

# CSAC BOARD OF DIRECTORS

## BRIEFING MATERIALS

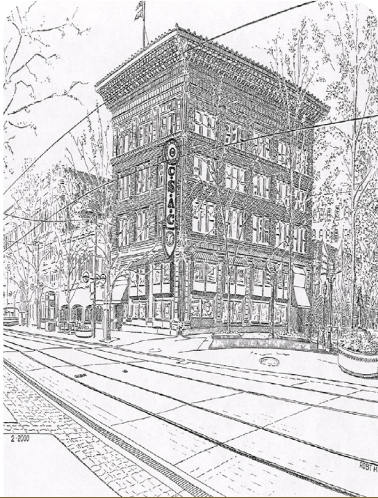
Thursday, November 30, 2017

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



**Meeting Location:**

Sacramento Convention Center, Rooms 311-313  
1400 J Street, Sacramento, CA 95814  
(800) 867-2581 code: 7500508#



California State  
Association of Counties



CALIFORNIA STATE ASSOCIATION OF COUNTIES  
BOARD OF DIRECTORS  
Thursday, November 30, 2017, 2:00pm – 4:00pm  
Sacramento Convention Center, Rooms 311 - 313  
Conference Line (800) 867-2581 code: 7500508#

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A G E N D A

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Presiding: Keith Carson, President

**2:00pm**

**PROCEDURAL ITEMS**

1. Pledge of Allegiance
2. Roll Call Page 1
3. Approval of Minutes of September 7, 2017 Page 3

**SPECIAL PRESENTATION**

4. "Serving the Underserved" Page 7
  - *Commissioner Roy Charles Brooks, NACo President*

**ACTION ITEMS**

5. Election of 2018 Executive Committee handout
  - *Matt Cate, CSAC Executive Director*
6. CSAC Policy Committee Reports Page 9

Administration of Justice

  - *Supervisor Federal Glover, Chair*
  - *Darby Kernan, CSAC staff*

Agriculture, Environment and Natural Resources Page 10

  - *Supervisor Bruce Gibson, Chair*
  - *Cara Martinson, CSAC staff*

Government Finance and Administration Page 11

  - *Supervisor Erin Hannigan, Chair*
  - *Dorothy Johnson, CSAC staff*

Health and Human Services Page 12

  - *Supervisor Ken Yeager, Chair*
  - *Farrah McDaid-Ting & Justin Garrett, CSAC staff*

Housing, Land Use and Transportation Page 13

  - *Supervisor David Rabbitt, Chair*
  - *Kiana Valentine, CSAC staff*
7. CSAC Executive Director's Report and Resolution Authorizing Conduct of CSAC Business Page 14
  - *Matt Cate, CSAC Executive Director*

## **INFORMATION ITEMS**

8. CSAC Finance Corporation Report Page 15
- *Supervisor Leonard Moty, Finance Corp. President*
  - *Alan Fernandes, Finance Corp. Executive Vice President*
  - *Patrick Turner, California Forensic Medical Group*
9. Operations and Member Services Report Page 25
- *Graham Knaus, CSAC staff*
10. Information Items Without Presentation Page 30
- Institute for Local Government (ILG) Report
  - CSAC Institute for Excellence in County Government Class Schedule
  - CSAC Financial Statement
  - 2018 Calendar of Events
  - CSAC Litigation Coordination Program Report (handout)
11. Other Items

**4:00pm      ADJOURN**

Note: The next CSAC Board of Directors meeting is February 15, 2018 in Sacramento

# CALIFORNIA STATE ASSOCIATION OF COUNTIES

## Board of Directors

2018

<u>Section</u>	<u>County</u>	<u>Director</u>
U	Alameda County	Scott Haggerty *
R	Alpine County	Terry Woodrow
R	Amador County	Richard Forster *
S	Butte County	Bill Connelly
R	Calaveras County	Michael Oliveira
R	Colusa County	Kim Vann
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	Doug Verboon *
R	Lake County	Jim Steele *
R	Lassen County	Chris Gallagher
U	Los Angeles County	Mark Ridley-Thomas
R	Madera County	Max Rodriguez *
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	Larry Johnston *
S	Monterey County	Luis Alejo
S	Napa County	Diane Dillon
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	Jaime De La Cruz *
U	San Bernardino County	James Ramos
U	San Diego County	Greg Cox
U	San Francisco City & County	Malia Cohen
S	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	Ken Yeager
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	James Gore *
S	Stanislaus County	Vito Chiesa
R	Sutter County	Dan Flores
R	Tehama County	Robert Williams
R	Trinity County	Judy Morris
S	Tulare County	Steve Worthley *
R	Tuolumne County	Sherri Brennan
U	Ventura County	Kelly Long
S	Yolo County	Jim Provenza
R	Yuba County	Doug Lofton

President: Keith Carson, Alameda  
 First Vice President: Leticia Perez, Kern  
 Second Vice President: Virginia Bass, Humboldt  
 Immed. Past President: Richard Forster, Amador

SECTION: U=Urban S=Suburban R=Rural

\* Denotes 2017 representative. No update available.

11/15/17

CALIFORNIA STATE ASSOCIATION OF COUNTIES  
 BOARD OF DIRECTORS  
 September 7, 2017  
 Capitol Event Center, Sacramento

MINUTES

Presiding: Keith Carson, President

1. ROLL CALL

Alameda	Carson/Haggerty	Placer	Jim Holmes
Alpine	Terry Woodrow	Plumas	Lori Simpson (audio)
Amador	Richard Forster	Riverside	Chuck Washington (audio)
Butte	absent	Sacramento	absent
Calaveras	Michael Oliveira	San Benito	Jaime De La Cruz (audio)
Colusa	Kim Dolbow Vann	San Bernardino	James Ramos
Contra Costa	absent	San Diego	Greg Cox
Del Norte	Chris Howard	San Francisco	Malia Cohen
El Dorado	Sue Novasel	San Joaquin	Bob Elliott
Fresno	Buddy Mendes (audio)	San Luis Obispo	John Preschong
Glenn	John Viegas (audio)	San Mateo	Carole Groom
Humboldt	Bass/Fennell (audio: Fennell)	Santa Barbara	Das Williams (audio)
Imperial	absent	Santa Clara	Ken Yeager
Inyo	absent	Santa Cruz	Bruce McPherson (audio)
Kern	Leticia Perez	Shasta	Leonard Moty
Kings	Doug Verboon (audio)	Sierra	Lee Adams
Lake	Jim Steele	Siskiyou	Ed Valenzuela
Lassen	absent	Solano	Erin Hannigan
Los Angeles	absent	Sonoma	James Gore
Madera	absent	Stanislaus	Vito Chiesa (audio)
Marin	Damon Connolly	Sutter	Larry Munger
Mariposa	Marshall Long	Tehama	Robert Williams
Mendocino	Carre Brown (audio)	Trinity	absent
Merced	Lee Lor	Tulare	Steve Worthley
Modoc	Patricia Cullins (audio)	Tuolumne	Sherri Brennan
Mono	Larry Johnston (audio)	Ventura	Kelly Long
Monterey	Luis Alejo	Yolo	absent
Napa	absent	Yuba	absent
Nevada	Ed Scofield	Advisors: Helen Robbins-Meyer (audio)	
Orange	Lisa Bartlett		

The presence of a quorum was noted.

2. APPROVAL OF MINUTES

The minutes of May 18, 2017 were approved as previously mailed.

3. PROPOSITION 57 IMPLEMENTATION

Scott Kernan, Secretary of the CA Department of Corrections and Rehabilitation (CDCR), presented an update on the implementation of Proposition 57, a ballot measure to enhance public safety, reduce recidivism and prevent federal courts from indiscriminately releasing inmates. He noted that CDCR is hoping to have the new regulations in place within the next few months. Details of those regulations were included in the briefing materials. Secretary Kernan also noted that there are currently 130,000 offenders in the state prison system and that number increases by 1% each year. All out-of-state inmates will be returned to California by the end of this year, totaling about 4900. CSAC has worked closely with CDCR and the Governor's Office during the implementation process.

4. CSAC CORPORATE PARTNER REMARKS

Jeff Smith, President of Taborda Solutions, addressed the Board of Directors regarding services his company offers to counties. Taborda was founded in 2006 and has grown into a \$44m company, providing a full-range of technology products and services. Mr. Smith indicated that they are now focused on helping local governments engage with constituents.

Staff distributed the new Corporate Partner Guide that includes 72 CSAC corporate members and descriptions of their products and services.

5. IN-HOME SUPPORTIVE SERVICES (IHSS) MOE

The Governor signed SB 90, which implements the Governor's May Revision proposal to mitigate the fiscal impact of the elimination of the In Home Supportive Services (IHSS) Maintenance of Effort (MOE) related to the Coordinated Care Initiative (CCI). The proposal for a new county IHSS MOE will result in significantly reduced overall county contribution for IHSS costs compared to the January budget proposal.

CSAC formed an IHSS MOE work group to ensure input from CAOs and technical experts during the development of the new county IHSS MOE. The recommended approach weights the MOE Base and Annual Hours Growth equally and combines them into an overall methodology. Based on combining 50% from each, a county's overall percent to total is calculated and then applied to determine the county's proportionate share of the cost shift and offsetting General Fund revenue. This balances out the different factors that impact a county's share of the IHSS cost increase. It provides a link to a county's current MOE amount and incorporates differences among wages and the growth in hours in determining how much of the cost shift each county should receive.

The overall MOE is the sum of four smaller MOE amounts – services, IHSS county administration, Public Authority administration, and Case Management, Information and Payrolling System (CMIPS). The recommended methodology is used to determine the services component of the cost shift and offsetting revenue, which accounts for approximately 95% of the overall amount. It is then combined with the other MOE amounts to calculate the total cost shift and proportionate share for each county. The new County MOE amount that counties receive is the amount after the cost shift has been added and the General Fund has been applied. All other offsetting revenue, with the exception of revenue used for caseload growth from prior years is distributed in proportion to a county's share of the overall cost shift.

Statewide, the increased county costs remain manageable in 2017-18 and 2018-19, but are unsustainable in subsequent years. In an effort to address several outlier counties, the work group established a hold harmless provision to ensure that no county has increased costs above a specific percent.

The IHSS MOE methodology recommendation was presented to the Executive Committee on August 23, which unanimously recommended that the Board of Directors approve the methodology subject to review by the CA Association of County Executives (CACE). The CACE has since approved the recommended methodology.

Motion and second to approve the IHSS methodology, consistent with the Executive Committee recommendation. Motion carried unanimously.

Staff announced that Supervisor Ken Yeager will be chairing an IHSS work group to look into potential reforms, negotiate future years of IHSS, and help ensure long-term sustainability of the program.

6. CSAC FINANCE CORPORATION UPDATE

Supervisor Leonard Moty, President of the CSAC Finance Corporation, announced that the semi-annual Finance Corp. Board meeting will be held next week and the Board will also meet jointly with the CSAC Executive Committee next month. There is a new Business Development Application online to vet potential business ideas. The form can be found on the CSAC Finance Corporation website and CSAC Board members were encouraged to submit ideas for viable new programs.

James Hamill, Administrator of the CA Statewide Communities Development Authority (CSCDA) provided an update on the Property Assessed Clean Energy (PACE) program. CSCDA currently has five PACE provider partners and has been working closely with CSAC to help support lobbying efforts for the program.

7. LEGISLATIVE UPDATE

Staff announced that Assembly Member Brian Dahle has been named the new Assembly Republican leader, replacing Chad Mayes. AB 1250 remains a top priority for CSAC. This bill would restrict counties' ability to deliver critical services and carry out basic county administrative functions. It is sponsored by SEIU and AFSCME. CSAC is strongly opposed to this bill, which is currently being held in Senate Rules Committee subject to additional amendments. SB 649 is another bill that CSAC strongly opposes. The bill would eliminate local governments' ability to negotiate agreements with telecom companies, as well as the authority to regulate size, appearance, location and quantity of cellular infrastructure. The Legislature and Governor are still in negotiations on a package of bills to address affordable housing. CSAC has developed a webpage of resources to help facilitate county implementation of SB 1 and compliance with its accountability provisions. Additional details were contained in the briefing materials.

CSAC and CSAC Finance Corporation staff have been working together to explore ways that CSAC might assist counties with the cannabis regulatory compliance, banking and cash collection issues that will result from the legalization of adult cannabis use beginning in January 2018. The solution is the California Cannabis Authority (CCA), a joint powers authority created by contract between counties with cannabis regulatory or taxing authority. The CCA will initially focus on addressing the complex problems surrounding the substantial increase in cash payments to state and local governments expected from cannabis businesses. It can reduce the cash-management burden on state and local governments by reducing the due-diligence burden on banks, by providing them much of the information required to comply with enhanced due diligence. This requires big data and the means to analyze that data to support regulatory, tax and law enforcement activities. CCA will collect and provide this data and analytical capacity and function. CSAC has convened a small working group of supervisors, treasurer-tax collectors and staff to help guide this effort. In addition, CSAC is working with the Treasurer's Cannabis Working Group to help inform our efforts.

8. CA ASSOCIATION OF COUNTY EXECUTIVES (CACE) DISTINGUISHED SERVICE AWARD

Helen Robbins-Meyer, President of CACE, announced that nominees are currently being sought for the third annual CAO/CEO Distinguished Service award. This award is given to those CAOs/CEOs who have made a difference for the professional administration of county governments. Deadline for submitting nominees is October 13.



9. CSAC CHALLENGE AWARDS

Staff announced that judging took place earlier this week on the 2017 CSAC Challenge Awards. A 15-panel judge reviewed 288 entries and chose 12 counties as recipients. CSAC will create videos on the winning programs.

10. OPERATIONS AND MEMBER SERVICES UPDATE

Staff announced that registration is open for the 2017 CSAC annual meeting being held the last week of November in Sacramento. CSAC will be holding a regional meeting in Los Angeles on November 8-9. Details will be sent in the next couple of weeks. The CSAC Institute continues to be successful and will be opening a new satellite campus in San Bernardino County. The CA Counties Foundation, in partnership with Pew Charitable Trusts, has secured a \$500,000 grant from the California Health Care Foundation to provide longer-term funding for the Results First program which is centered on evidence-based and cost-effective criminal justice programming at the local level.

11. OTHER ITEMS

The briefing materials contained reports on the CSAC Litigation Coordination Program, the Institute for Local Government (ILG), a CSAC Institute class schedule, and a CSAC Financial Statement.

Supervisor Gore announced that the California Economic Summit will be held in San Diego on Nov. 2-3, and encouraged all Board members to attend.

Mariposa County Supervisor Marshall Long thanked the counties who offered assistance during the recent Detwiler fire.

President Carson adjourned the meeting in reflection of those dealing with tragedies of current fires and storms.



# SERVING THE UNDERSERVED

## COUNTIES ADDRESSING POVERTY

Under the leadership of its President Roy Charles Brooks, the National Association of Counties (NACo) will raise awareness of the critical role counties play in breaking the cycle of poverty. NACo will also provide tools to strengthen efforts to address this issue as we help to build healthy, vibrant and safe counties across the United States.

While counties put people first, poverty can push them to the end of the line. This is particularly true for our nation's children, who are impacted by poverty more than any other age group. In fact, Adverse Childhood Experiences, like those stemming from poverty, can impact infants for the rest of their lives.

As the ultimate safety net, county investments and leadership in early childhood development will lower future costs in county health, child welfare, safety and justice, and other systems. Counties also forge partnerships with the public, private and non-profit sectors at the federal, state and local levels to remove barriers, build opportunities and address the many faces of poverty in America.

### **COUNTIES SERVE AS THE ULTIMATE SAFETY NET FOR OUR MOST VULNERABLE FAMILIES AND CHILDREN**

- In 2015, **13.5 percent** of all Americans fell **under the federal poverty line**, with the poverty rate for children under 18 exceeding all other age groups. In fact, **19.7 percent of children were living in poverty**.
- Counties are investing **\$58 billion** annually in federal, state and local funds **in human services**.
- Research shows that **for every \$1 invested** in early childhood education, **\$7 is returned** to society through reduced teen pregnancies, higher graduation rates, improved school performance and reduced incarceration rates.
- From early childhood development to workforce development, from homelessness to health, **counties are providing services that break cycles of poverty** and help people thrive.

### **COUNTIES ARE WORKING TO CREATE PATHWAYS OUT OF POVERTY**

- Focusing on skill and opportunity gaps; jobs vs. wealth creation.
- Addressing consequences of poverty and the need for “two-generation” approaches.
- Providing services to break the cycle of poverty, from early childhood development and nutrition assistance programs, to programs which help families become more stable and secure.

## COUNTIES CANNOT ADDRESS THE CRISIS OF POVERTY WITHOUT FEDERAL, STATE AND LOCAL SUPPORT AND CROSS-SECTOR COLLABORATION

- Working across sectors requires dedicated resources and sustainable funding.
- Consistent and continued support for federal programs like the Social Services Block Grant, Community Services Block Grant and Community Development Block Grant helps counties serve those most in need and aid individuals and families in breaking the cycle of poverty.

### ENSURING ALL CHILDREN THRIVE

Childhood experiences, both positive and negative, have a tremendous impact on the future health, well-being and success of young people. Research on Adverse Childhood Experiences illustrates that early trauma can lead to a life of poverty, violence, health issues and lack of the developmental skills necessary for success in school and in life.

Children and their families need to live in safe, stable and nurturing communities with access to healthcare, quality childcare and family support. By providing the services and support that families need, all children can break the cycle of poverty and reach their full potential.

### THE BUILDING BLOCKS OF SUCCESSFUL EARLY CHILDHOOD PROGRAMS

Working together with our federal, state and local public, non-profit and private sector partners, counties play a key role in providing the support that children need to be prepared for school and life. Over the course of the next year, NACo will build awareness and provide tools to help counties create thriving communities which support all families. Along with our partners at the Center for the Study of Social Policy and the National League of Cities, we will focus in four key areas to impact significantly the investment in children and break the cycle of poverty:

**BUILDING BLOCK #1:** Community Leadership, Commitment and Public Will to Make Early Childhood a Priority

**BUILDING BLOCK #2:** Quality Services that Work for All Young Children and Families

**BUILDING BLOCK #3:** Neighborhoods Where Families Can Thrive

**BUILDING BLOCK #4:** Policies that Support and are Responsive to Families

**PUTTING THE PIECES TOGETHER:** The Infrastructure of an Early Learning Community

- Effective leadership
- Use of data to drive change
- Sustainable financial backing
- Supports for service providers

Early Learning Communities: Building Blocks for Success. (2016). Washington, DC: Center for the Study of Social Policy and National League of Cities. Retrieved from <https://www.cssp.org/media-center/blog/text/Building-Blocks-for-Success.pdf>

To learn more about NACo's focus on poverty and county efforts to support those most in need, go to [www.naco.org/poverty](http://www.naco.org/poverty)



**STRONGER COUNTIES. STRONGER AMERICA.**

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Administration of Justice Policy Committee  
123<sup>rd</sup> CSAC Annual Meeting  
Thursday, November 30, 2017 · 9:00 a.m. – 10:30 a.m.  
Sacramento Convention Center · 1400 J Street, Room 314  
Sacramento County

Supervisor Federal Glover, Contra Costa County, Chair  
Supervisor Alfredo Pedroza, Napa County, Vice Chair

- 9:00 a.m.      I. **Welcome and Introductions**  
*Supervisor Federal Glover, Contra Costa County, Chair*  
*Supervisor Alfredo Pedroza, Napa County, Vice Chair*
- 9:05 a.m.      II. **Transforming Public Safety – Safer Communities, Saving Millions**  
Riverside County has achieved many milestones and overcome significant hurdles to systemically improve the culture, efficiency, and effectiveness of its criminal justice system. The Administration of Justice Committee will look at the efforts Riverside County is making to reform a complex system, while improving outcomes and efficiency. With several different initiatives in progress, Riverside County works to address efficiencies, streamlining processes, and using data to improve the criminal justice system.
- Supervisor Chuck Washington, Riverside County*  
*George Johnson, County Executive Officer, Riverside County*  
*Bill Zizic, Managing Director of KPMG’s Justice & Security Practice*  
*Chief Probation Officer Mark Hake, Riverside County*  
*Scott McDonald, California Forward*  
*Ken Flaherty, LEAN Consultant*
- 9:45 a.m.      III. **Cal OES Combatting Ideologically Motivated Violence Presentation**  
As California struggles to understand and combat ideologically motivated violence, the Governor’s Office of Emergency Services (Cal OES) is coordinating a statewide effort aimed at supporting and enriching community resilience against this type of violence. In 2017, Cal OES is working to assess what state, federal, and private partners are already doing to support communities in their efforts to become more resilient against ideologically motivated violence. And beginning in fall of 2018, Cal OES will work to highlight and connect statewide resources to communities in order to enhance, encourage, and support resilience.
- Jerid Hensley, State Threat Assessment Center*  
*Jessica Kuron, Coordinator, Cal OES Preventing Violent Extremism Program*
- 10:10 a.m.      IV. **California’s Cannabis Laws: Implementation, Impacts & Resources**  
*Darby Kernan, Senior Legislative Representative, CSAC*
- 10:25 a.m.      V. **Year in Review and Administration of Justice 2018 Priorities - ACTION ITEM**  
*Supervisor Federal Glover, Contra Costa County, Chair*  
*Supervisor Alfredo Pedroza, Napa County, Vice Chair*
- 10:30 a.m.      VI. **Adjournment**



Agriculture, Environment and Natural Resources  
Policy Committee  
CSAC Annual Conference  
Tuesday, November 28, 2017 — 9:00 a.m. – 10:30 a.m.  
Sacramento Convention Center Room 313  
Sacramento County, California

Supervisor Bruce Gibson, San Luis Obispo County, Chair  
Supervisor Sherri Brennan, Tuolumne County, Vice Chair  
Supervisor Phil Serna, Sacramento County, Vice Chair

- 9:00 a.m.      I.    **Welcome and Introductions**  
*Supervisor Bruce Gibson, San Luis Obispo County, Chair*  
*Supervisor Sherri Brennan, Tuolumne County, Vice Chair*  
*Supervisor Phil Serna, Sacramento County, Vice Chair*
- 9:05 a.m.      II.   **The Aftermath & Recovery from the 2017 Fire Season**  
*Chief Pimlott, CAL Fire*
- 9:40 a.m.      III.   **AB 617: California’s New Local Air Quality Program**  
*Karen Magliano, Division Chief, Air Quality Planning and Science*  
*Division, CA Air Resources Board*  
*Alan Abbs, Executive Director, CA Air Pollution Control Officers*  
*Association*
- 10:05 a.m.    IV.   **2017 Legislative Review: Water Legislation (SB 231, SB 5, SB 623) Cannabis, Cap & Trade, Forestry & Tree Mortality**  
*Cara Martinson, CSAC Senior Legislative Representative*  
*Nick Cronenwett, CSAC Legislative Analyst*
- 10:20 a.m.    V.    **ACTION ITEM: 2018 AENR Priorities**  
*Cara Martinson, CSAC Senior Legislative Representative*  
*Nick Cronenwett, CSAC Legislative Analyst*
- 10:30 a.m.    VI.   **Closing Comments and Adjournment**  
*Supervisor Bruce Gibson, San Luis Obispo County, Chair*  
*Supervisor Sherri Brennan, Tuolumne County, Vice Chair*  
*Supervisor Phil Serna, Sacramento County, Vice Chair*



**Government Finance & Administration Policy Committee**  
**CSAC 123<sup>rd</sup> Annual Meeting**  
**Thursday, November 30, 2017 — 9:00 a.m. – 11:00 a.m.**  
**Convention Center (1400 J Street), Room 315**  
**Sacramento County, California**

**Supervisor Erin Hannigan, Solano County, Chair**  
**Supervisor Judy Morris, Trinity County, Vice Chair**

- 9:00 a.m. I. **Welcome and Introductions**  
*Supervisor Erin Hannigan, Solano County, Chair*
- 9:05 a.m. II. **State Budget Update and Fiscal Forecast**  
*Brian Uhler, Principal Fiscal & Policy Analyst, Legislative Analyst's Office*
- 9:25 a.m. III. **Local Update of the Census Addresses (LUCA) Program**  
*Tim McMonagle, Geographic Coordinator, U.S. Census Bureau*
- 9:40 a.m. IV. **2017 Year in Review and 2018 GF&A Policy Priorities – ACTION ITEM**  
*Dorothy Johnson, Legislative Representative, CSAC*
- 9:50 a.m. V. **California Board of Equalization Transition**  
*Representative, California Department of Tax and Fee Administration*
- 10:05 a.m. VI. **Federal Issues Update**  
*Joe Krahn and Hasan Sansour, Waterman and Associates*
- 10:20 a.m. VII. **Small Business Development Council Program**  
*Scott Rogalski, State Liaison and Scott Leslie, Sacramento Capital Region Director, Small Business Development Council*
- 10:30 a.m. VIII. **CalPERS Proposed Action for Asset Liability Management and Discount Rates**  
*Wylie Tollette, Chief Operating Investment Officer, CalPERS*
- 10:50 a.m. IX. **Cannabis Banking Update**  
*Cara Martinson, Senior Legislative Representative and Federal Affairs Manager, CSAC*
- 10:55 a.m. X. **Closing Comments and Adjournment**  
*Supervisor Erin Hannigan, Solano County, Chair*



**Health and Human Services Policy Committee**  
**Tuesday, November 28, 2017 — 2:30 – 4:00 p.m.**  
**Sacramento Convention Center · Room 313**  
**1400 J Street · Sacramento County**

**Supervisor Ken Yeager, Santa Clara County, Chair**  
**Supervisor Candy Carlson, Tehama County, Vice Chair**

- 2:30 p.m. I. **Welcome and Introductions**  
*Supervisor Ken Yeager, Santa Clara County, Chair*  
*Supervisor Candy Carlson, Tehama County, Vice Chair*
- 2:35 p.m. II. **Presentation: First 5 California – The Future for Critical Services**  
*Moira Kenney, First 5 Association of California*
- 2:55 p.m. III. **In-Home Supportive Services Update**  
*Justin Garrett, Legislative Representative, CSAC*  
*Elizabeth Marsolais, Legislative Analyst, CSAC*
- 3:10 p.m. IV. **Federal Update – Ongoing Uncertainty**  
*Tom Joseph, Waterman & Associates*
- 3:20 p.m. V. **2017 Legislative Review and 2018 HHS Priorities**  
*Justin Garrett, Legislative Representative, CSAC*  
*Farrah McDaid Ting, Legislative Representative, CSAC*  
*Elizabeth Marsolais, Legislative Analyst, CSAC*  
**ACTION ITEM**
- 3:45 p.m. VI. **California’s Cannabis Laws – Implementation, Impacts & Resources**  
*Justin Garrett, Legislative Representative, CSAC*  
*Farrah McDaid Ting, Legislative Representative, CSAC*  
*Elizabeth Marsolais, Legislative Analyst, CSAC*
- 3:55 p.m. VII. **Other Items**
- 4:00 p.m. VIII. **Closing Comments and Adjournment**  
*Supervisor Ken Yeager, Santa Clara County, Chair*  
*Supervisor Candy Carlson, Tehama County, Vice Chair*

*This will be an in-person only meeting. Thank you.*



**Housing, Land Use and Transportation Policy  
Committee**  
**CSAC Annual Meeting**  
**Wednesday, November 29, 2017 — 8:30 a.m. - 10:00 a.m.**  
**Room 313, Sacramento Convention Center**  
**Sacramento County, California**

**Supervisor David Rabbitt, Sonoma County, Chair**  
**Supervisor Lisa Bartlett, Orange County, Vice-Chair**  
**Supervisor Bob Williams, Tehama County, Vice Chair**

- 8:30 a.m. I. **Welcome and Introductions**  
*Supervisor David Rabbitt, Chair*
- 8:35 a.m. II. **2017 Affordable Housing Package**  
*Ben Metcalf, Director, California Department of Housing and  
Community Development (invited)*  
Attachment One: Summary of Housing Package for Counties  
Attachment Two: Housing Funding Bills Summary
- 8:55 a.m. III. **Protecting State Transportation Funding**  
*Kiana Valentine, Senior Legislative Representative, CSAC*
- 9:05 a.m. IV. **Preparing for the Future: Connected and Autonomous  
Vehicles**  
*Malcolm Dougherty, Director, California Department of  
Transportation*  
*Randy Weissman, Chief Deputy, California Office of Traffic Safety*
- 9:30 a.m. V. **Keep Your Home California**  
*Steve Gallagher, Marketing and External Affairs Coordinator,  
California Housing Finance Agency*
- 9:50 a.m. VI. **Adoption of 2018 Housing, Land Use and Transportation  
Priorities and Work Plan – Action Item**  
*Chris Lee, Senior Legislative Analyst, CSAC*  
Attachment Three: Housing, Land Use and Transportation  
Committee Proposed 2018 Work Plan
- 10:00 a.m. VII. **Closing Comments and Adjournment**  
*Supervisor David Rabbitt, Chair*  
*Supervisor Lisa Bartlett, Vice-Chair*  
*Supervisor Bob Williams, Vice Chair*





## RESOLUTION OF THE BOARD OF DIRECTORS

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

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

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

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

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

FURTHER BE IT RESOLVED, that this resolution shall remain in effect until the 2018 annual meeting of CSAC, when a similar resolution will be executed by the newly constituted Board of Directors.

Duly adopted this 30<sup>th</sup> day of November, 2017.

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Keith Carson, President



November 15, 2017

**To:** CSAC Board of Directors

**From:** Leonard Moty, President  
Alan Fernandes, Executive Vice President

**RE: CSAC Finance Corporation Update**

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### **CSAC Finance Corporation Business Programs**

#### **California Statewide Communities Development Authority (CSCDA)**

We continue to work closely with CSCDA on the Property Assessed Clean Energy (PACE) program and helping to educate counties on the oversight and consumer protections that CSCDA requires of their PACE providers. CSCDA continues to assist California counties and residents by being a provider of conduit bond funding and refunding for public benefit projects. In FY 16-17, CSCDA saw the largest volume of housing bonds in their 29-year history. We have also begun to see an uptick in infrastructure financing.

#### **U.S. Communities**

Our U.S. Communities cooperative purchasing program now has over 40 suppliers on contract. The newest contract, launched this month, is a Janitorial Supplies contracts with SupplyWorks. Within California Counties, the following contracts seem to be underutilized, meaning that there are immense opportunities for your county to save being left on the table: Acro, Premier, Insight, Trane, Advance Auto Parts, Home Depot, and Amazon.

#### **CalTRUST**

CalTRUST has undergone a suite of transitions this year including a new Investment Manager (BlackRock), Fund Accounting (NorthStar/Gemini), and Custodian (US Bank). These transitions are now complete and CalTRUST is ready to resume growth. Throughout the transitions, CalTRUST assets held stable at around \$2.8 Billion. California counties currently underutilize CalTRUST. CalTRUST fund offerings include government, money market, short-term and medium-term funds.

#### **Nationwide**

Nationwide continues to flourish and provide state-of-the-art retirement services to California counties. There are over \$3 billion in assets in Nationwide's California counties and many opportunities to reach even more county employees on the horizon. In 29 counties, Nationwide is helping over 66,000 employees save for retirement. They continue to be a hands-on partner, participating as a speaker in the most recent CSAC Regional Meeting.

### **Coast2Coast**

The Coast2Coast prescription drug discount card continues to expand in California, currently being utilized by over 35 counties. This no-cost solution actually returns revenue to counties while providing a great service in providing prescription discounts to residents.

For more information on the CSAC Finance Corporation programs, please contact Alan Fernandes at (916) 650-8120 or [alan@csacfc.org](mailto:alan@csacfc.org) or Laura Labanieh at (916) 650-8186 or [laura@csacfc.org](mailto:laura@csacfc.org).

### **Corporate Partnership Program**

The Corporate Partnership Program began Fiscal 2017-18 with 72 partners, including 30 Premier, 8 Executive, and 34 Associate partners. With some attrition, we have continued to grow and are now at 73 partners and over \$165,000 in new business, and we anticipate at least two others joining before the New Year. Please note the most updated partner roster included in the pages following this report.

### **Regional Meetings**

We just completed the Southern Counties Regional Meeting, November 8-9 in LA County. It was another great Regional Meeting with over 60 county leaders and corporate partners who participated in an excellent agenda about economic development and bioscience. We were pleased to hear from one of our CSAC Finance Corporation Business Partners, Ben Ayers, Senior Economist from Nationwide. Ben gave an excellent review of the current national and state housing markets and their implications on our local economy.

### **Corporate Partner Guide**

We are proud to make available to you the new 2017-18 Corporate Partner Guide. This guide identifies each of our Finance Corporation business partners, and our annual corporate partners by their area of expertise and value to each County. We have distributed this guide to your County Administrator and also plan to distribute it to your General Services Directors and procurement departments.

### **Annual Meeting Expo**

Thank you for attending and interacting with our vendors at this year's annual meeting expo. Your involvement is paramount to our continued success. We had over 80 vendors this year and are looking forward to next year in San Diego County.

Please see the Premiere Partner Annual Roster attached to this report. For more information on the Corporate Partnership Program, please contact Jim Manker at (916) 650-8107 or [jim@csacfc.org](mailto:jim@csacfc.org).

## **New Business Development**

### **211 California**

211 systems serve county residents by providing trusted connectivity to community, health, and social services. In California, there are still 23 counties that do not have an active 211 service. Supervisor Greg Cox will be making 211 connectivity an active platform and focus during his upcoming tenure as President of the National Association of Counties (NACo). The 211 California organization has approached the CSAC Finance Corporation, through Supervisor Cox, as a resource to help expand the network. The CSAC Finance Corporation is actively working with the organization and exploring a partnership whereby the CSAC Finance Corporation could assist 211 California in becoming a formal incorporation organization and assist in expanding the 211 network to those counties currently without.

### **Cannabis Compliance**

The California Cannabis Authority is a Joint Powers Authority created by contract between counties with cannabis regulatory or taxing authority. This is a project of the CSAC Finance Corporation and CSAC. The purpose of the organization is to develop and manage a statewide data platform that will gather, collect, and analyze information from a myriad of data sources into one resource, to help local governments ensure for cannabis regulatory compliance and also provide necessary information to financial institutions that wish to work with the cannabis industry.

### **Payment Processing**

Smart Easy Pay (SEP) is project of the CSAC Finance Corporation that is focused on becoming the taxpayers' most efficient and cost effective way to pay government. Specifically, the purpose of SEP is to improve public service to the direct benefit of taxpayers. Specifically, SEP is focused on streamlining and improving financial transactions between taxpayers and county government.

### **Business Development Application**

We are constantly looking for new and innovative programs to join our vast array of services we provide California counties. Our programs have grown dramatically since the first pooled bond issue for capital construction projects in 1986 and now includes a variety of finance, purchasing, human resource, and other cost saving programs to assist California counties, and other public agencies.

If you have a new program idea for the CSAC Finance Corporation to explore, please visit our website at: <http://csacfc.org/business-development-application/>

**Premier Partners (as of 11.1.2017)**

**1. Aetna**

Josh Miller, Director of Sales and Service  
2850 Shadelands Dr.  
Walnut Creek, CA 94598  
(925) 964-5800  
[millerj6@aetna.com](mailto:millerj6@aetna.com)  
[www.aetna.com](http://www.aetna.com)

**2. Alliant Insurance Services, Inc.**

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

**3. Anthem Blue Cross**

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

**4. CaliforniaFIRST**

Cliff Staton, Executive Vice President  
500 12th St., Suite 300  
Oakland, CA 94607  
(510) 451-7917  
[cliff@renewfund.com](mailto:cliff@renewfund.com)  
[www.renewfund.com](http://www.renewfund.com)

**5. California Statewide Communities Development Authority**

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

**6. California Forensic Medical Group**

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

**7. CGI**

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

**8. Coast2Coast Rx**

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

**9. CSAC Excess Insurance Authority**

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

**10. Dell | Enterprise Solutions Group**

Rob McCaffrey, Regional Sales Director  
5480 Great America Parkway  
Santa Clara, CA 95054  
(916) 813-9514  
[Robert\\_McCaffrey@Dell.com](mailto:Robert_McCaffrey@Dell.com)  
[www.dell.com/networking](http://www.dell.com/networking)

**11. DLR Group**

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

**12. Dominion Voting Systems**

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

**13. DXC Technology**

Frank Ury, Business Development, US Public Sector  
22851 Driftstone  
Mission Viejo, CA 92692  
(949) 922-9979  
[frank.ury@dxc.com](mailto:frank.ury@dxc.com)  
[www.dxc.technology.com](http://www.dxc.technology.com)

**14. Election Systems & Software**

Larry Tonelli, Regional Sales Manager  
1714 Bilbao Drive  
Santa Maria, CA 93454  
(315) 559-1653  
[larry.tonelli@essvote.com](mailto:larry.tonelli@essvote.com)  
[www.essvote.com](http://www.essvote.com)

**15. Hanson Bridgett LLP**

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

**16. Healthnet**

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

**17. Kaiser Permanente**

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

**18. Nationwide**

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

**19. Novartis Pharmaceuticals**

Allison G. Barnett, Associate Director of State Government Affairs  
1215 K Street, Suite 1500  
Sacramento CA 94814  
(916) 548-2989  
[allison.barnett@novartis.com](mailto:allison.barnett@novartis.com)  
[www.novartis.com](http://www.novartis.com)

**20. Optum**

Margaret Kelly, National VP, Government Education and Labor  
505 N Brand Blvd., Suite 1200  
Glendale, CA 91203  
(818) 484-9188  
[Margaret.kelly@optum.com](mailto:Margaret.kelly@optum.com)  
[www.optum.com](http://www.optum.com)

**21. Pacific Gas & Electric Company**

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

**22. PayPal**

Devin Whitney, Senior Manager, State Government Relations  
2211 North First Street  
San Jose, CA 95131  
(707) 319-3753  
[dewhitney@paypal.com](mailto:dewhitney@paypal.com)  
[www.paypal.com](http://www.paypal.com)

**23. Renovate America, HERO Program**

Dustin Reilich, Director of Municipal Development  
15073 Avenue of Science #200  
San Diego, CA 92128  
(949) 237-0965  
[dreilich@renovateamerica.com](mailto:dreilich@renovateamerica.com)  
[www.heroprogram.com](http://www.heroprogram.com)

**24. Southern California Edison**

Haig Kartounian, Government Affairs  
2244 Walnut Grove Avenue  
Rosemead, CA 91770  
(626) 302-3418  
[haig.kartounian@sce.com](mailto:haig.kartounian@sce.com)  
[www.sce.com](http://www.sce.com)

**25. Synoptek**

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

**26. Taborda Solutions**

Brianna Hammond, Director of Marketing  
1110 Woodmere Rd, Suite 250  
Folsom, CA 95630  
(707) 319-8588  
[brianna.hammond@tabordasolutions.com](mailto:brianna.hammond@tabordasolutions.com)  
[www.tabordasolutions.com](http://www.tabordasolutions.com)

**27. UnitedHealthcare**

Meghan Newkirk, Senior Vice President, Public Sector  
5701 Katella Avenue  
Cypress, CA 90630  
(714) 252-0335  
[Meghan.Newkirk@uhc.com](mailto:Meghan.Newkirk@uhc.com)  
[www.uhc.com](http://www.uhc.com)

**28. U.S. Communities**

Rob Fiorilli, Program Manager  
2999 Oak Road, Suite 710  
Walnut Creek, CA 94597  
(925) 588-5054  
[rfiorilli@uscommunities.org](mailto:rfiorilli@uscommunities.org)  
[www.uscommunities.org](http://www.uscommunities.org)

**29. Vanir Construction Management, Inc.**

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

**30. Western States Petroleum Association**

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

### **Executive Partners**

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

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

#### **2. Climatec LLC**

Tyler Girtman, Regional Manager  
4695 Chabot Drive #200  
Pleasanton, CA 94588  
(602) 373-1759  
[TylerG@Climatec.com](mailto:TylerG@Climatec.com)  
[www.climatec.com](http://www.climatec.com)

#### **3. GEO Group**

Rachel Kienzler, Regional Director, Business  
Development - Western Region  
6100 Center Drive, Suite 825  
Los Angeles, CA 90045  
(619) 204-8630  
[rkienzler@geogroup.com](mailto:rkienzler@geogroup.com)  
[www.geogroup.com](http://www.geogroup.com)

#### **4. HdL Companies**

Andrew Nickerson, President  
1340 Valley Vista Drive, Suite 200  
Diamond Bar, CA 91765  
(909) 861-4335  
[anickerson@hdlcompanies.com](mailto:anickerson@hdlcompanies.com)  
[www.hdlcompanies.com](http://www.hdlcompanies.com)

#### **5. KPMG**

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

#### **6. Recology**

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

#### **7. Waterman & Associates**

Joe Krahn, President  
900 Second St., NE Ste. 109  
Washington, DC 20002  
(202) 898-1444  
[jk@wafed.com](mailto:jk@wafed.com)  
[www.watermandc.com](http://www.watermandc.com)

#### **8. Ygrene Energy Fund**

Mark Rodgers, Managing Director, Government  
Affairs  
815 5th Street  
Santa Rosa, CA 95404  
(916) 998-0062  
[Mark.rodgers@ygrene.us](mailto:Mark.rodgers@ygrene.us)  
[www.ygreneworks.com](http://www.ygreneworks.com)



## **Associate Partners**

### **1. BIO**

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

### **2. CannaRegs**

Amanda Ostrowitz, Founder  
1776 Race Street #109  
Denver CO, 80206  
(860) 944-0014  
[amanda@cannaregs.com](mailto:amanda@cannaregs.com)  
[www.CannaRegs.com](http://www.CannaRegs.com)

### **3. CCHI**

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

### **4. CGL Companies**

Robert Glass, Executive Vice President  
2485 Natomas Park Drive, Suite 300  
Sacramento, CA 95833  
(509) 953-2587  
[bglass@cglcompanies.com](mailto:bglass@cglcompanies.com)  
[www.cglcompanies.com](http://www.cglcompanies.com)

### **5. Comcast**

Ron Speno, Director, Enterprise Sales  
Government and Education  
1242 National Drive  
Sacramento, CA 95834  
(925) 724-9005  
[Ronald\\_Speno@comcast.com](mailto:Ronald_Speno@comcast.com)  
[www.business.comcast.com](http://www.business.comcast.com)

### **6. CoreCivic**

Brad Wiggins, Senior Director, Site Acquisition  
10 Burton Hills Boulevard  
Nashville, TN 37215  
(615) 263-3093  
[brad.wiggins@corecivic.com](mailto:brad.wiggins@corecivic.com)  
[www.corecivic.com](http://www.corecivic.com)

### **7. Customer Service Advantage, INC.**

Ray Esonis, Business Development Associate  
555 W. Country Club Ln., Suite C-350  
Escondido, CA 92026  
(760) 803-2004  
[resonis@thecsaedge.com](mailto:resonis@thecsaedge.com)  
[www.theCSAedge.com](http://www.theCSAedge.com)

### **8. Enterprise Holdings**

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

### **9. Equinox Industries Ltd.**

Mari-Lynn Rougeau, Business Manager  
401 Chrislind Street  
Winnipeg, Manitoba, Canada R2C 5G4  
(800) 563-3352  
[Mari-lynn@eqnx.biz](mailto:Mari-lynn@eqnx.biz)  
[www.desertplanters.com](http://www.desertplanters.com)

### **10. ESRI**

Jan Cunningham, Account Manager  
380 New York St  
Redlands, CA 92373  
(909) 793-2853 x4363  
[jcunningham@esri.com](mailto:jcunningham@esri.com)  
[www.esri.com](http://www.esri.com)

### **11. Harrison, Temblador, Hungerford & Johnson LLP**

Brad Johnson, Partner  
980 9th Street, Suite 1400  
Sacramento, California 95814  
(916) 382-4377  
[bjohnson@hthjlw.com](mailto:bjohnson@hthjlw.com)  
[www.hthjlw.com](http://www.hthjlw.com)

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

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

**13. IBM**

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

**14. Justus Enterprises, LLC.**

Howard Justus, Corporate Manager  
1565 Hotel Circle South, Suite 310  
San Diego, CA 92108  
(619) 405-3585  
[Hjustus@daca4.com](mailto:Hjustus@daca4.com)  
[www.sargentquarry.net](http://www.sargentquarry.net)

**15. Kitchell**

Veronica Jacobson, Marketing Manager  
2750 Gateway Oaks Dr., Suite 300  
Sacramento, CA 95833  
(916) 648-9700  
[vjacobson@kitchell.com](mailto:vjacobson@kitchell.com)  
[www.kitchell.com](http://www.kitchell.com)

**16. Kofile**

Eugene Sisneros, Western Division Manager  
1558 Forrest Way  
Carson City, NV 89706  
(713) 204-5734  
[Eugene.sisneros@kofile.us](mailto:Eugene.sisneros@kofile.us)  
[www.kofile.us](http://www.kofile.us)

**17. LECET Southwest**

Chad Wright, Director  
4044 N. Freeway Blvd.  
Sacramento, CA 95834  
(916) 604-5885  
[chad@lecetsw.org](mailto:chad@lecetsw.org)  
[www.lecetsouthwest.org](http://www.lecetsouthwest.org)

**18. Liebert Cassidy Whitmore**

Jennifer Johnson, Business Development  
Manager  
6033 W. Century Boulevard, 5th Floor  
Los Angeles, CA 90045  
(310) 981-2057  
[jjohnson@lcwlegal.com](mailto:jjohnson@lcwlegal.com)  
[www.lcwlegal.com](http://www.lcwlegal.com)

**19. Managed Care Systems, LLC**

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

**20. Municipal Resource Group**

Mary Egan, Partner  
675 Hartz Avenue, Suite 300  
Danville, CA 94526  
(916) 261-7547  
[egan@municipalresourcegroup.com](mailto:egan@municipalresourcegroup.com)  
[www.municipalresourcegroup.com](http://www.municipalresourcegroup.com)

**21. MuniServices**

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

**22. NIELSEN MERKSAMER PARRINELLO  
GROSS & LEONI LLP**

Jim Gross, Partner  
1415 L Street, Suite 1200  
Sacramento, California 95814  
(916) 446-6752  
[jgross@nmgovlaw.com](mailto:jgross@nmgovlaw.com)  
[www.nmgovlaw.com](http://www.nmgovlaw.com)

**23. Northrop Grumman Aerospace Systems**

Joe Ahn, Manager, State and Local Affairs  
101 Continental Blvd, MS-D5/140  
El Segundo, CA 90245  
(310) 332-4667  
[joe.ahn@ngc.com](mailto:joe.ahn@ngc.com)  
[www.northropgrumman.com](http://www.northropgrumman.com)

**24. Opterra Energy Services**

Ashu Jain, Senior Manager  
23 Nevada  
Irvine, CA 92606  
(714) 473-7837  
[ajain@opterraenergy.com](mailto:ajain@opterraenergy.com)  
[www.opterraenergy.com](http://www.opterraenergy.com)

**25. PARS**

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

**26. Raymond James**

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

**27. RBC Capital Markets, LLC**

Bob Williams, Managing Director  
2 Embarcadero Center, Suite 1200  
San Francisco, CA 94111  
(415) 445-8674  
[bob.williams@rbccm.com](mailto:bob.williams@rbccm.com)  
[www.rbccm.com/municipalfinance/](http://www.rbccm.com/municipalfinance/)

**28. Republic Services**

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

**29. SAIC**

Brenda Beranek, Senior Director, Business  
Development  
4065 Hancock Street, M/S Q1-A  
San Diego, CA 92110  
(916) 276-1982  
[Brenda.L.Beranek@saic.com](mailto:Brenda.L.Beranek@saic.com)  
[www.saic.com](http://www.saic.com)

**30. Samba Safety**

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

**31. Sierra Pacific Industries**

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

**32. Sierra West Group, INC.**

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

**33. Tetras Corporation, Inc.**

Phil Apanovitch, VP of Sales & Marketing  
197 Route 18 South  
East Brunswick, NJ 08816  
(860) 836-2700  
[phil.apanovitch@tetrascorp.com](mailto:phil.apanovitch@tetrascorp.com)  
[www.tetrascorp.com](http://www.tetrascorp.com)

**34. Thomson Reuters**

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

**35. Xerox Corporation**

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



November 30, 2017

1100 K Street  
Suite 101  
Sacramento  
California  
95814  
*Telephone*  
916.327.7500  
*Facsimile*  
916.441.5507

To: CSAC Board of Directors

From: Graham Knaus, Deputy Executive Director of Operations and Member Services  
David Liebler, Director of Public Affairs & Member Services  
Kelli Oropeza, Chief of Financial Operations

**Re: CSAC Operations and Member Services Update**

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This memorandum highlights key activities and initiatives occurring within CSAC operations and member services as well as key achievements by the team over this past year.

**Member Services and Communications**

Following is a brief summary of CSAC Member Services and Communications activities and successes during the past three months. Significant emphasis continues to be placed on a combination of earned and social media to meet a number of our communications goals for the year.

**Earned Media**

As the legislative session came to a close, the CSAC Communications Unit continued to play an integral role in complementing our advocacy efforts on key legislative issues. We have been successful in placing several op-ed pieces in various newspapers on issues important to counties. Often this involved close collaboration with other stakeholders. The Sacramento Bee ran a piece in opposition to SB 649, the “small cell bill,” from Matt Cate and other local government representatives. The Bee also ran an opinion piece co-authored by CSAC 1<sup>st</sup> Vice President Leticia Perez and Moira Kenney from the California First Five Commission opposing AB 1250, the county contracting bill. In both cases, CSAC’s Communications team was instrumental in crafting the messages and getting the items placed.

**Social Media**

CSAC continues to use social media, especially Twitter, as a major communications tool, reaching hundreds of thousands of viewers each month. During the recent Northern California firestorms, CSAC tweeted extensively with updates and county information, reaching more than 120,000 people in the first week. Facebook and Instagram continue to be increasingly popular social media venues utilized by CSAC. Our following on Instagram grows daily the more that we utilize this outlet. A wide variety of CSAC programs, meetings and events are regularly promoted, as are positive stories about our California Counties and supervisors, as well key legislation and other issues of importance to our members.

## **Blogs**

CSAC continues to publish at least one blog every week. During the past three months, our blog touched on a variety of issues, including the devastating wildfires, the CSAC Annual Meeting, public engagement and legislative priorities. Guest authors included Supervisors Keith Carson (Alameda), James Gore (Sonoma), Bruce McPherson (Santa Cruz), and former Humboldt County Administrative Officer Phil Smith-Hanes. We also continue to cross promote our blogs through social media and the CSAC Bulletin.

## **Videos**

CSAC continues to produce videos on a wide variety of issues. Two parts of CSAC's three-part "California Counties and Cannabis" series have been released, focusing on regulation and banking/taxation. A third video on public health and public safety is in the works. CSAC also produced three "Spotlight on Advocacy Videos," taking a look at some of the Association's top legislative priorities in 2017: SB 1, AB 1250 and IHSS. Other videos produced by the CSAC team include press conferences and regional meetings.

## **Challenge Awards/County Best Practices**

CSAC staff is on the road presenting Challenge Awards at Boards of Supervisors meetings. Over a seven-week period, staff will present at 13 board meetings, ranging from Humboldt to San Bernardino, Nevada to Sonoma Counties. Communications staff is also on the road to begin filming the Challenge Award-winning programs. These videos will be released starting in January and provide a great opportunity to highlight innovation occurring in a number of counties and facilitate the sharing of best practices among counties.

## **Regional Meetings**

CSAC continues to expand regional meetings to provide opportunities to bring issues of interest directly to multiple regions in the state.

CSAC policy-based regional meetings enable focused discussion on hot topic issues of interest to counties in multiple regions in the state, provide a forum to network with colleagues, and include select CSAC Corporate Partners. These meetings include presentations and discussions from your CSAC Officers, CSAC Executive Team, Legislative Team and others, and other County Officials. In 2017, CSAC held three regional meetings in Kern County (water policy and infrastructure), Humboldt County (cannabis policy), and, most recently, in Los Angeles County (economic development).

The regional meeting in Los Angeles County was hosted by Supervisor Mark Ridley-Thomas, and focused on the economy, economic development and the emergence of bioscience as an economic engine. The meeting included 60 county leaders from 13 counties, the CSAC Officers and executive team, key policy experts from the Legislative Team and community, and corporate partners. These meetings underscore the strong and seamless partnership between CSAC's Legislative

Team, Communications Team, the CSAC Finance Corporation, and our Corporate Partners.

CSAC also continues to move forward in offering regional meetings for county public information officers. Meetings in Southern and North California this summer/fall attracted more than 50 PIOs who came together to discuss regional cooperation and mutual aid. A follow-up meeting is slated to be held during the CSAC Annual Meeting, and efforts are under way to provide even more meetings in 2018.

### **Working with Institute for Local Government**

CSAC communications works closely with the Institute for Local Government to help promote their activities through the Association blog, CSAC Bulletin and social media. CSAC also produced a video on behalf of the Institute for Local Government spotlighting a Beacon Program award-winning program. Local government officials in Monterey and Santa Cruz Counties, including Supervisors McPherson and Alejo, are highlighted in the video that was shown at the Beacon Spotlight Awards Ceremony in September.

### **California Counties Foundation**

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.

### **CSAC Institute**

The CSAC Institute continues its remarkably successful evolution to meet county professional development needs through policy-based and leadership-focused courses and activities. The CSAC Institute offers courses at the main campus in Sacramento, and satellites located in Contra Costa County, Merced County, San Bernardino County, and, beginning January 2018, in Shasta County.

To continue to provide excellent and relevant curriculum at a reasonable price, and to remain at the forefront of filling county professional and leadership development needs, a strategic planning session was held in October to begin mapping out the Institute's course for the next few years. The session included a number of the original architects of the Institute from back in 2008 and will result in recommendations for the full Foundation Board to consider including developing new educational opportunities to maximize the success of current and future county leaders.

### **Results First**

The CSAC/Results First Partnership began in 2015 and is centered on evidence-based and cost-effective criminal justice programming at the local level. The goal of the CSAC/Results First partnership is to develop county capacity to make evidence-based policy decisions that produce the best outcomes for residents with the

highest rate of return for taxpayers. The effort includes the counties of Kern, Santa Barbara, Fresno, Santa Cruz, Santa Clara, Ventura, Nevada, and Solano counties.

The recently awarded California Health Care Foundation grant provides key new resources to expand the direct technical and data assistance that CSAC can provide to Results First counties. It also enables further expansion into new counties.

### **Fiscal Operations**

The 2016-17 year-end financials underscore CSAC's continued solid fiscal performance. CSAC created a Capital Improvement Program Fund to best maintain our aging assets, particularly our 100-year old building while continuing to manage expenses based on organizational priorities and within available revenues.

The Audited Financial Statements (Statements) include an Unmodified Opinion with no audit adjustments or findings for CSAC. Last year, the Statements were consolidated with the CSAC Finance Corporation due to CSAC's controlling interest in it. This year, the Statements are also consolidated with the California Counties Foundation, CSAC's 501 (c) (3) operation due to CSAC's controlling interest in the reconstituted Foundation Board. As a result, the Statements have become more complicated, requiring additional time for our external auditors to complete them.

Due to the additional timing required for the consolidation, the audit has been conditionally approved by the CSAC Audit Committee and Executive Committee pending any potential material changes due to the consolidation. We have been informed by our external auditors that no material changes are anticipated in the final Statements. We will send the final Statements to the full Board as soon as available.

Key Achievements of the Operations and Member Services Team include:

- 1) Further strides towards long-term financial security and fiscal responsibility. Building off of last year's elimination of all debt, sound financial management has moved to create a Capital Improvement Program Fund (Fund) as part of managing CSAC assets, including our 100-year old building. CSAC began 2017-18 with a \$500k investment in the Fund to position for potentially costly building maintenance and repairs such as replacement of the roof, original boiler, and other large scale projects and building improvements. The estimated cost to replace the boiler likely exceeds \$1 million requiring delicate handling to extend its life along with sound financial planning for the future. Progress has occurred while maintaining the Operating Reserve above its 6-month target.
- 2) Explosion of CSAC's communication presence, particularly in the growth of our video platform to celebrate county services and innovation, and serve as a new advocacy tool for critical priorities. Our social media reach continues to expand as our feed has become a go-to resource and advocacy tool for counties, the Legislature, and media.
- 3) Strengthening the Corporate Partnership Program resulting in \$334k in net revenue to support Board priorities. The program also continues to leverage relationships and networks with the Finance Corporation, generating more revenue opportunities and benefits to counties. Over the last three years, the Program has created stable net revenue to become an essential component of CSAC's revenue base. The Program has also sponsored multiple events to foster county dialogue such as the CSAC Regional Meetings and the Premier Partner Forum with the Executive Committee. As a next step in leveraging corporate relationships and opportunities, the Program transitioned to the Finance Corporation in October. This move reflects the growing integration between CSAC and the Finance Corporation and allows new synergies in the path of corporate partner to potential revenue sharing partner.
- 4) The California Counties Foundation has thrived over this past year with a \$500k new grant to support the Results First Initiative with Pew-MacArthur, with the opening of new CSAC Institute satellite campuses, and the beginning of an Outcomes-Based Contracting Initiative with counties, non-profits, and foundations. This growth speaks to the focus on direct services to counties that provide the tools to improve services to their communities.

**Staff Contacts:** Please contact Graham Knaus (gknaus@counties.org or (916) 650-8109), David Liebler (dliebler@counties.org or (916) 327-7500 x530), or Kelli Oropeza (koropeza@counties.org or (916) 327-7500 x544) for additional information.





# INSTITUTE FOR LOCAL GOVERNMENT<sup>SM</sup>

*Promoting Good Government at the Local Level*

## BOARD OF DIRECTORS

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**Henry Gardner**  
Former City Manager  
Oakland

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**Michele Beal Bagneris**  
City Attorney/City Prosecutor  
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City of Lake Forest  
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Yolo County

**MUNICIPAL MANAGEMENT ASSOCIATION OF NORTHERN CALIFORNIA LIAISON**  
**Erin Steffen**  
President

## Update on Activities

*November 2017*

The Institute for Local Government (ILG) is the research and education affiliate of the California State Association of Counties, the League of California Cities and the California Special Districts Association.

ILG promotes good government at the local level with practical, impartial and easy-to-use resources for California communities. Our resources on ethics and transparency, local government basics, public engagement, sustainable communities and collaboration and partnerships are available at [www.ca-ilg.org](http://www.ca-ilg.org).

## Highlights

- ILG presents at the Annual Meeting.
- ILG works with CSAC and the League on their Joint Homelessness Taskforce.
- ILG honors Alpine County with a full Beacon Award and Alameda, Monterey, Sacramento, San Mateo, Santa Cruz, Ventura and Yolo counties with Spotlight Awards.
- ILG hosts free webinars for CSAC members.

## CSAC Annual Meeting

ILG is excited to work with CSAC staff on a session for the Annual Meeting "Solutions & Tools to Address the Growing Crisis of Homelessness." Additionally, ILG will have a table at the Expo - come by to learn more about our programs and initiatives. We look forward to seeing you there!

## Joint CSAC/League Homelessness Taskforce

The Joint CSAC/League Homelessness Taskforce held their final meeting on October 10<sup>th</sup>. The Taskforce received an update on recent affordable housing legislation; discussed components of the final report including programmatic and funding options, homelessness plans, partnerships and community engagement and best practices; and brainstormed possible training opportunities on these topics. Staff continues to work with the CSAC and the League to complete the final report, create a web presence and plan

conference sessions and/or trainings on this topic. The report should be finalized in late 2017.

## **Beacon Awards**

ILG hosted a joint county/city Beacon Award Ceremony in September and recognized nearly 60 cities and counties with Beacon and Beacon Spotlight Awards for their achievements in saving energy, reducing greenhouse gas emissions and adopting policies and practices that make California communities more sustainable. Thank you to CSAC's communications team for working with us to produce a video highlighting AMBAG, the Beacon Champion of the Year! That video can be found here: [www.youtube.com/watch?v=JbB2qZ8rNno](http://www.youtube.com/watch?v=JbB2qZ8rNno).

For the full list of 2017's winners visit: [www.ca-ilg.org/award-winners](http://www.ca-ilg.org/award-winners).

## **Effective Governance**

ILG continues to work with Cal-ICMA consultants Frank Benest and Kevin Duggan on their "Survival Skills Project." As part of this work, ILG has established a leadership and governance resource center for administrators and officials. Content is geared towards those looking for best practices documents on effectively governing, and instilling civility among councils and in the relationship between elected officials and the chief executive. The resource center can be accessed here: [www.ca-ilg.org/leadership](http://www.ca-ilg.org/leadership).

## **ILG Hosts Public Engagement Convening**

Over 100 local and non-profit leaders and immigrant integration experts came together on September 6th to identify successes, challenges and specific actions they can take to support immigrant integration and engagement. City of Oakland Mayor Libby Schaaf offered welcoming remarks and emphasized the importance of partnering across the Bay Area to support California's immigrant communities. New American Economy unveiled new economic data related to immigrant contributions throughout the region as well as a new mapping tool to view this data. Other expert speakers included Grantmakers Concerned with Immigrants and Refugees and Immigrant Legal Resource Center. The convening participants identified the following roles for local governments:

- Continue to build trust by engaging "beyond the usuals" including immigrant and refugee community members.
- Lead, convene and facilitate community conversations on legal processes including naturalization and Know Your Rights workshops.
- Fund immigrant integration services.
- Connect immigrant and refugee residents to relevant public sector agencies and services.

ILG has produced new resources to help your community engage immigrant residents - Language Access Checklists and Local Governments Engaging Immigrants: Strategies that Work. Read more in our CSAC blog here: [www.counties.org/county-voice/ilg-supports-counties-engaging-diverse-communities](http://www.counties.org/county-voice/ilg-supports-counties-engaging-diverse-communities). These resources and more can be found on our website at: [www.ca-ilg.org/immigrant-engagement-and-integration](http://www.ca-ilg.org/immigrant-engagement-and-integration).

## New Articles and Resources

- *ILG Supports Counties in Engaging Diverse Communities* shares highlights from ILG's September immigrant integration convening ([www.counties.org/county-voice/ilg-supports-counties-engaging-diverse-communities](http://www.counties.org/county-voice/ilg-supports-counties-engaging-diverse-communities)).
- *Ventura County Summer: Not Just a Day at the Beach* highlights Ventura County's youth civic engagement efforts and ILG's Governments Engaging Youth work ([www.counties.org/county-voice/ventura-county-summer-not-just-day-beach](http://www.counties.org/county-voice/ventura-county-summer-not-just-day-beach)).
- *Police Departments Use Creative Approaches to Build Public Trust* discusses how law enforcement agencies are engaging with communities across the state ([www.westerncity.com/Western-City/October-2017/Police-Departments-Use-Creative-Approaches-to-Build-Public-Trust/](http://www.westerncity.com/Western-City/October-2017/Police-Departments-Use-Creative-Approaches-to-Build-Public-Trust/)).
- *Engaging Your Community in the Budgeting Process* highlights the benefits of engaging the community in the budgeting process ([www.westerncity.com/Western-City/November-2017/Engaging-Your-Community-in-the-Budgeting-Process/](http://www.westerncity.com/Western-City/November-2017/Engaging-Your-Community-in-the-Budgeting-Process/)).
- *Preparing the Next Generation of Local Leaders* shares examples of special districts engaging youth in their communities and highlights ILG's new Governments Engaging Youth Toolkit (CA Special District September/October Issue).
- *A Sustainability Spark in Special Districts* discusses how special districts are promoting sustainability in their communities CA Special District November/December Issue).

## Recent Workshops and Trainings

- In October, staff attended the Municipal Management Association of Southern California Annual Conference where we facilitated a session on "Governments Engaging Youth."
- In October, Martin presented at the County Welfare Directors Association of California's conference in early October on "New Approaches to Combat Homelessness."
- In October, ILG attended the Deliberative Democracy Consortium Research and Practice Meeting.
- In November, staff attended the Municipal Management Association of Northern California's Annual Conference where we facilitated a session on ILG's new Public Engagement Framework – TEIRS.
- ILG hosted a webinar – Abstentions and Disqualifications – Conflicts of Interest and When One Must or Should Step-Aside – the recording of the webinar can be found here: [www.ca-ilg.org/webinar/abstentions-and-disqualifications-conflicts-interest-and-when-one-must-or-should-step-aside-0](http://www.ca-ilg.org/webinar/abstentions-and-disqualifications-conflicts-interest-and-when-one-must-or-should-step-aside-0).
- ILG hosted a webinar on The Brown Act – the recording of the webinar can be found here: [www.ca-ilg.org/webinar/brown-act-0](http://www.ca-ilg.org/webinar/brown-act-0).
- ILG hosted a webinar - Are You Ready for Public Engagement? – the recording can be found here: [www.ca-ilg.org/webinar/are-you-ready-public-engagement](http://www.ca-ilg.org/webinar/are-you-ready-public-engagement).
- ILG hosted a webinar - Completing Your Statement of Economic Interest – Form 700 – the recording can be found here: [www.ca-ilg.org/webinar/completing-your-statement-economic-interest-form-700-does-it-or-doesnt-it-count-gift](http://www.ca-ilg.org/webinar/completing-your-statement-economic-interest-form-700-does-it-or-doesnt-it-count-gift).

Upcoming webinars in 2017 include:

- Tips to Promote an Ethical and Transparent Culture - December 5, 2017 | 2:00pm
- Public Engagement: When to Use a Professional Facilitator - December 14, 2017 | 10:00am

More information can be found at: [www.ca-ilg.org/post/upcoming-ilg-webinars](http://www.ca-ilg.org/post/upcoming-ilg-webinars).

## **Board of Directors**

In August ILG's Board met to hear programmatic updates and discuss ILG's impact and future vision for success. The Board also honored CSAC liaison Greg Cox for his over 10 years of service to the ILG Board.

The final Board meeting of the year will take place Friday, December 8<sup>th</sup> in Sacramento.

# Winter-Spring 2018 Course Guide

*It is possible to fly without motors, but not without knowledge and skill. – Wilber Wright*

## Professional development classes for county officials, executives and managers

### Schedule at a Glance

DATE		LOCATION	PAGE
<b>JANUARY</b>			
11 (TH)	Thinking Strategically in Trying Times	Shasta	7
12 (F)	To Do or Not To Do: Leadership in Decision Making	San Bernardino	7
12 (F)	Art & Practice of Organizational Leadership	Sacramento	1
18 (TH)	Negotiations and Collaboration in Complex Environments	Contra Costa	5
18 (TH)	Building and Maintaining a Team Environment	Sacramento	1
19 (F)	Managing Conflict with Comfort	Merced	5
25 (TH)	Subrecipient Monitoring	Sacramento	6
26 (F)	County Financial Reporting for Nonfinancial Professionals	Sacramento	2
<b>FEBRUARY</b>			
1 (TH)	IT Performance Metrics and Customer Value	Sacramento	3
2 (F)	Service Excellence through Process Improvement	Sacramento	6
8 (TH)	Intergenerational Leadership	Shasta	3
9 (F)	County Financial Reporting for Nonfinancial Professionals	San Bernardino	2
15 (TH)	Crafting and Implementing Effective Strategic Plans	Contra Costa	2
16 (F)	Financing California Counties: A History	Merced	3
22-23	<i>Two Day Class</i> Leading with Emotional Intelligence Master	Sacramento	4
<b>MARCH</b>			
1 (TH)	Purpose, Outcomes and Intentionality	Sacramento	6
8 (TH)	Local Governance in California	Shasta	5
9 (F)	Talent Development and Succession Planning	San Bernardino	7
9 (F)	Crafting and Implementing Effective Strategic Plans	Sacramento	2
15 (TH)	Managing Conflict with Comfort	Contra Costa	5
16 (F)	Mastering Social Media	Merced	5
22 (TH)	<i>Emerging Issues</i> The Crisis of Housing	Sacramento	3
<b>APRIL</b>			
5 (TH)	IT Define a IT Strategy and Roadmap	Sacramento	3
6 (F)	Storytelling and Other Practices in the Art of Persuasion	Sacramento	6
12 (TH)	Negotiations and Collaboration in Complex Environments	Shasta	5
13 (F)	When Bad Things Happen: Managing the Media	San Bernardino	7
19 (TH)	Leadership & Change: Practices to Move Organizations	Contra Costa	4
20 (F)	Intergenerational Leadership	Merced	3
26 (TH)	Negotiations and Collaboration in Complex Environments	Sacramento	5
27 (F)	Advanced Practices in Negotiations	Sacramento	5
<b>MAY</b>			
10 (TH)	County Financial Reporting for Nonfinancial Professionals	Shasta	2
10 (TH)	Leadership & Change: Practices to Move Organizations	Sacramento	4
11 (F)	Managing Conflict with Comfort	San Bernardino	5
11 (F)	Make Your County Count: Marketing and Branding Advice	Sacramento	5
17 (TH)	Customer Service in the Public Sector	Contra Costa	2
18 (F)	Building and Maintaining a Team Environment	Merced	1
24 (TH)	Financing California Counties: The History	Sacramento	3
25 (F)	Labor Relations in Local Government	Sacramento	4
<b>JUNE</b>			
1 (F)	Survey Design and Analysis	Sacramento	7
7 (TH)	IT Service Management	Sacramento	3
8 (F)	Polishing the Presentation: Advanced Practices	San Bernardino	6
14 (TH)	Leading with Emotional Intelligence	Shasta	4
15 (F)	County 101: Duties, Authorities, Responsibilities	Merced	2
15 (F)	Communication with Purpose	Sacramento	1
21 (TH)	County Budgeting and Financial Planning	Contra Costa	2
22 (F)	Supporting Homeless and At-Risk Youth	Sacramento	7

### 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.

**Friday, January 12, 2018** 10:00 a.m.–3:30 p.m.  
Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Managers/Executives

### Deployment and leadership of high performance teams

#### Building and Maintaining a Team Environment 371

Counties use teams as a method to get work done. It takes a certain organizational culture to support teams. This course examines the culture and attributes of high-performing teams in the public sector. Hands on simulations demonstrate team strategies. Strategies, tools and resources are shared along with team leadership practices, and how to transition to a team culture. Participants examine the group dynamics required for team success, define team responsibilities and accountability, how to evaluate team performance against mission, and the leadership practices to lead and sponsor teams.

Instructor: Dr. Jerry Estenson is Professor of Organizational Behavior at Sacramento State University.

**Thursday, January 18, 2018** 10:00 a.m.–3:30 p.m.  
Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Managers/Executives

**Friday, May 18, 2018** 10:00 a.m.–3:30 p.m.  
Merced ♦ \$149/person for counties ♦ 3 credits ♦ Managers/Executives

### Nothing is more fundamental than our ability to communicate

#### Communication with Purpose 132

**NEW!** In confronting organizational problems we often generalize what the issues are. Typically they come in two forms: People problems, and Communications problems. Neither of these is useful to understand how to improve the organizations that we work in. This class looks specifically at



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

**LEARN . GROW . ACHIEVE**


“communications” with an intention of understanding and beginning to enhance our capacity and skill at communicating where we work. It focuses on mastering the fundamentals of interpersonal communication, performance management communication, listening for results and communicating under stress. There are a few things that distinguish humans from other ‘intelligent creatures’. None is more fundamental and essential than our ability to communicate.

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

**Friday, June 15, 2018** 10:00 a.m.–3:30 p.m.  
 Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Managers/Executives

*Exactly what are California counties responsible to do?*

**County 101: Duties, Authorities and Responsibilities of Counties** 157



Counties have very broad authorities and responsibilities. Federal and state laws along with county-adopted policies and ordinances frame how each of the 58 counties implement those duties. With such broad responsibilities it is difficult for county officials and staff to be aware of all the duties and mandates across all departments. This class examines each county responsibility area and, at a policy level, highlights what is mandated, required and/or discretionary, and the roles and authority counties have for that service. It would also look at the history of counties in California.

Instructor: Bill Chiat is CSAC Institute Dean, former executive director of the California Association of Local Agency Formation Commissions and CEO of Napa County.

**Friday, June 15, 2018** 10:00 a.m.–3:30 p.m.  
 Merced ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

*Overview of county budgeting and financial management*

**County Budgeting and Financial Planning** 116

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

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

**Thursday, June 21, 2018** 10:00 a.m.–3:30 p.m.  
 Contra Costa ♦ \$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.

**Friday, January 26, 2018** 10:00 a.m.–3:30 p.m.  
 Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Managers/Executives

**Friday, February 9, 2018** 10:00 a.m.–3:30 p.m.  
 San Bernardino ♦ \$149/person for counties ♦ 3 credits ♦ Managers/Executives

**Thursday, May 10, 2018** 10:00 a.m.–3:30 p.m.  
 Shasta ♦ \$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.

**Thursday, February 15, 2018** 10:00 a.m.–3:30 p.m.  
 Contra Costa ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

**Friday, March 9, 2018** 10:00 a.m.–3:30 p.m.  
 Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

*Create customer satisfaction in a county setting*

**Customer Service in the Public Sector: Balancing Satisfaction with Priorities** 354

This policy level course helps managers and elected officials explore ways to create and enhance a customer service culture in their organization. Participants explore how to balance good customer service with county and state regulations and requirements. It focuses on what defines good customer service and a service culture. Lively small and large group discussions provide tools to assess the current environment, gaps are to be more service oriented, and how to get there. Participants examine the structure and process to support and recognize effective customer service, even in difficult regulatory situations. Barriers to good customer service are examined along with service and performance measurements.

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

**Thursday, May 17, 2018** 10:00 a.m.–3:30 p.m.  
 Contra Costa ♦ \$149/person for counties ♦ 3 credits ♦ Managers/Executives

## EMERGING ISSUES

### *Exploring trends in policy issues*

These seminars provide county decision-makers an opportunity to explore emerging trends with colleagues and experts. Brief presentations examine facets of the issue and allow opportunities for discussion on resources, capacity and authority available for counties to work toward solutions.



*Solutions to increase affordability and availability of housing*

### **Emerging Issues: The Crisis of Housing** 406

California has reached a crisis point regarding both the availability of housing and its affordability. The average price of a home in the state is two-and-a-half times the average national price and rents are fifty percent higher than the rest of the country. According to the Legislative Analyst's Office, major changes to local government land use authority, local finance, CEQA, and other major policies are likely necessary to address California's high housing costs and limited availability. This course will focus on statewide and locally-driven policy solutions emerging through legislation and local policy changes, as well as case studies.

**Thursday, March 22, 2018** 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, February 16, 2018** 10:00 a.m.–3:30 p.m.  
Merced ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

**Thursday, May 24, 2018** 10:00 a.m.–3:30 p.m.  
Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

*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, February 8, 2018** 10:00 a.m.–3:30 p.m.  
Shasta ♦ \$149/person for counties ♦ 3 credits ♦ Managers/Executives

**Friday, April 20, 2018** 10:00 a.m.–3:30 p.m.  
Merced ♦ \$149/person for counties ♦ 3 credits ♦ Managers/Executives

*Create better value for – and relationships with – IT customers*

### **IT Performance Metrics and Customer Value** 342

County governments create value for citizens through the services they deliver. Doing so effectively and efficiently not only requires a



keen understanding of how government service quality is impacted by the internal systems and processes which enable them, but also requires establishing metrics around these systems and processes in order to measure performance - after all if it isn't measured, it isn't managed. This

facilitative course is designed to help county IT professionals understand the metrics that matter. By taking a customer-centric approach, participants will understand how to establish metrics across IT services, applications, and infrastructure, optimize performance over time, and communicate the benefits realized to the rest of the organization through a series of interactive discussions, group activities, and individual exercises.

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

**Thursday, February 1, 2018** 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 5, 2018** 10:00 a.m.–3:30 p.m.  
Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ IT Managers/Executives

*How is IT service delivery positioned in your county? On the mark?*

### **IT Service Management** 341

IT exists in large measure to support other parts of the county; your internal customers. However, many IT departments do not approach IT delivery through a customer-service lens. Instead they focus on maintaining performance levels and reacting to requests. As cloud services proliferate, county leaders have more options available to

procure IT services. By taking an "order taker" posture, IT functions risk being outsourced altogether, compromising the unique value they can provide the organization. This course will enable county IT leaders to properly position themselves against these external options, by helping them identify their current level of IT customer-service sophistication, and instilling the knowledge, tools, and templates required to institute a proactive IT service management operation.

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

**Thursday, June 7, 2018** 10:00 a.m.–3:30 p.m.  
 Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ IT Managers/Executives

*Employees are every county's largest budget item*

## Labor Relations and Negotiations in Local Government 153

The class examines the basics of labor relations in the county environment. Laws and regulations affecting public-sector employment and labor relations in California are examined along with techniques to build and maintain effective and productive relationships with employee groups. The class explores the various roles in labor relations and labor negotiations along with pitfalls to avoid in working with labor representatives. Techniques are examined for maintaining productive relationships with employee organizations during difficult times. *Eligible for MCLE credits for members of the Bar.*



Instructors: Richard Whitmore and Richard Bolanos are partners with Liebert Cassidy Whitmore and work extensively with local governments on labor relations.

**Friday, May 25, 2018** 10:00 a.m.–3:30 p.m.  
 Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

*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, April 19, 2018** 10:00 a.m.–3:30 p.m.  
 Contra Costa ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

**Friday, May 10, 2018** 10:00 a.m.–3:30 p.m.  
 Sacramento ♦ \$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 utilises the latest research and techniques from neuroscience, emotional intelligence and mindfulness to assist participants in building their leadership impact, optimise positive relationships, effectiveness, 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 and techniques to specific workplace situations. Participants complete a EQ profile and learn how EQ can be developed through practical tools and techniques.



The workshop utilises the latest research and techniques from neuroscience, emotional intelligence and mindfulness to assist participants in building their leadership impact, optimise positive relationships, effectiveness, 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 and techniques 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, February 22-23, 2018**  
 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

*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, practice 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, June 14, 2018** 10:00 a.m.–3:30 p.m.  
 Shasta ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials



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

**Local Governance in California: All Those Agencies!** 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, March 8, 2018** 10:00 a.m.–3:30 p.m.  
*Shasta* ♦ \$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: Dr. Laree Kiely is president of the Kiely Group and a professor at the USC Marshall School of Business.

**Friday, January 19, 2018** 10:00 a.m.–3:30 p.m.  
*Merced* ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

**Thursday, March 15, 2018** 10:00 a.m.–3:30 p.m.  
*Contra Costa* ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

**Friday, May 11, 2018** 10:00 a.m.–3:30 p.m.  
*San Bernardino* ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

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

**Mastering Social Media Basics** 353

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

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

**Friday, March 16, 2018** 10:00 a.m.–3:30 p.m.  
*Merced* ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials



Create and communicate your county brand

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



**NEW!** 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, May 11, 2018** 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.

**Thursday, January 18, 2018** 10:00 a.m.–3:30 p.m.  
*Contra Costa* ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

**Thursday, April 12, 2018** 10:00 a.m.–3:30 p.m.  
*Shasta* ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

**Thursday, April 26, 2018\*** 10:00 a.m.–3:30 p.m.  
*Sacramento* ♦ \$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, April 27, 2017\*** 10:00 a.m.–3:30 p.m.  
 Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

\* Take these two top negotiations classes on back-to-back days!

For experienced presenters wanting to ‘up’ their presentations

**Polish Your Presentation:  
 Advanced Practices in Communication** 125

This intense class helps senior managers and elected officials better present their ideas with conviction, control and poise — and without fear. The course covers specific skills and advanced techniques for delivering professional presentations that get results. Participants examine their presentation style, learn to use tools to organize their presentation and communicate their thoughts, and handle difficult situations. A straightforward presentation model helps participants build their self-confidence and overcome the common mistakes which turn off audiences. Use of graphics and presentation tools are also examined. Through a lab, participants work on improving one of their own presentations.

Instructor: Bill Chiat is Dean of the CSAC Institute and an accomplished presenter with city, county and state governments.

**Friday, June 8, 2018** 10:00 a.m.–3:30 p.m.  
 San Bernardino ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

*Intentionality: Tying together activities to build performance*

**Purpose, Outcomes and Intentionality:  
 Make Things Happen in Your Agency** 113

**NEW!** We all have those nagging problems that lurk in the background, the ones you know you should tackle but never seem to have time. They are often the big hairy ugly ones we really don’t want to tackle. Or worse, we’ve made them “unsolvable”, working around rather than tackling them. This class provides a much needed break to really examine these issues. Participants take a step back to identify the roots of the issues, re-frame them as necessary, and then identify alternative strategies, reducing roadblocks, sequencing steps, identifying stakeholders and developing flexibility in getting to your goals. The class is about creating a mind-set for tackling problems and knowing whether you’re making progress or not. Be prepared to be challenged, and encouraged to think in new ways.



Instructor: Mary Kirlin, DPA is a former professor and department chair in public policy at Sacramento State University.

**Friday, March 1, 2018** 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 manager of the Ventura County Service Excellence Program.

**Friday, February 2, 2018** 10:00 a.m.–3:30 p.m.  
 Sacramento ♦ \$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 activities the class explores elements of story-telling 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, reciprocity, 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, April 6, 2018** 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

**new** In California, state agencies receive federal grants for social services and make subawards to California counties. The counties, in turn, frequently make subawards to nonprofit organizations that actually provide the services. The Uniform Grant Guidance requires counties to actively monitor their subrecipients. Further, counties must review the subrecipient monitoring 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.

**Thursday, January 25, 2018** 9:30 a.m.–3:30 p.m.  
 Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Managers/Analysts

*Innovations in addressing youth homelessness*

## Supporting Homeless and At-Risk Youth – Collaborative Approaches 321



Homelessness is a pervasive and complex problem impacting all California communities. As counties across the state are implementing innovative and collaborative solutions to address this issue, they are finding that homeless and at-risk youth are a unique subset of the homeless population and therefore need equally unique approaches and interventions. This class will engage participants in a discussion on many facets of youth homelessness including root causes and identification of homeless youth, school/county partnerships, foster youth, truancy and economic development. Attendees will hear from experts in the field along with lessons learned from counties implementing promising and successful programs.

Instructors: County Supervisors and experts from the Institute for Local Government.

**Friday, June 22, 2018** 10:00 a.m.–3:30 p.m.  
Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

*New ways to think and work through enduring problems*

## Survey Design and Analysis 336

**NEW!** Are you thinking about surveying your employees? Your community? This class will explore the basics of designing a good survey and evaluating the results. We will explore topics such as how do you design questions? What is a good response rate? How do you interpret the responses? Finally, we will look at the features of a popular (and free) online survey tool: Survey Monkey.



Instructor: Mary Kirilin, DPA is a former professor and department chair in public policy at Sacramento State University.

**Friday, June 1, 2018** 10:00 a.m.–3:30 p.m.  
Sacramento ♦ \$149/person for counties ♦ 3 credits ♦ Managers/Executives

*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 Human Resources Director for San Mateo County.

**Friday, March 9, 2018** 10:00 a.m.–3:30 p.m.  
San Bernardino ♦ \$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 associate professor of management at the University of San Francisco.

**Thursday, January 11, 2018** 10:00 a.m.–3:30 p.m.  
Shasta ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Officials

*Tools for engagement and decision making on difficult issues*

## To Do or Not To Do: Leadership in Decision Making 372

Join former Nebraska State Senator Dave Landis for this engaging and entertaining discussion of how to work with others to solve community and organizational problems, particularly in this era of divisiveness. This course examines a variety of problem solving and decision-making practices which will improve the likelihood of achieving your desired objectives. Case examples demonstrate application of ideas and challenge participants to consider alternative approaches in dealing with community and organizational problems and opportunities. Participants gain hands-on experience with using the tools and exploring application to real world situations.

Instructor: David Landis is a former long-time Nebraska state senator, university instructor and economic development director for Lincoln, NB.

**Friday, January 12, 2018** 10:00 a.m.–3:30 p.m.  
San Bernardino ♦ \$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.

**Friday, April 13, 2018** 10:00 a.m.–3:30 p.m.  
San Bernardino ♦ \$149/person for counties ♦ 3 credits ♦ Staff/Elected Official

## COURSE SCHEDULE INDEX

# Institute Courses by Topic

COURSE	LEADERSHIP COURSES	PAGE
113	<b>NEW</b> Purpose, Outcomes and Intentionality	6
120	Art & Practice of Organizational Leadership	1
123	Crafting and Implementing Effective Strategic Plans	2
124	Leadership & Change: Practices to Move Organizations	4
125	Polish the Presentation: Advanced Practices	6
128	Leading with Emotional Intelligence	4
129	Intergenerational Leadership	3
132	<b>NEW</b> Communication with Purpose	1
180	<b>Two Day Class</b> Leading with Emotional Intelligence Master	4
354	Customer Service in the Public Sector	2
356	Negotiations and Collaboration in Complex Environments	5
360	Managing Conflict in Comfort	5
363	Thinking Strategically in Trying Times	7
371	Building and Maintaining a Team Environment	1
372	To Do or Not To Do: Leadership in Decision Making	7
374	Service Excellence through Process Improvement	6
378	Storytelling and Other Practices in the Art of Persuasion	6
380	Talent Development and Succession Planning	7
384	Advanced Practices in Negotiations	5
	<b>POLICY &amp; GOVERNANCE COURSES</b>	
116	County Budgeting and Financial Planning	2
150	Local Governance in California	5
151	Financing California Counties: A History	3
153	Labor Relations in Local Government	4
157	County 101: Duties, Authorities, Responsibilities	2
321	<b>NEW</b> Supporting Homeless and At-Risk Youth	7
336	<b>NEW</b> Survey Design and Analysis	7
339	<b>NEW</b> IT Define a IT Strategy and Roadmap	3
341	IT Service Management	3
342	IT Performance Metrics and Customer Value	3
353	Mastering Social Media	5
357	When Bad Things Happen: Managing the Media	7
369	County Financial Reporting for Nonfinancial Professionals	2
397	<b>NEW</b> Subrecipient Monitoring	6
399	<b>NEW</b> Make Your County Count: Marketing and Branding Advice	5
406	<b>Emerging Issues</b> The Crisis of Housing	3



## COST-EFFECTIVE SOLUTION FOR COUNTY SUCCESSION PLANNING AND EXECUTIVE DEVELOPMENT

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

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



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

### Course Locations

**Sacramento** – Courses are held in downtown Sacramento at the Capital Event Center at the M.A.Y. Building, 1020 11<sup>th</sup> Street.

**Contra Costa** – Courses are hosted by Contra Costa County and held at the Department of Conservation and Development building, 30 Muir Road, Martinez.

**Merced** – Courses are hosted by Merced County and held at the Child Support Services training room, 3368 North Highway 59, Suite I, Merced.

**San Bernardino** – Courses are hosted by San Bernardino County and held at the Department of Behavioral Health Administration Building, 303 East Vanderbilt Way, Room 109, San Bernardino.

**Shasta** – Courses are hosted by Shasta and Tehama counties and held in Redding. Location will be included in confirmation.

### Course Registration and Fees

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

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

**Discounts** – Reduced tuition is available to county staff and officials when registering for three or more classes at the same time or with the purchase of the Credential Package. Save at least 10% with these options.

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

### Contact Us

**Institute Dean** - Bill Chiat [bchiat@counties.org](mailto:bchiat@counties.org)

**Institute Program Coordinator** – Chastity Benson [cbenson@counties.org](mailto:cbenson@counties.org)

**Administrative Assistant** – Olviya Vataman [ovataman@counties.org](mailto:ovataman@counties.org)

**916/327-7500**

**California State Association of Counties®**  
**Financial Statement**  
**July-September**  
**2017-18**

	FY 2017-18	FY 2017-18	FY 2017-18
	Budget	Actual	Percent
<b>Revenues:</b>			
Membership Dues	3,430,506	3,430,506	100%
Finance Corp Participation	3,750,000	1,000,000	27%
Rental Income	178,229	57,214	32%
Administrative Miscellaneous	606,400	228,619	38%
CSAC Conferences	418,000	164,309	39%
CEAC	163,586	50,834	31%
Corporate Associates	908,000	841,310	93%
Litigation Program	<u>432,276</u>	<u>351,086</u>	81%
<b>Total Revenues</b>	<b>\$9,886,997</b>	<b>\$6,123,878</b>	<b>62%</b>
<b>Expenditures:</b>			
Salaries/Benefits	5,624,123	1,209,488	22%
Staff Outreach	174,700	50,295	29%
Leadership Outreach	80,000	47,054	59%
NACo Meetings & Travel	140,000	42,632	30%
Public Affairs/Communications	77,040	11,161	14%
CSAC Conferences	599,545	112,121	19%
Facilities	302,117	76,603	25%
Office Operations	277,525	119,335	43%
Organizational Partnerships	128,000	115,488	90%
CEAC	163,586	43,181	26%
Outside Contracts	656,100	282,425	43%
Corporate Associates	525,187	118,220	23%
Litigation Program	432,276	95,694	22%
Foundation Contribution	<u>194,978</u>	<u>0</u>	0%
<b>Total Expenditures</b>	<b>\$9,375,177</b>	<b>\$2,323,697</b>	<b>25%</b>

**California State Association of Counties®**  
**Year-End Financial Statement**  
**2016-17**

	FY 2016-17	FY 2016-17	FY 2016-17
	Budget	Actual	Percent
<b>Revenues:</b>			
Membership Dues	3,430,506	3,430,506	100%
Finance Corp Participation	3,500,000	4,000,000	114%
Rental Income	168,417	173,088	103%
Administrative Miscellaneous	579,800	700,633	121%
CSAC Conferences	413,000	464,935	113%
CEAC	159,565	162,127	102%
Corporate Associates	929,000	877,050	94%
Litigation Program	<u>432,276</u>	<u>432,276</u>	100%
<b>Total Revenues</b>	<b>\$9,612,564</b>	<b>\$10,240,615</b>	<b>107%</b>
<b>Expenditures:</b>			
Salaries/Benefits	5,563,382	5,394,424	97%
Staff Outreach	166,200	178,192	107%
Leadership Outreach	75,000	86,101	115%
NACo Meetings & Travel	120,500	134,414	112%
NACo 2nd VP Campaign	10,000	12,741	127%
Public Affairs/Communications	50,350	53,141	106%
CSAC Conferences	559,716	566,036	101%
Facilities	284,747	304,047	107%
Office Operations	284,310	244,007	86%
Organizational Partnerships	120,500	126,930	105%
CEAC	159,565	162,127	102%
Outside Contracts	647,000	661,498	102%
Corporate Associates	510,256	543,006	106%
Litigation Program	432,276	432,276	100%
Foundation Contribution	<u>180,728</u>	<u>221,062</u>	122%
<b>Total Expenditures</b>	<b>\$9,164,530</b>	<b>\$9,120,002</b>	<b>100%</b>
<b>YEAR END FUND BALANCE</b>		<b>1,120,613</b>	

# 2018 CSAC Calendar of Events

## Board of Directors

### January

As of 11/15/17

- 3 Urban Counties of California (UCC) Board Conference Call
- 17 CSAC Executive Committee Orientation Dinner, Sacramento
- 17 Rural County Representatives of California (RCRC) Board Meeting & Installation of Officers Reception, Sacramento
- 18 CSAC Executive Committee Meeting, Sacramento
- 31-Feb. 2 CSAC Premier Corporate Partner Forum, San Diego County

### February

- 15 CSAC Board of Directors Meeting, Sacramento  
*10:00am – 1:30pm, Capitol Event Center, 1020 11<sup>th</sup> Street, 2<sup>nd</sup> Floor, Sacramento*

### March

- 3-7 NACo Legislative Conference, Washington, D.C.
- 14 Rural County Representatives of California (RCRC) Board Meeting, Sacramento

### April

- 5 CSAC Executive Committee Meeting, Sacramento or Los Angeles
- 18-20 CSAC Finance Corporation Board Meeting, Riverside County
- 25-26 Rural County Representatives of California (RCRC) Board Meeting, Humboldt County

### May

- 16-17 CSAC Legislative Conference, Sacramento
- 17 CSAC Board of Directors Meeting, Sacramento  
*12:30pm – 4:00pm, Hyatt Regency, 1209 L Street, Sacramento*
- 23-25 NACo Western Interstate Region Conference, Blaine County/Sun Valley, Idaho

### June

- 20 Rural County Representatives of California (RCRC) Board Meeting, Sacramento

### July

- 13-16 NACo Annual Conference, Gaylord Opryland, Davidson County/Nashville, Tennessee

### August

- 2 CSAC Executive Committee Meeting, Sacramento
- 15 Rural County Representatives of California (RCRC) Board Meeting, Sacramento

### September

- 6 CSAC Board of Directors Meeting, Sacramento  
*10:00am – 1:30pm, Capitol Event Center, 1020 11<sup>th</sup> Street, 2<sup>nd</sup> Floor, Sacramento*
- 19-21 Rural County Representatives of California (RCRC) Annual Meeting, Napa County
- TBD CSAC Finance Corporation Board Meeting, Santa Barbara County

### October

- 3-5 CSAC Executive Committee Retreat, Location TBD

### November

- 27-30 CSAC 124<sup>th</sup> Annual Meeting, San Diego County
- 29 CSAC Board of Directors Meeting, San Diego County  
*2:00pm – 4:00pm, Marriott Marquis San Diego, 333 West Harbor Drive, San Diego*

### December

- 5 Rural County Representatives of California (RCRC) Board Meeting, Sacramento
- 12-14 CSAC Officers' Retreat, Napa County