhance interpersonal leadership skills

Leading with Emotional Intelligence 128



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

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

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

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

SPECIAL TWO-DAY INTENSIVE WORKSHOP

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

Emotional Intelligence – A Leadership Master Class 180

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

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

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

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

Local Governance in California 150

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

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

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

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

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

Facilitate conflict constructively

Manage Conflict (Even Hostility) in Comfort 360

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

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

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

Create and communicate your county brand

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

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

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

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

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

Hands-on workshop in media relations

Making an Impression: Effective Media Practices 352

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



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

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

Achieve outcomes in everyone's best interest

Negotiations and Collaboration in Complex Environments 356

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

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

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

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

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

TAKE NEGOTIATION SKILLS TO NEXT LEVEL WITH ADVANCED CLASS

Negotiation practices in difficult situations and with difficult people

Advanced Practices in Negotiations 384

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

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

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

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

Make your case in writing

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

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

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

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

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

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

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



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

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

Improve customer and employee satisfaction ... and reduce costs

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



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

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

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

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

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

SPECIAL TWO-DAY INTENSIVE WORKSHOP

Context, structure and funding of realignment in California

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

NOW IN ORANGE COUNTY This two-day course examines the history and rationale for establishing it in 1991, why programs were included, what was learned, and the expansion to realignment in 2011 – all updated with program and funding changes through 2019. Participants first examine the establishment and programs of the 1991 realignment. Discussion details health and human services and mental health programs. Participants explore individual programs, how they work, funding and current status. The course examines the 2011 realignment – including AB 109 – with an emphasis on public safety programs. Details on the realigned programs, changes to 1991 realignment services, implementation, funding and how counties are implementing the 2011 realignment are all discussed. The second day features a detailed examination of fiscal issues: structure and allocation of local funds; flow of funds in human services, public safety, health, behavioral health, and other programs; forecasting and tracking realignment, VLF and Prop 172 funds; fund growth; and other fiscal issues.

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

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

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

State Budget 101: What Counties Need to Know 396

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

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

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

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

Storytelling is one of life's most powerful skills

Storytelling and Other Leadership Practices in the Art of Persuasion 378

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

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

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

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

Build collaborative relationships with county contractors and CBOs

Subrecipient Monitoring 397

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

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

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

Build organizational capacity from within the county

Talent Development and Succession Planning 380

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

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

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

New ways to think and work through enduring problems

Thinking Strategically in Trying Times 363

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

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

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

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

Prepare for organizational scandals and crises

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

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

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

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

COURSE SCHEDULE INDEX

Institute Courses by Topic

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



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

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

www.csacinstitute.org 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). Nearly 6,000 county staff and elected officials have taken courses. The Institute is supported by the California Counties Foundation (a 501(c)(3) charity), CSAC, grants from organizations and foundations, and course registration fees.

Course Locations

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

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

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

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

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

Course Registration and Fees

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

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

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

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

Contact Us

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916/327-7500 or info@csacinstitute.org

2019
CSAC Calendar of Events | Board of Directors

JANUARY

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

FEBRUARY

- 14 **CSAC Board of Directors Meeting | Sacramento**
10:00 AM – 2:00 PM | Capitol Event Center – 1020 11th Street, Sacramento
- 18 President's Day
- 20 Rural County Representatives of California (RCRC) Executive Committee Meeting | Sacramento

MARCH

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

APRIL

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

MAY

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

JUNE

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

JULY

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

AUGUST

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

SEPTEMBER

- 2 Labor Day
- 5 **CSAC Board of Directors Meeting | Sacramento**
10:00 AM – 2:00 PM | Capitol Event Center – 1020 11th Street, Sacramento
- 25 Rural County Representatives of California (RCRC) Board of Directors Meeting | Sacramento
- TBD **Regional Meeting | TBD**

OCTOBER

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

NOVEMBER

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

DECEMBER

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

as of 12/12/18