

**CALIFORNIA STATE ASSOCIATION OF COUNTIES  
EXECUTIVE COMMITTEE**

Thursday, January 15, 2015, 10:00am - 1:30pm

CSAC Conference Center, Sacramento

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**A G E N D A**

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Agenda times are approximate. Matters may be considered earlier than published time.

Presiding: Vito Chiesa, President

**10:00am PROCEDURAL ITEMS**

1. Introduction of New Executive Committee Members
  - *President Chiesa & Matt Cate, CSAC Executive Director*

2. Roll Call

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3. Approval of Minutes of October 9, 2014

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**10:15am SPECIAL PRESENTATION**

4. Report on Governor's Budget for 2015-16
  - *Michael Cohen, Director, CA Department of Finance*

**10:45am DISCUSSION ITEM**

5. Discussion of Budget Impacts on Counties
  - *DeAnn Baker & Advocacy staff*

**11:00am ACTION ITEMS**

6. Appointment of CSAC Treasurer, NACo Board & WIR Representatives
  - *President Chiesa*

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7. Appointment of CSAC Policy Committee Chairs and Vice Chairs for 2015
  - *President Chiesa*

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8. Consideration of State and Federal Legislative Priorities for 2015
  - *DeAnn Baker & Advocacy staff*

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**12:00pm LUNCH**

**12:30pm INFORMATION ITEMS**

9. CSAC Finance Corp. Report
  - *Nancy Parrish, Finance Corp. Executive Director*
  - *Matt Cate, CSAC Executive Director*

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10. CSAC Corporate Partnership Update
  - *Jim Manker, CSAC staff*

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11. CSAC Strategic Plan Update
  - *Matt Cate, CSAC Executive Director*
  - *Jean Jordan, CSAC staff*

12. Association Management Software Update
  - *Jean Jordan, CSAC staff*

13. Informational Reports without Presentation
  - ❖ *Litigation Coordination Program*
  - ❖ *CSAC Institute for Excellence in County Government*
  - ❖ *Institute for Local Government (ILG)*

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14. Other Items

15. Closed Session Regarding Personnel and Legal Matters

**1:30pm ADJOURN**

CALIFORNIA STATE ASSOCIATION OF COUNTIES  
EXECUTIVE COMMITTEE  
2015

President:	Vito Chiesa, Stanislaus
1 <sup>st</sup> Vice President:	Richard Forster, Amador
2 <sup>nd</sup> Vice President:	Dave Roberts, San Diego
Immed. Past President:	John Gioia, Contra Costa

Urban Section

Keith Carson, Alameda  
Federal Glover, Contra Costa  
Carole Groom, San Mateo  
Don Knabe, Los Angeles  
Susan Peters, Sacramento  
Ken Yeager, Santa Clara  
Kathy Long, Ventura (alternate)

Suburban Section

Bruce Gibson, San Luis Obispo  
Leonard Moty, Shasta  
Henry Perea, Fresno  
Linda Seifert, Solano (alternate)

Rural Section

Virginia Bass, Humboldt  
Ed Valenzuela, Siskiyou  
Kim Dolbow Vann, Colusa (alternate)

Advisors

Rick Haffey, CAOAC Advisor, Nevada  
Charles McKee, County Counsel Advisor, Monterey

CALIFORNIA STATE ASSOCIATION OF COUNTIES  
EXECUTIVE COMMITTEE

October 9-10, 2014  
Intercontinental Clement Hotel, Monterey, CA

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MINUTES

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Presiding: John Gioia, President

1. Roll Call

John Gioia, President  
Richard Forster, 2<sup>nd</sup> Vice Pres.  
David Finigan, Immed. Past Pres.  
Kathy Long, Ventura  
John Moorlach, Orange  
John Tavaglione, Riverside  
Ken Yeager, Santa Clara  
Susan Adams, Marin  
Bruce Gibson, San Luis Obispo

Henry Perea, Fresno  
Linda Seifert, Solano  
Virginia Bass, Humboldt  
Robert Williams, Tehama  
Kim Dolbow Vann, Colusa  
David Twa, CAOAC Advisor  
James Fincher, Co. Counsel Advisor

2. Approval of Minutes

The minutes of August 7, 2014 were approved as previously mailed.

3. CSAC Corporate Partners Report

Rachel Kinsler from Geo Group addressed the Executive Committee regarding services that the company provides to counties. GEO Group delivers a continuum of care for offenders in detention through community rehabilitation and reintegration. She noted that they have been partnering with counties to provide innovative and targeted programming to serve the local criminal justice population.

Brian Hicks from Dell Computing addressed the Executive Committee regarding services that Dell offers to counties such cybersecurity and other business solutions.

Staff distributed an overview of the Corporate Partnership program, and noted that both membership and revenues have increased during the past year. Three mini-summits were held in 2014, and more are anticipated for 2015.

4. CSAC Finance Corporation Report

Larry Spikes, CSAC Finance Corporation President, reported on actions taking during the recent Finance Corp. Board meeting. He noted that the Board amended the bylaws to add an additional county supervisor seat and require that the three county supervisor seats represent urban, suburban and rural counties. Additionally, the CSAC Executive Committee was given appointing

authority for Board members. The Board also approved a term sheet as a blueprint for an agreement between the CSAC Finance Corporation and CSAC. That document was contained in the briefing materials.

Motion and second to approve the term sheet as contained in the briefing materials. Motion carried unanimously.

5. Distinguished Service Award Recipients

Staff presented a list of nominees for Executive Committee consideration for the 2014 CSAC Distinguished Service Award. This award is given to persons who have made the greatest contribution to the improvement of government in California, particularly as it relates to counties. Nominees included: Michael Cohen, Director of Finance; Assembly Member Richard Gordon; Senator Lois Wolk; and Martin Hoshino, Undersecretary of CA Dept. of Corrections and Rehabilitation.

By consensus, the Executive Committee chose Richard Gordon, Lois Wolk and Martin Hoshino as recipients for the 2015 Distinguished Service Award.

6. Circle of Service Award Nominees

Staff presented a list of nominees for Executive Committee consideration for the 2014 Circle of Service Award. This award was created to recognize county officials, department directors, staff, corporate members and other CSAC members whose service to CSAC and counties sets them apart. Nominees included: Susan Mauriello, Santa Cruz County Administrative Officer; Bill Fujioka, Los Angeles County Chief Executive Officer; Arthur Wylene, Tehama County Counsel; and Scott McGolpin, Santa Barbara County Director of Public Works.

By consensus, the Executive Committee approved all staff recommendations and added the following recipients: Melissa Stafford-Jones, former California Association of Public Hospitals Executive Director; Patrick Duterte, former Solano County Health Director; Joe Tavaglione, member of the California Transportation Commission; and John Moorlach, Orange County Supervisor.

7. Audited Financial Statements for FY 2013-14

CSAC Treasurer Kim Vann, presented the audited financial statements as contained in the briefing materials. She indicated that there were no significant findings during the audit. Staff was directed to work with the auditors to determine the appropriate way to include Governmental Accounting Standards Board (GASB) issues in next year's report.

8. Appointment of CSAC Finance Corporation Representatives

President Gioia announced that appointments for the treasurer-tax collector and suburban county supervisor positions on the CSAC Finance Corporation Board will be made by the Executive Committee at a later date.

9. 2014 CSAC Legislative Achievement Report  
Staff presented a report outlining CSAC's 2014 legislative achievements which illustrated advocacy efforts to protect billions of dollars in financial resources that support locally-delivered services. CSAC identified priority funding areas that served as the focus of advocacy efforts and obtained successes in the following areas: 2011 Realignment (proper distribution of funds); Affordable Care Act implementation; Board of Equalization sales tax allocation error; Water Bond; Transportation Initiative; Cap and Trade funds; Medi-Cal administration; IHSS MOE agreement; property tax allocation issues; and outstanding mandate reimbursements.  
  
Staff was directed to pursue the idea of setting up a working group on poverty through the Health & Human Services unit at CSAC.
10. 2014 CSAC Communications, Member Services & Administration Report  
Staff distributed materials and presented updates on CSAC communications, member services, Institute, budget and fiscal controls, information technology services, and the corporate partnership program. It was noted that several cost-savings measures have been implemented during the past year, including the sale of the Ransohoff/Pyramid building which will net CSAC about \$2.7m.
11. 2014 CSAC Litigation Coordination Achievements Report  
CSAC's Litigation Coordination Program advocates for counties in state and federal courts, as well as administrative agencies. The program also allows counties to save litigation costs by coordinating in multi-county cases, and by sharing information and resources. During 2014 the program considered 44 new amicus requests and amicus briefs or letters were files in 37 cases.
12. Update on CSAC Strategic Plan  
Matt Cate announced that he would like to involve CSAC Officers and some Executive Committee members in the strategic planning process. Further details were discussed during closed session.

The meeting adjourned to closed session.



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January 6, 2015

**TO:** Members, CSAC Executive Committee  
**FROM:** Matt Cate, Executive Director  
**SUBJECT:** Appointment of CSAC Treasurer, NACo Board of Directors and Western Interstate Region (WIR) Representatives

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Each year, CSAC appoints a Treasurer, two members to the National Association of Counties (NACo) Board of Directors and two members to the NACo Western Interstate Region (WIR) Board of Directors.

Following are Officer recommendations for 2015:

CSAC Treasurer

The Officers would like to recommend that Judy Morris of Trinity County be appointed CSAC Treasurer for 2015. Supervisor Morris has indicated her willingness to serve.

NACo Board of Directors

The Officers would like to recommend that Supervisors Keith Carson and Richard Forster be re-appointed to serve as CSAC's representatives on the NACo Board of Directors for 2015.

NACo WIR

Supervisor David Finigan currently serves as CSAC representative. The Officers are recommending that he continue to serve during 2015.

Several years ago, California was provided an opportunity to appoint a second director to the WIR Board. CSAC and the Regional Council of Rural Counties (RCRC) agreed to appoint one each, with the appointing organization paying costs related to its appointee. Supervisor Kevin Cann from Mariposa served as RCRC's representative in 2014 and would like to continue to serve in the coming year.

**CSAC POLICY COMMITTEE  
CHAIRS AND VICE CHAIRS  
2015**

*(as nominated by CSAC Officers)*

**ADMINISTRATION OF JUSTICE**

**John Viegas, Glenn, Chair**

**Keith Carson, Alameda, Vice Chair**

**AGRICULTURE AND NATURAL RESOURCES**

**Diane Dillon, Napa, Chair**

**Pam Giacomini, Shasta, Vice Chair**

**GOVERNMENT FINANCE & OPERATIONS**

**Henry Perea, Fresno, Chair**

**Erin Hannigan, Solano, Vice Chair**

**HEALTH & HUMAN SERVICES**

**Ken Yeager, Santa Clara, Chair**

**Hub Walsh, Merced, Vice Chair**

**HOUSING, LAND USE AND TRANSPORTATION**

**Phil Serna, Sacramento, Chair**

**David Rabbitt, Sonoma, Vice Chair**



California State Association of Counties

# CSAC 2015 STATE ADVOCACY PRIORITIES

California counties remain focused on implementing numerous significant reforms involving fundamental shifts of responsibilities in the public safety and health arenas that require flexible and efficient solutions. While economic recovery in California has remained steady, it has been modest and inconsistent throughout our 58 counties. Further, income growth has not been uniform across our communities, thus placing further challenges on counties tasked with providing public services to those in need. With the goal of ensuring that all counties succeed, CSAC is leading efforts to ensure that counties can effectively manage new responsibilities and meet service demands in an ever-changing environment. From working to protect existing revenues and avoiding new costs to encouraging innovation and collaborative problem solving, CSAC remains at the forefront of significant statewide issues, fighting for counties and the Californians we serve.

The 2015 CSAC State Legislative Priorities reflect an ongoing commitment to successful implementation of 2011 realignment and implementation of the Affordable Care Act, as well as seeking resources to address infrastructure deficiencies from transportation to water systems. The chart below outlines areas of opportunity to retain and secure financial resources for counties. Additionally, CSAC will advance county interests within a diverse array of key county issues.

## Protecting Vital County Resources

Every day, year after year, CSAC works to protect billions of dollars in financial resources that support locally delivered services. For 2015, the priority funding areas below will serve as the focus of CSAC’s advocacy efforts. While other funding sources also require ongoing, permanent vigilance, the list below represents policy areas where CSAC will lead the charge to protect existing resources and secure new or renewed funding for California counties. Brief descriptions of many issues can be found in the pages that follow.

2011 Realignment <i>Ensure proper distribution of 2011 realignment, including the \$1 billion AB 109 allocation and allocation of mental health funds</i>	\$6B
AB 85/Affordable Care Act Implementation <i>Ensure proper distribution of 1991 realignment funds, including retaining funds for public health and returning savings associated with indigent health</i>	\$1.3B
Cap and trade funds <i>Secure additional funding for local government GHG reduction projects and protect funding for affordable housing and sustainable communities</i>	\$0.5B - \$1B
Dept of Fish and Game Payment In-Lieu of Taxes (PILT) <i>Includes payment of past due monies owed to counties since 2002-03</i>	\$18M



Water Bond <i>Influence water bond allocation and guideline development for local government access to funding for groundwater implementation, stormwater and flood control programs, regional planning funds and clean drinking water programs</i>	\$2B
Court security funding <i>Maintain recent increases and secure new resources for new facilities</i>	\$2M - \$5M
Mentally Ill Offender Crime Reduction grants (MIOCR) <i>Increase grants for juvenile and adult offenders' mental health services</i>	\$100M
Medi-Cal Administration <i>Protect existing and seek new funding for county outreach, eligibility, and enrollment</i>	\$500M
In-Home Supportive Services (IHSS) Maintenance of Effort <i>Monitor the mechanics of the 2012 IHSS MOE deal</i>	\$1B
Property tax allocation issues <i>Secure continued funding for counties with insufficient ERAF</i>	\$5M
Mandate backlog <i>Secure further repayment of debts for pre-2004 and suspended mandates</i>	\$1.9B
Transportation Funding <i>Ensure existing gas tax revenues are accurately allocated and secure additional transportation revenues for local streets and roads</i>	\$800M - \$1.2B
Special Distribution Fund <i>Secure funding to mitigate gaming impacts on government services</i>	\$9M
<b>TOTAL</b>	<b>\$13B</b>

## 2015 Legislative Priorities

### Budget Priorities

**Pre-2004 Mandate Repayment.** CSAC will continue to support the Administration's commitment to paying down the Wall of Debt mandates and urge the Governor to continue to make the full repayment a priority. Should current year revenues not be sufficient to complete the remaining \$800 million in reimbursements owed to local agencies, we request that the Administration continue to pay down this debt, either through direct appropriation or via the Rainy Day Fund reserve.

**Payment-in-lieu of Taxes (PILT).** CSAC will advocate for approximately \$18 million in PILT owed counties dating back to FY 2002-03. The law clearly indicates that the state owes counties for the loss of local property taxes resulting from the state taking ownership of private lands. PILT funds are discretionary dollars to local governments and remain critical to some of the smallest counties. The non-payment of PILT by the state has a direct impact on local general funds and the ability to provide services, many state mandated.

**Recidivism Reduction Grants / Behavioral Health Interventions.** CSAC will advocate for \$100 million in additional resources for the Mentally Ill Offender Crime Reduction (MIOCR) program to assist with mental health services for both the juvenile and adult criminal justice populations.

**Medi-Cal County Administrative Costs.** CSAC will seek an additional \$100-150 million (split between state and federal funds) for county administration of Medi-Cal in the current year. We continue to develop an estimate for the budget year based on the work counties are required to perform, what counties can reasonably expect to spend, and what appears reasonable to the Administration.

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## **Administration of Justice**

**2011 Public Safety Realignment.** CSAC will continue to actively work in collaboration with the Administration, Legislature, and key public safety stakeholders in addressing public safety realignment implementation issues, primarily related to sentencing changes associated with AB 109. In 2015, CSAC's primary areas of focus will be the long-term impacts associated broadly with county liability, long-term jail offenders, and better managing of behavioral health concerns of the court-involved population. Specifically, CSAC will continue to advocate for a hard cap on felony jail terms, seek – in collaboration with the state – potential remedies and mutually beneficial behavioral health responses and strategies, and promote additional investment of \$100 million in the Mentally Ill Crime Reduction Grant Program. Our ongoing commitment to a robust realignment-related training and education program will continue.

**Supplemental court security funding (new court facilities).** In follow up to last year's success in securing both funding and a process by which counties can seek supplemental court security funding associated with the activation of a new court facility, CSAC – in collaboration with the California State Sheriffs' Association – will advocate for sustained baseline funding for those counties awarded resources in 2014-15, work to identify potential future needs, and undertake individual county outreach where needed. In 2015-16, the funding level for the supplemental court security line item must be calibrated to cover ongoing approved county costs from the current year along with an estimate of the potential new costs in the budget year. In addition, CSAC is requesting elimination of the per-deputy funding cap.

**Criminal Justice/Affordable Care Act Intersection.** The CSAC Administration of Justice and Health and Human Service Policy Committees continue to work collaboratively to promote best practices and encourage maximum participation associated with new opportunities for the court-involved population under the Affordable Care Act. As part of these efforts, CSAC is requesting a statutory change that would expressly grant counties the authority to claim federal financial participation for Medi-Cal eligible inmates who have 24+ hour stays at a hospital if the services delivered are for mental health or psychiatry. Those costs are allowable for the juvenile population. It is our understanding that DHCS indicated its intent to permit claiming only for health (and not mental health) services. We continue to work with the Administration to secure finalized and streamlined claiming protocols as soon as is practical.

**Reinvestment in the Juvenile System.** CSAC will partner with the Chief Probation Officers of California to refocus interest in the juvenile justice system, specifically related to smart and targeted prevention and intervention efforts aimed at preventing deeper downstream involvement in the criminal justice system. This initiative will encompass a commitment of time and resources to exploring counties' gang violence intervention and prevention efforts and well as broad-based framing of issues to help refocus interest and resources on a vital component of the

criminal justice system that largely has been overlooked during the intensive triage period following the October 2011 implementation of public safety realignment.

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## **Agriculture, Environment and Natural Resources**

**Groundwater Legislation Clean-up & Implementation.** CSAC will work closely with counties, the Administration and the Legislature regarding needed changes to the new groundwater sustainability laws that will facilitate county implementation without threatening the intent of groundwater sustainability. CSAC serves as the county representative contact at the Administration's regular meetings on the groundwater legislation implementation. CSAC is also organizing several educational forums in 2015 for county officials on the groundwater legislation.

**Stormwater Funding.** Counties are having difficulty raising revenue to support flood protection infrastructure upgrades and maintenance and compliance with new water quality requirements because of the vote threshold requirements under Proposition 218. CSAC, in collaboration with other public and private stakeholders, will support legislation that would amend Article XIII D, section 6(c) of the California Constitution (Proposition 218) to expand its exemption from the majority-property-owner or 2/3-registered-voter election requirement from "fees or charges for sewer, water, and refuse collection services" to "fees or charges for storm water and flood control, sewer, water, and refuse collection services".

**Water Bond Implementation.** Proposition 1 (Prop 1), the \$7.5 billion Water Bond was approved by California voters on Nov. 4, 2014. Prop 1 will fund investments in water projects and programs as part of a statewide, comprehensive water plan for California. The ultimate value and effectiveness of the bond will depend on how it is implemented and how the funds are spent. CSAC will work with the Legislature and Administration on the implementation of Prop 1 and guideline development with a specific focus on groundwater management funding, clean drinking water funding, stormwater and flood control programs and Integrated Regional Water Management Planning funds, among other items.

**Marijuana Regulation.** Similar to last year, the California Police Chiefs Association and the California Cannabis Industry Association are planning to sponsor separate pieces of legislation that would, in differing ways, establish a statewide regulatory framework for the cultivation, processing, transportation, testing, recommendation and sale of medical marijuana. As directed by CSAC policy on medical marijuana, CSAC will continue to advocate for strong local control and environmental protections in the legislation relative to cultivation activities and dispensary operations. In addition, CSAC will continue to oppose proposed requirements that would impose unreasonable enforcement responsibilities onto counties.

**Rural Counties Initiative & PILT.** CSAC will continue to advocate for a restoration of funds for Payments in Lieu of Taxes (PILT). Additionally, CSAC will advocate for a Rural Infrastructure Program to provide additional funding to California's smallest counties for critical infrastructure investments that ensure the health and safety of California's unique, rural communities. Furthermore, CSAC will continue to advocate for programs of particular importance to rural areas, including farmland and open space preservation and county fairs.

**Cap and Trade.** The Legislature approved and the Governor signed California's first Cap and Trade Expenditure plan this year, totaling \$872 million in investments to reduce Greenhouse Gas (GHG) emissions in California. In addition, the budget created a framework for how the Legislature will allocate future Cap and Trade auction revenues with 60% of all futures funds dedicated to continuous appropriations for a variety of different program areas (see Housing, Land Use & Transportation section for additional details). However, 40% of Cap and Trade funds have been secured for natural resource investments in future budget years, upon annual appropriation of the Legislature. CSAC will continue to advocate for local government eligibility for these funds, with a focus on programs in the waste management, energy and water resources sectors.

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## **Employee Relations**

**Pensions.** CSAC will participate in a discussion with other public agency stakeholders, the California Public Employees' Retirement System (CalPERS), the Administration and the Department of Finance regarding what should be considered compensation when computing retirement benefits. Since its passage in 2012, the Public Employees' Pension Reform Act (PEPRA) has necessitated cleanup language, including what can be classified as pensionable compensation. CSAC will advocate for maximum flexibility, while maintaining the need for fiscal prudence at both the local and state levels.

CSAC will lead the effort to ensure additional PEPRA cleanup is held as a priority by CalPERS and the Administration, specifically the exemption for public retirees to serve in a locally elected capacity without being forced to reinstate or waive their access to retirement benefits.

**Workers' Compensation.** CSAC will be active in strongly opposing further efforts by labor organizations to increase such benefits at the cost of public employers.

**Open Meetings and Public Records Act.** CSAC will join other public agency advocates in ensuring access to open government remains without imposing greater costs to our public agencies.

**Collective Bargaining.** As is the case each legislative session, labor organizations will undoubtedly attempt to modify the Meyers-Milias Brown Act (MMBA) to make it more difficult for public agencies to balance fair benefits with budgetary needs at the collective bargaining table. CSAC will maintain its strong opposition to any change to MMBA that would provide an unfair advantage to employee organizations.

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## **Government Finance and Operations**

**Municipal Bankruptcy.** The Great Recession has regrettably been marked by three significant municipal bankruptcies in California; the Cities of Vallejo, Stockton, and San Bernardino are going through or have completed the Chapter 9 bankruptcy process in federal court. Stockton's case, however, has brought with it significant implications for other local agencies that find themselves in fiscal crisis. In October, a federal bankruptcy judge ruled that payments to CalPERS (Stockton's pension system) could be reduced by the court.

While Stockton's bankruptcy plan does not include reduced payments to CalPERS, it is likely that the Legislature will view this ruling – the first of its kind in California – as one that poses significant financial risk to CalPERS and its members. CSAC successfully negotiated resolution on the last bill that sought to limit local agencies' access to federal bankruptcy by requiring a neutral mediation process prior to filing (or declaration of a fiscal emergency); however, it is likely that the Legislature will seek to revisit this issue in the coming session.

While legislators have discussed municipal bankruptcy in the past, this new issue brings with it an additional policy consideration: the safety of public employees' retirement provided by CalPERS. We don't yet know where legislative leaders or the Governor will land with regards to an appropriate remedy.

***Vote Thresholds for Locally-Approved Taxes.*** CSAC has long-supported greater revenue raising authority at the local level and will support legislative constitutional amendments to reduce vote thresholds for local taxes. Depending on the outcome of the November election, the Legislature may seriously consider a number of measures that reduce voter approval requirements for a variety of specific purposes; as such a change requires a constitutional amendment, the challenge ahead is to determine the approach that has the best chance for voter support.

***Redevelopment Dissolution.*** Counties remain critical players in the ongoing dissolution of community redevelopment agencies. CSAC is committed to assisting counties in their multiple roles as successor agency, oversight board participants, and tax administrators to ensure consistent and timely communication and coordination among the county, local stakeholders, and the state. Further, CSAC will continue to advocate against unnecessary changes to the current dissolution process in order to ensure that former tax increment revenues flow back to affected taxing entities and that former redevelopment agencies wind down in an expeditious manner. Based on the Governor's veto messages on several bills dealing with redevelopment, the Administration will be taking a leadership role with interested legislators in crafting future solutions.

***Mandates.*** The current process for identifying reimbursable mandates and securing payments owed to local agencies for mandated programs and services is arcane and oftentimes biased against local agencies. While the state is making progress on paying down the debt associated with pre-2004 mandate reimbursements, CSAC will continue to advocate for additional funding to ensure that debt is resolved, as well as future reforms to ensure a more equitable mandate reimbursement process.

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## **Health and Human Services**

***Renewal of California's Federal Medicaid Section 1115 Waiver.*** With California's current federal Medicaid Section 1115 Waiver ending in October 2015, the Department of Health Care Services will be submitting their proposal for the subsequent waiver in early 2015. CSAC will remain engaged in the stakeholder processes and will be advocating for another five-year waiver that provides at least the same level of funding for county safety-net providers as the current waiver. The waiver concept paper released by the Administration included a proposal to seek federal approval to fund "shelter," or housing, using Medicaid funds. In collaboration with our county partners, CSAC will advocate for federal funding to test county whole person care pilot

programs that aim to integrate health, behavioral health and social services that may include utilizing funding for housing and shelter services.

**Drug Medi-Cal Organized Delivery System Waiver.** The Department of Health Care Services plans to request a waiver amendment to California's current Section 1115 waiver to operate the Drug Medi-Cal (DMC) program as a county opt-in organized delivery system. Counties choosing to participate would act as specialty health plans for the delivery of substance use disorder treatment, similar to the existing delivery of specialty mental health services at the county level.

CSAC will be advocating for the waiver amendment to include the flexibility to test pilots allowing some counties to assume the role of the specialty health plan, to make integration as seamless as possible, and considerations for rural counties.

The Administration has yet to finalize the financing considerations. They have proposed creating a county-specific sharing ratio based on history and future projections. CSAC will remain engaged in the development of the financing mechanism as it evolves.

**Connecting Jail and Health and Human Services.** CSAC will continue to seek partnership opportunities with the Department of Health Care services, the Department of Social Services, private foundations and other stakeholders on enrollment, eligibility, quality and improving outcomes for the court-involved population. CSAC will seek opportunities to obtain funds for inpatient hospitalizations, including psychiatric hospitalizations, for adults and juveniles while incarcerated. CSAC will also seek opportunities to connect the court-involved population to social services that will improve outcomes and reduce recidivism.

**AB 85 Formulas.** CSAC will continue to engage the Administration and monitor the integrity of the mechanics associated with the diversion of the 1991 Health Realignment funds under AB 85.

**Poverty.** California's poverty rate continues rank amongst highest in the nation. Poverty undermines the success of our programs and the families we serve. It is anticipated that several bills and issues related to poverty will be introduced in the upcoming legislative session. CSAC will convene a workgroup to establish policies to address poverty and homelessness at the county level.

**Congregate Care Reform.** CSAC will continue to engage the Department of Social Services as their proposal to redesign the foster care agency and group home system moves forward. Counties are especially interested in potential fiscal impacts and retaining the flexibility to ensure the best placement option for each child in the foster care system.

**Eliminating EBT Fees.** CSAC has joined a coalition to advocate for a reduction in the amount of bank fees that CalWORKs and CalFresh recipients pay through the use of the Electronic Benefit Transfer (EBT) system California families that qualify for and receive public assistance on Electronic Benefit Transfer (EBT) cards currently pay about \$19 million a year from their grant amounts to withdraw cash from ATMs or check their account balances.

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## **Housing, Land Use and Transportation**

***New Revenue for Transportation Infrastructure.*** CSAC will continue to work with a coalition of transportation stakeholders to identify and evaluate viable new revenue options to replace and/or augment the gasoline excise tax (gas tax) for transportation infrastructure investments. The local street and road system is facing a more than \$7 billion annual shortfall for the maintenance and preservation of the existing system, let alone other critical modes of transportation. Mileage-based road user charges seem to be gaining traction as a potential replacement revenue source. Accordingly, CSAC will participate in the California Transportation Commission's Road User Charge (RUC) Technical Advisory Committee (TAC) to inform the development of a vehicle miles traveled based demonstration project in California.

Even if the state moves to replace the gasoline excise tax with a RUC, implementation will take many years. CSAC will also explore interim revenue options to bridge the funding gap in the short-term. This will include options such as securing the near-term repayment of approximately \$1.2 billion in existing transportation loans, returning truck weight fees back to transportation (\$950 million is currently being diverted to pay transportation related general fund bond debt service), identifying a replacement revenue source to pay existing and future transportation bond debt service, new transportation infrastructure bonds, and reducing the voter threshold for local transportation sales tax measures (estimated to potentially generate over \$300 million annually for local transportation priorities). Additionally, CSAC will continue to work with stakeholders to sunset the existing diversion of \$128 million in annual Highway User tax Account (HUTA) revenue to the general fund. Staff will also continue to monitor gas tax subventions to counties to ensure counties receive accurate levels of funding.

***Permanent Source for Affordable Housing.*** Safe, decent and affordable housing is the foundation of healthy and sustainable communities. The Department of Housing and Community Development (HCD) reports that 1 million Californians lack access to affordable housing, that 2 in 3 renters are overpaying, and that 1 in 5 renters have overcrowded households. The Affordable Housing and Sustainable Communities (AHSC) Program provides an opportunity to invest new revenues into building affordable housing in the state but a more flexible permanent source of funding, not limited to GHG-related funds, is also needed. CSAC will support efforts to create a permanent source for affordable housing.

CSAC will continue regular conversations with the department to ensure state oversight of local planning activities is commensurate with statutory authority. The challenge of affordable housing requires a proactive partnership between counties, cities and the state. CSAC staff will work to develop new relationships and find ways to partner together to incentivize and encourage planning for affordable housing in California.

***Cap and Trade Implementation.*** A significant majority of cap and trade auction revenues were continuously appropriated in the FY 2014-15 state budget, including 20-percent of all future cap and trade auction proceeds for affordable housing and sustainable communities. With the fuels coming under the cap in 2015, auction revenues are expected to grow significantly into the future. CSAC will continue to work with the Strategic Growth Council (charged with implementing the AHSC program) and other state agencies and departments to ensure all counties are eligible to apply for grants and loans under the program and that eligible projects include improvements to



the local street and road network that have greenhouse gas (GHG) emissions reductions benefits and provide the right-of-way for active transportation and mass transit.

Sixty-percent of all cap and trade auction proceeds have been budgeted on an on-going basis. The other 40-percent of revenues were allocated on a one-time basis in FY 2014-15 for energy, water and natural resource programs and projects. This puts the appropriation of 40-percent of cap and trade revenues squarely in the middle of budget negotiations between the Administration and Legislature on an annual basis.

***Tribal and Intergovernmental Affairs.*** CSAC will proactively engage with the Administration and Legislature to influence the renegotiation of 1999 Tribal-State Gaming Compacts which are set to expire in 2019. CSAC's priorities for the revised compacts include requiring judicially enforceable local mitigation agreements for any new or expanded gaming or related facilities, a more robust tribal environmental review process with state oversight to ensure adequacy of environmental documents, and ensuring robust mitigation mechanisms for preexisting local off-reservation impacts from gaming enterprises underway prior to date of any new compacts.

The Special Distribution Fund (SDF), the sole mechanism for mitigation of local impacts under the 1999 compacts, is insolvent. Starting in FY 2014-15, counties will no longer receive SDF grants unless the Legislature and Governor backfill the account or gaming revenues paid into the account increase. CSAC will seek a \$9 million appropriation to fund the SDF grants to counties until Tribal-State Gaming Compacts are renegotiated to replace the SDF with local agreements.



## **CSAC 2015 FEDERAL ADVOCACY PRIORITIES**

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*CSAC staff, in consultation with Waterman and Associates, developed the following list of federal issues of significance to California's counties. These issues will represent the association's top lobbying priorities for 2015, with CSAC staff and Waterman and Associates working together to identify other emerging topics that may necessitate action throughout the year.*

**MAP-21 Reauthorization.** CSAC will continue to promote a number of key transportation priorities as part of the ongoing highway and transit reauthorization process. Among other issues, the association strongly supports a dedicated federal funding stream for local bridges, both on- and off-system. Additionally, CSAC is seeking opportunities to: further streamline the regulatory and project delivery processes; promote programs that increase safety on the existing transportation system; and, advocate for initiatives that protect previous and future investments via system maintenance and preservation.

**State Criminal Alien Assistance Program.** CSAC will continue to serve as a lead advocate in efforts to protect - as well as enhance - the SCAAP program, which is a key source of federal funding for a significant number of California's counties. CSAC will fight to eliminate statutory language that authorizes the U.S. Department of Justice to transfer up to 10 percent of SCAAP funding to other justice accounts.

CSAC also will continue to advocate for a long-term reauthorization of SCAAP and will continue to seek several key programmatic changes to the program. Such changes could come about as part of an immigration-reform effort.

**Native American Affairs/Fee-to-Trust Reform.** CSAC will continue to lead local government opposition to any legislative effort that would overturn the Supreme Court's *Carcieri v. Salazar* decision absent concomitant reforms in the Indian fee-to-trust process; likewise, the association will continue to promote its comprehensive legislative reform proposal. CSAC will continue to oppose administrative changes to the federal acknowledgment process that would diminish the role of local governments and other interested parties.

**Payments-in-lieu-of-Taxes.** CSAC will continue to advocate for a long-term reauthorization of mandatory entitlement funding for the PILT program. In the absence of a long-term renewal, CSAC will support full funding for PILT via the appropriations process. Mandatory funding for PILT expired in fiscal year 2014, and final payments were distributed to counties in June.

**Secure Rural Schools Act Reauthorization.** CSAC will maintain efforts aimed at securing a multi-year reauthorization of the SRS program. Absent a long-term program renewal, CSAC supports a short-term extension of the Act. The program expired at the end of fiscal year 2013, and final payments were distributed to eligible counties in April of 2014.

**Property Assessed Clean Energy Program.** CSAC supports legislative and administrative remedies that would help expand residential PACE programs. The Federal Housing Finance Agency (FHFA) issued a directive in 2010 that effectively shut down PACE programs in California and across the country. Bipartisan legislation that would prevent FHFA from adopting policies that contravene established state and local PACE laws remains on the table.

**Water Resources.** CSAC will monitor legislative proposals to ensure consistency with the association's comprehensive policy direction on water. Given the ongoing drought, various interests continue to pressure California's congressional delegation and the Obama administration to address the state's chronic water shortage. A range of proposals are being discussed that would address water transfers, endangered species laws, water quality, and California Bay-Delta protections, to name a few.

CSAC will continue to promote legislation that would provide a *Clean Water Act* Section 404 permitting exemption for maintenance removal of sediment, debris, and vegetation from local flood control channels and basins.

CSAC also will continue to monitor and support congressional efforts to block EPA's administrative actions aimed at expanding regulatory authority over certain bodies of water. The EPA's proposed "Waters of the U.S." regulation remains highly controversial and is opposed by a variety of stakeholders, including state and local governments, agricultural interests, and the Small Business Administration.

**Remote Sales Tax Legislation.** CSAC will continue to advocate for federal legislation - the *Marketplace Fairness Act* - that would authorize state and local governments to require tax collection and remittance by remote sellers. Under current law, online retailers are exempt from collecting sales taxes in states where they have no physical presence, or "nexus." In these situations, the consumer is responsible for calculating the use tax and remitting the payment to the relevant jurisdictions, but compliance is low. As online sales continue to grow, local governments are losing billions of dollars in uncollected sales tax revenue.

**Temporary Assistance for Needy Families Reauthorization.** CSAC will continue to promote TANF reauthorization legislation that would restore state and county flexibility to tailor work and family stabilization activities to families' individual needs. The association also supports maintaining the focus on work activities under TANF, while recognizing that "work first" does not mean "work only."

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

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

In 2014, Congress approved the *Preventing Sex Trafficking and Strengthening Families Act* (HR 4980). The new law makes several federal reforms to better serve foster youth and includes provisions that focus on the emerging issue of sex trafficking of minors. While the Act exemplifies the bipartisan approach that Congress typically takes on child welfare issues, sufficient funding is needed to support the goals of the law.

## **CSAC Internal Monitoring**

*In addition, CSAC will continue to provide internal monitoring on a number of issues that are of significance to California's counties.*

***U.S. Army Corps of Engineers' Levee Vegetation Removal Policy.*** In 2014, Congress approved a major water resources reform bill known as the *Water Resources Reform and Development Act* (PL 113-121). Among other things, the legislation includes language championed by CSAC that requires the U.S. Army Corps of Engineers to undertake a comprehensive reexamination of its controversial levee vegetation removal policy. CSAC will actively monitor the Corps' review process, which, under the law, must be concluded by December 10, 2015.

***Health Reform Implementation.*** CSAC will support continued federal funding for the Affordable Care Act, including measures supporting state and county administration of the law.

***Pension Tier Changes - Conflict with IRS Requirements.*** CSAC will continue to support legislation (HR 205) that would clarify the authority of local governments to propose and implement creative solutions to rising pension costs. At the same time, the association will urge the Internal Revenue Service (IRS) to remove regulatory barriers that prevent local governments from implementing their own local pension reforms.

***Tax-Exempt Status of Municipal Bonds.*** CSAC will oppose any proposal that seeks to limit or eliminate the tax treatment of municipal bonds. Under current law, investors are not required to pay federal income taxes on interest earned from most bonds issued by state and local governments. The tax exempt status of municipal bonds therefore provides counties with a cost-effective tool to finance public infrastructure projects and capital improvements.

***National Flood Insurance Program (NFIP).*** CSAC supports the creation of a new agricultural flood hazard area under the National Flood Insurance Program (NFIP). Specifically, Congress should establish a FEMA flood zone for agriculturally-based communities to allow replacement or reinvestment development in historically agricultural floodplains. This program would not require expensive elevation of structures or dry flood proofing, but would still have requirements for wet flood proofing certain structures. Congress should instruct FEMA - for these special agricultural zones - to adjust the NFIP rate to be more actuarially structured in order to evaluate the actual flood risk based on levees providing historical protection, as opposed to assuming that no protection exists.

It should be noted that Congressman John Garamendi (D-CA) introduced such legislation - the *Flood Insurance for Farmers Act of 2012* (HR 4020) - in the 112th Congress. The congressman is expected to reintroduce the bill in the 113th Congress.

***Community Development Block Grant.*** CSAC will promote increased funding for the CDBG program to allow localities to continue to provide a wide variety of economic and community

development activities, such as home rehabilitation loans, public works and infrastructure projects, and various youth-related services. CDBG funds have been targeted for cuts in recent budget cycles, making it increasingly challenging to maintain adequate funding for the block grant.

***Eliminate Inmate Exception.*** CSAC supports the elimination of the federal health benefits "inmate exception" for persons in county jails and detention centers who are in custody pending disposition of charges. Counties are prohibited from billing federal programs for the health services provided to jail inmates prior to adjudication.

***Digital Goods and Services Tax Fairness Act.*** CSAC will oppose legislation that would prohibit state and local governments from imposing taxes on digital goods and services that are taxable under current law. Digital goods and services are online purchases that are downloaded directly by consumers, including music downloads, movies, and newspaper subscriptions. House Judiciary Chairman Bob Goodlatte (R-VA) may seek to package such a proposal with remote sales tax legislation.

***Byrne Grant Funding.*** CSAC strongly supports prioritizing Byrne funding in the annual appropriations process and will work collaboratively with the California congressional delegation and others to secure and promote increased funding for the program and the positive local outcomes it helps achieve.

***Federal Geothermal Royalties.*** CSAC opposes any legislative effort that would discontinue geothermal royalty payments to county governments. The Geothermal Steam Act of 1970 specifies a formula for the distribution of geothermal revenues to federal, state, and county governments. Under the formula, the federal government retains 25 percent of the revenue, the States receive 50 percent, and county governments receive 25 percent. Several recent attempts have been made to permanently repeal the sharing of geothermal revenues with counties.

***Transient Occupancy Tax.*** CSAC will work to ensure counties' continued authority to assess and collect transient occupancy taxes on the full rate paid by the consumer for all appropriate transient lodging, regardless of whether the consumer pays through a hotel or any other vendor.

***2-1-1 Statewide.*** CSAC has actively supported both state and federal legislation to help build and fund a statewide 2-1-1 referral system. 2-1-1 is a free, easy-to-remember telephone number that connects people to essential community information and services. In 2009, over 1.6 million Californians called 2-1-1 to find needed community services such as rent and mortgage assistance, food and shelter, health care, job training, transportation, child care, and senior care. 2-1-1 also plays an informational role during emergencies and disasters and relieves pressure on the 9-1-1 system at these critical times. The value of this service was evident during the 2007 San Diego wildfires when 2-1-1 call centers provided information and support to more than 130,000 callers in five days. Currently, just 27 of California's 58 counties have 2-1-1 service covering 92 percent of the population. CSAC will continue to work at both the state and federal levels to promote the need for a comprehensive statewide 2-1-1 system.

***Medical and Long-Term Care Premiums.*** CSAC supports federal legislation to extend to all retirees the option to use tax free distribution from qualified retirement plans to pay for medical and long-term care premiums. In the Pension Protection Act of 2006, Congress granted specified

public safety officers the ability to use up to \$3,000 per year of tax-free dollars from their qualified retirement plans to pay for medical and long-term care premiums. Extension of this benefit to all retirees who participate in a qualified retirement plan could encourage people to save more while lessening the burden on government budgets to cover rising health care costs.

DRAFT



CALIFORNIA STATE ASSOCIATION OF COUNTIES  
FINANCE CORPORATION

January 15, 2015

**To:** CSAC Executive Committee

**From:** Nancy Parrish, Executive Director, CSAC Finance Corporation

**RE:** Finance Corporation – 2014 Year in Review

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The CSAC Finance Corporation had a fantastic 2014. We have not only experienced growth in our existing programs, we were able to launch and see our first successes with our two newest program partners; Medcor and Towers Watson. We wish to thank all 58 California counties for your participation in our programs. As a result of your support, the CSAC Finance Corporation was again able to provide CSAC with a \$3.3 million contribution this year to support CSAC's advocacy on behalf of California's counties.

Our program with Medcor provides onsite health clinics for county employees. Realizing that a healthy workforce is a happy workforce and that counties are dealing with spiraling healthcare costs, this program places onsite employee health clinics in counties to provide customized services tailored to the needs of your employees. Our first Medcor clinic launched this October in Kings County and is already popular among county employees. With the Onsite Employee Health Clinic Program, the potential for savings is significant in general health, increased productivity, and workers compensation; Kings County expects to save \$1 million in their first year.

Our OneExchange program with Towers Watson offers your Medicare eligible retirees a wide array of health plans to choose from at significantly lower costs than they currently pay to participate in your group plan. This program recognizes the mounting pressure on California counties to maximize tax dollars while meeting commitments to retirees by providing a means to remove the burden of retiree healthcare administration and offer retirees more healthcare options. Earlier this year we were pleased to see the complete implementation of the OneExchange program with the Alameda County Employee's Retirement Association. By all accounts this implementation was successful with 1,300 retirees transitioned to the OneExchange model. The program is projected to save ACERA \$2 million in the first-year and to save each retiree \$300-\$1,500 per year.

The California Statewide Communities Development Authority (CSCDA) continued to benefit California counties this year and received an additional \$38 million allocation for the New Markets Tax Credits Program. Four projects were successfully allocated under this program including:

- Orange County – Big Brothers Big Sisters of Orange County expansion project to provide greater facilities and mentoring to at-risk you;
- Del Norte and Humboldt Counties – Open Door Community Health Centers to fund an expansion of future services to underserved and migrant populations;

- Humboldt County – Northern California Indian Development Council to preserve and revitalize the historic Carson Block building which has been nominated to the National Register of Historic Places; and
- Imperial County – City of Imperial Worthington Square new mixed-use construction project to kick-start the redevelopment plans for the downtown center.

In addition, 2014 saw the launch of our CSCDA residential and commercial PACE program, CaliforniaFIRST. This program launched in a limited number of counties but will be expanded statewide with additional PACE financing providers via the Open PACE program in early 2015. In the first five months the CaliforniaFIRST program closed a total of 137 deals totaling approximately \$3.1 million.

Our U.S. Communities purchasing program continues to thrive by leveraging the buying power of over 90,000 governmental agencies across the nation. While California county spend is up 22% over last year the average California county currently utilizes only two U.S. Communities contracts. With over 35 contracts available there are significant savings available to each and every county in the state. New contracts added this year include the following products and services; Garland/DBS roofing and waterproofing, DLT Solutions Oracle products, KONE elevator and maintenance, Hertz equipment rental, BI electronic offender monitoring, Kronos workforce management, and TAPCO traffic control. U.S. Communities offers one of the quickest ways to start seeing immediate savings. This no-cost program is available to all counties, cities, special districts, and non-profits and offers the lowest local government pricing on all contract items.

Our deferred compensation program through Nationwide Retirement Solutions continues to increase the ways we reach out to county employees and help them plan for retirement. Currently used by 29 California counties, Nationwide offers online interactive retirement planners and in-person retirement consultations to help make sense of the daunting world of retirement planning. In California alone, Nationwide's deferred compensation program currently serves over 55,000 employees and has almost \$2.5 billion in assets; these numbers will grow in the next year as Nationwide completes the transition of Fresno County to the program.

The CalTRUST investment pool continued to grow this year, adding over 15 local agency participants and reaching a record high of almost \$2.2 billion in assets. The CalTRUST Education Program provided webinars on Economic Forecast and Investment Guidelines to over 50 public agency participants. If you have any ideas on what educational investment pieces would be beneficial to your county please let us know!

Coast2Coast Rx's prescription drug card continues to be successful among California counties. Currently the Coast2Coast Rx Card is endorsed in 29 California counties. This program requires minimal effort on the part of the county to reach out to residents with prescription drug, lab, and other medical savings. In 2014, the 29 California counties using the Coast2Coast Rx Card have received over \$380,000 in revenue back to their counties.

We look forward to continued success in 2015. If you would like more information on any of our programs or have any suggestions for future programs please do not hesitate to reach out to us.

**CSAC Finance Corporation Board of Directors:**

- **Larry Spikes**, Kings County, *President*
- **Steve Juarez**, Public Member, *Vice President*
- **Les Brown**, Public Member, *Secretary/Treasurer*
- **Robert Bendorf**, Yuba County
- **Matt Cate**, California State Association of Counties
- **Greg Cox**, San Diego County

- **David Finigan**, Del Norte County
- **Emily Harrison**, Santa Clara County
- **Mike Johnson**, County Retiree
- **Pat O'Connell**, Alameda County
- **Linda Seifert**, Solano County
- **Tom Ford**, *Board Member Emeritus*
- **Steve Swendiman**, *Board Member Emeritus*

The CSAC Finance Corporation continues to be a resource for California Counties to access enhanced service programs while saving money. All programs are vetted through our eleven-member Board of Directors and a competitive bid process. For more information on any of our programs please contact the CSAC Finance Corporation staff:

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916.650.8120

Laura Labanieh  
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**CSAC Executive Committee Report – 1.15.15**

- 1. Partnership Program Update:** We now are at 61 partners (from 62 in 2014). All Partners are renewing from our top two tiers, except one – Sierra who are moving from the Executive Level to Associate) We are currently in “selling season” and expect to add a number of new partners by mid-February.
  - 21 Premier Partners (New 2015: CGI, others considering)
  - 7 Executive Partners (New 2015 : Molina Healthcare, others considering)
  - 33 Associate Partners (New 2015: AARP, ESRI, Dewberry Architects). We have had four Associates not renew, but have added three new.
  
- 2. Regional Mini-Summits:** These one day regional events are designed to bring together our members and leaders from regional counties, our CSAC Executive and Advocacy Team members and our Premier and Executive level partners. Presentations and round table discussions help foster the sharing of information and creative solutions critical to excellent county governance.
  - San Bernardino – January 22 is scheduled and we should have around 30 attending from 4 counties. Topics: Land Use and Health.
  - We will be hosting three other Mini-Summits in 2015. Tehama/Shasta – March, Central Counties – August, Bay Area Counties – October.
  
- 3. Premier Leadership Forum – Feb. 11-12, San Diego County:** We are putting the final touches on the agenda for this annual Forum. This two day event is designed for our Premier Partners and our Executive Committee. Topics to include: Political forecast, CAO Panel, Partner presentations and an overview of CSAC initiatives.

Thank you again for your support of our Partnership Program.

Respectfully submitted,

Jim Manker

CSAC Director of Corporate Relations

## CSAC Premier/Executive Partner Engagement CALENDAR - 2015

### **January 22 – MiniSummit (San Bernardino)**

*This one day forum will focus on legislative priorities for the counties surrounding San Bernardino as well as provide two presentation opportunities for our Premier partners. Expected attendance: 35*

### **February 11-13 Premier Partner FORUM (San Diego)**

*This event involves Premier Partners and selected county executives, for two days of networking and a full day of presentations and dialogue. Expected attendance: 35*

**Value: 1.5k CSAC Credit (per person, travel and housing on your own)**

### **February 23 NACo Legislative Conference CA Delegation Reception – (Washington D.C.)**

*This event involves all CA county supervisors, CAOs and other officials who are attending the NACo Legislative Conference. Additional cost for Executive Partners. Expected attendance: 100*

**Value: 1.5k (Premier's may use CSAC Credit, Executives will be invoiced)**

### **March Mini-Summit – (Northern California Counties) Proposed**

*This one day forum will focus on legislative priorities for the counties surrounding Tehama/Shasta as well as provide a two presentation opportunities for our Premier partners. Expected attendance: 35*

### **May 27-28 CSAC Legislative Conference (Sacramento)**

*This conference will provide the latest news and information regarding the 2015-16 State Budget and major legislative issues. There will be a special CSAC Partner network meeting in the afternoon of Wednesday, May 27th. Expected attendance: 300*

### **August Mini-Summit – (Foothill Counties) Date/Location: TBD**

*This one day forum will focus on legislative priorities for California foothills counties as well as provide two presentation opportunities for our Premier partners. Expected attendance: 35*

### **July 12 NACo Annual Meeting CA Delegation Reception (Mecklenburg County, Charlotte, N.C.)**

*This event involves CA county supervisors, CAOs and other officials who are attending the NACo Annual Conference. Additional cost for Executive Partners. Expected attendance: 100*

**Value: 1.5k (Premier's may use CSAC Credit, Executives will be invoiced)**

### **October Mini-Summit – (Bay Area Counties – Contra Costa County)**

*This one day forum will focus on legislative priorities for the counties surrounding Contra Costa as well as provide two presentation opportunities for our Premier partners. Expected attendance: 35*

### **December 1-4 CSAC Annual Meeting (Monterey County)**

*This meeting provides the opportunity to network with a large number of county supervisors, engineers, CAO's/CEO's and CSAC staff. In addition, partners also have the opportunity to exhibit in our 2 day exhibit hall, as well as interact with other CSAC partners. Expected attendance: 750*

**Sponsorships for certain events and receptions will require CSAC Credit or \$**

In addition to the above events and upon request, Premier Partners may have the opportunity to give a short presentation at a CSAC Executive Committee or Board of Director quarterly meeting. Note: These meetings may include dinner and will require the use of CSAC Credit or additional \$.

**Premier Partners (as of 1.5.2015)****1. Alkermes**

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Government Relations  
(323) 422-2573  
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[www.Vivitrol.com](http://www.Vivitrol.com)

**2. Argyle Security**

Buddy Johns, President & CEO  
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(210) 495-5245  
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**3. Ascendian Healthcare Consulting**

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**4. California Statewide Communities  
Development Authority (CSCDA)**

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2999 Oak Road, Suite 710  
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**5. California Health & Wellness**

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(916) 207-8214  
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[www.cahealthwellness.com](http://www.cahealthwellness.com)

**6. Coast2Coast Rx**

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**7. Dell | Enterprise Solutions Group**

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**8. DLR Group**

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**9. Dominion Voting Systems**

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**10. The Geo Group**

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**11. Hanson Bridgett LLP**

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**12. HP**

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**13. Kaiser Permanente**

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**14. Microsoft Corporation**

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**15. Nationwide Retirement Solutions**

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**16. Pacific Gas & Electric Company**

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**17. Pay Per Cloud**

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**18. Renovate America, HERO Program**

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**19. Southern California Edison**

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**20. U.S. Communities**

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**21. Vanir Construction Management, Inc.**

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**Executive Partners (as of 1.5.2015)**

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- 2. Molina Healthcare**  
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- 3. Optum**  
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- 4. Recology**  
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# County Counsels' Association of California

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## MEMORANDUM

**To:** Supervisor Vito Chiesa, President, and  
Members of the CSAC Executive Committee

**From:** Jennifer Henning, Litigation Coordinator

**Date:** January 15, 2015

**Re:** Litigation Coordination Program Update

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This memorandum will provide you with information on the Litigation Coordination Program's new case activity since your last regular meeting in August 2014. Recent CSAC court filings are available on CSAC's website at: <http://www.csac.counties.org/csac-litigation-coordination-program>.

### ***Armato v. City of Manhattan Beach***

Unpublished Opinion of the Second Appellate District, 2014  
Cal.App.Unpub.LEXIS 7760 (2d Dist. Oct. 29, 2014)(B252338), *request for publication denied* (Dec. 17, 2014)

Plaintiffs brought this administrative mandamus action challenging the city's approval of a development permit for a single family residence near plaintiffs' home. They alleged that private meetings between the developer and a member of the city council, and that member's subsequent support of the project, evidenced an unlawful bias in favor of the project. Plaintiff's noticed two deposition on the issue, but the trial court granted the city's motion to quash the deposition notices and imposed sanctions. The Court of Appeal affirmed in an unpublished opinion, noting that administrative mandamus proceedings are limited to the evidence in the administrative record unless there is a showing that "discovery is reasonably calculated to lead to relevant evidence that could not reasonably have been produced at the administrative hearing." As to the suggestion of alleged bias here, the court noted that an elected official meeting with a project proponent is a normal part of the political process, not a suggestion of bias. It was therefore reasonable for the trial court to conclude that the depositions were not reasonably calculated to obtain relevant evidence. CSAC requested publication of this opinion, but publication was denied.

### ***Center for Biological Diversity v. Dept of Fish and Game (Newhall Ranch)***

Previously published at: 224 Cal.App.4th 1105 (2d Dist. March 20, 2014)(B245131), *petition for review granted* (July 9, 2014)(S217763)

This case involves the development of 12,000 acres into a substantial new mixed used development. The trial court granted a mandate petition filed by

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conservation groups opposing the project. But the Second District reversed, holding: (1) That using a “trap and transfer” method of protecting endangered species is not an unlawful “take” under the California Endangered Species Act (CESA); (2) Judicial review in a CEQA case is limited to those issues raised to the lead agency before the close of the public comment period on a draft EIR; and (3) The EIR, which set a threshold of significance based on whether the project would impede the State’s compliance with AB 32, was proper. The Air Resources Board has determined that meeting AB 32’s mandates requires a 29% reduction in emissions when compared to “business as usual.” The EIR found the project’s emissions to be 31% less than the “business as usual” scenario. The court found that lead agencies have discretion to make significance determinations, and that for this project use of “business as usual” was shown by substantial evidence to be a permissible threshold of significance for greenhouse gas (GHG) impacts. The California Supreme Court has granted review. CSAC filed a brief in support of the Department of Fish and Game.

***City of El Centro v. Lanier***

Ruling of the San Diego Superior Court (Aug. 29, 2014)(37-2014-00003824-CU-WM-CTL)

Six cities filed a petition for writ of mandate seeking to prevent state officials from implementing and enforcing three bills (SB 7 (2013), SB 829 (2012) and SB 922 (2011)), which condition receipt of state funding on city compliance with prevailing wage laws in contracting. The trial court ruled that the challenged laws are constitutional, and if local government entities want to receive state funds, they have to yield to the state’s policy objectives. CSAC will file a brief in support of the city.

***City of Montebello v. Vasquez***

Previously published at: 226 Cal.App.4th 1084 (2d Dist. Apr. 30, 2014)(B245959), *petition for review granted* (Aug. 13, 2014)(S219052)

The City of Montebello brought this action under Government Code section 1090 against former city council members after they allegedly accepted money from a waste hauling services company while championing an exclusive city contract with the company. The trial court denied defendants special motion to strike the complaint under Code of Civil Procedure section 425.16, the anti-SLAPP statute. Defendants appealed, contending their motion should have been granted because their actions were protected activity. The Court of Appeal affirmed the trial court’s ruling. The court determined that the action of negotiating/voting on an exclusive city contract while accepting bribes for that contract is not protected activity, and thus not eligible for an anti-SLAPP motion. Specifically, the court found that the council members’ “acts of voting represented the commitment of their legislative power to the approval of a city contract, which did not implicate their own right to free speech nor convey any symbolic message....” The Supreme Court has granted review. CSAC will file a brief in support of neither party to inform the Court of the importance of considering actions to recover funds lost due to Government Code section 1090 violations as in the public interest when brought by public agencies.

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***City of Palo Alto v. Public Employment Relations Board (International Assn of Firefighters, Local 1319)***

To Be Filed in the Third Appellate District

In 2010, the city planned to place a measure before the voters that would repeal interest arbitration procedures in the City Charter for police and firefighter employees. The local union demanded to meet and confer with the city about the rule modifications. The City refused, claiming that interest arbitration was a permissive, not a mandatory, subject of bargaining, and the meet and confer obligations therefor did not apply. The union filed a charge with PERB, which held that the city failed to meet and consult in good faith under section 3507 by refusing to meet with the union. PERB found that the duty to consult under section 3507 is the same as the meet and confer duties under section 3505, and therefore while there is no requirement for employers to meet and confer regarding impasse procedures under section 3505, employers must meet and consult on these subjects under section 3507. CSAC will file a brief in support of the City of Palo Alto's petition for writ of mandate.

***City of Pasadena v. Superior Court (Mercury Casualty Co.)***

228 Cal.App.4th 1228 (2d Dist. Aug. 14, 2014)(B254800), *petition for review denied* (Nov. 21, 2014)(S221455)

During a windstorm a residence was damaged by a tree owned by the City of Pasadena. The insurer of the residence, Mercury Casualty Company, paid benefits under the homeowner's insurance policy. Mercury then sued the city for inverse condemnation and nuisance based on the damages caused by the tree. The trial court denied the city's summary judgment motion. On appeal, the city argued that summary judgment should have been granted because the tree was not a public improvement, and Mercury failed to submit any evidence that the city was negligent. The Second District disagreed, concluding that the city's forestry program, of which the subject tree is a part, is a public improvement for the purposes of an inverse condemnation claim because it is a deliberate governmental action serving a public purpose, and that the city failed to meet its burden of showing it had fulfilled its duty of care with respect to the property. CSAC filed a letter urging the Supreme Court to review this case, but the request was denied.

***City of San Diego v. Shapiro***

228 Cal.App.4th 756 (4th Dist. Div. 1 Aug. 1, 2014)(D063997), *request for depublication denied* (Nov. 19, 2014)(S221365)

The City of San Diego adopted an ordinance authorizing the city to form a convention center facilities district to help finance the potential expansion of the San Diego Convention Center through the imposition of a special tax. Under the ordinance, only hotels would be subject to the special tax. The electorate for the required vote to adopt the tax was specifically defined to consist solely of (1) the owners of real property in the City on which a hotel is located, and (2) the lessees of real property owned by a governmental entity on which a hotel is located. The special tax was approved by a mailed-ballot to hotel owners and lessees. Following the election, the city filed this validation action, and the trial court validated the city's actions. But the Fourth District reversed, concluding that "the election was invalid under the California Constitution because such landowners and lessees are neither 'qualified electors' of the City for purposes of article XIII A, section

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4...nor do they comprise a proper 'electorate' under article XIII C, section 2, subdivision (d)." CSAC sought depublication of this opinion, but the request was denied.

***Golden State Water Co. v. Casitas Municipal Water Dist.***

Pending in the Second District Court of Appeal (filed Apr. 9, 2014)(B255408)

Plaintiff Golden State Water (GSW) is a private water company providing water to the City of Ojai. Defendant Casitas Municipal Water District would like to become the service provider for Ojai and acquire GSW's facilities through eminent domain. The Casitas Board established a Community Facilities District (CFD) under the Mello-Roos Act, and authorized the CFD to issue a special tax on the properties in the CFD. Casitas also authorized \$60 million in bonds to finance the acquisition of the water system, subject to voter approval. The bonds were proposed to be repaid with the new special tax from the CFD. After GSW filed this action, the voters approved the bonds, with 87% voting in favor. In this action, GSW argued that Mello-Roos can only be used for purchases, but not to finance a taking by eminent domain. The trial court ruled in favor of Casitas. The court noted that the Mello-Roos statute is silent on the subject of whether the financing can be used for eminent domain actions. But the court was persuaded that the acquisition of property – whether or not by a willing seller – could be funded by Mello-Roos. The court also found that the Mello-Roos statute's authorization to purchase "facilities" includes the intangible assets critical to the operation of the facility targeted for purchase. The case is now pending in the Court of Appeal. CSAC will file a brief in support of the water district.

***In re A.A. (Sacramento County Department of Health and Human Services v. J.A.)***

Previously published at: 226 Cal.App.4th 1450 (3d Dist. June 16, 2014)(C074264), *petition for review granted* (Sept. 10, 2014)(S220187)

This case involves two children who were declared dependents of the juvenile court. Neither of the children's parents is a member of an Indian tribe. Because the Cherokee Nation indicated that the children could be eligible for membership, the juvenile court directed the Sacramento County Department of Health and Human Services (DHHS) to make active efforts to secure membership for the children pursuant to Rules of Court 5.482(c) and 5.484(c)(2); and the court also ordered application of the substantive provisions of the Indian Child Welfare Act (ICWA). On appeal, DHHS contended that the Judicial Council exceeded its authority in adopting court rules that expand the definition of "Indian Child" beyond the federal and state statutory definition. The Third Appellate District agreed, holding that the rules of court requiring counties to make "active efforts" to enroll eligible children as members of Indian tribes are inconsistent with state and federal law. The Supreme Court has granted review. CSAC will file a brief in support of Sacramento County.

***In re Transient Occupancy Cases (City of San Diego v. Priceline.Com)***

Previously published at: 225 Cal.App.4th 56 (2d Dist. Mar. 5, 2014)(B243800), *petition for review granted* (July 30, 2014)(S218400)

This decision, involving the City of San Diego, is another in a round of consolidated cases in which local governments are attempting to impose Transient Occupancy Taxes (TOTs) on online travel companies, such as Hotwire and Priceline. In the cases, cities allege that online travel companies (OTCs) owe TOT on the difference

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between what the OTCs are paying the hotels for rooms and the amount they are collecting from their customers. A hearing officer concluded that the OTCs were responsible under the ordinance for paying the TOT. The superior court granted the OTCs' writ, finding that the TOT ordinance levies the tax on the amount "charged by the operator," not that paid by the customer. It granted the OTCs' writ and reversed the hearing officer. The Second District affirmed, finding that under the plain language of the ordinance, the OTCs were not responsible for the TOTs. The court found that the tax is imposed on the rent charged by the operator or managing agent, and that the OTCs are not operators or managing agents under the tax ordinance. The Supreme Court has granted review to the following issue: When a customer books a hotel room through an online travel company, should the occupancy tax levied on the rent charged by the hotel be calculated based on the retail rate paid by the customer to obtain the right to use the room or on the wholesale amount that the hotel receives from the online travel company after that company has deducted its markup and fees? CSAC will file a brief in support of the cities.

***Klug v. City of Laguna Beach***

Unpublished Opinion of the Fourth Appellate District, 2014 Cal.App.Unpub. LEXIS 5234 (4th Dist. Div. 3 July 23, 2014)(G048554), *request for publication denied* (Oct. 15, 2014)(S220612)

Plaintiffs purchased a home in 2004 that was located next to a city fire station. As early as 2006, plaintiffs made a number of complaints to the city about the diesel exhaust fumes that were generated by the fire station, alleging that the family's health was suffering. In 2012, plaintiffs filed a claim with the city for personal injury and real property damage related to the exhaust. The city rejected plaintiffs' claims as untimely and later denied their application for permission to file a late claim. In response, plaintiffs filed a petition with the trial court for relief to file a late claim. The trial court denied plaintiffs' petition and plaintiffs appealed. In an unpublished opinion, the Fourth District affirmed, concluding plaintiffs "had a reasonable suspicion of the connection between their health problems and the diesel exhaust fumes...more than one year before the petition for relief was filed," and "[a]ctual knowledge is not the test." Further, the court rejected plaintiffs' argument that the city should be estopped from asserting the statute of limitations to block the claims because city employees allegedly made "material misrepresentations" about the danger of the exhaust fumes that prevented the family from further investigating a causal connection between the fumes and their health problems. The court concluded that once the plaintiffs "had reason to suspect their health problems were caused or worsened by the diesel exhaust fumes, their claims against the City accrued, and later misrepresentations could not change such accrual." CSAC requested publication, but the request was denied.

***Mono County v. Superior Court (Luman)***

Pending in the Third Appellate District (filed May 19, 2014)(C076497)

Luman was employed for 15 years as a mechanic in the county's roads division. He was terminated in accordance with the county's Zero-Tolerance Policy for fighting and threats of physical violence in the workplace after he made threats of physical violence and had a physical altercation with his supervisor. His termination was upheld by the county's personal appeals board. The trial court, however, reinstated Luman. The court acknowledged that Luman had made threats of physical violence and misleading statements

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about the altercation, but concluded that the penalty was grossly excessive given Luman's long tenure with no record of discipline. CSAC will file a brief in support of Mono County on appeal.

***Olive Lane Industrial Park, LLC v. County of San Diego***

227 Cal.App.4th 1480 (4th Dist. Div. 1 July 18, 2014)(D063337), *request for depublication denied* (Nov. 12, 2014)(S221205)

Olive Lane Industrial Park, LLC owned real property that was taken by eminent domain. Three years later, Olive Lane purchased replacement property. Five and one-half years after the property was condemned, Olive Lane requested that the base year value (which is used to calculate property tax) from the original property be transferred to the replacement property. The Assessor's Office denied the request because the relevant Revenue and Taxation Code statute and guidance from the State Board of Equalization provided that a base year value transfer must be made within four years of the final order of condemnation. Olive Lane appealed contending that the statute is unconstitutional. The Assessment Appeals Board and the trial court upheld the Assessor's denial. The Fourth District determined that the statutory language is reasonably amenable to an interpretation that permits prospective relief for base year value transfer claims filed after the four-year period. CSAC supported San Diego County's request for depublication, but the request was denied.

***Patel v. City of Los Angeles***

738 F.3d 1058 (9th Cir. Dec. 24, 2013)(08-56567), *petition for cert. granted* (Oct. 20, 2014)(13-1175)

Motel owners in Los Angeles challenged a local ordinance authorizing any police officer to conduct an on-site inspection of hotel guest records without a warrant. The searches were primarily used as a tool against the significant human trafficking problem present in the city. A divided Ninth Circuit Court of Appeal reversed, concluding that the city's ordinance was facially invalid under the Fourth Amendment because it authorizes inspection of records without providing for judicial review prior to imposing penalties. The dissenting judges found that Fourth Amendment challenges must be as-applied, rather than facial, or the court is merely issuing advisory opinions. The dissent also found that plaintiffs failed to establish that the hotel operators have, in every instance, a reasonable expectation of privacy in their guest registers. The United States Supreme Court has agreed to review the case. CSAC has filed a brief in support of the City of Los Angeles emphasizing the importance of searching these records as a law enforcement tool.

***San Bernardino County Public Attorneys Association v. County of San Bernardino; Board of Supervisors of the County of San Bernardino***

Pending in the Fourth District Court of Appeal, Second Division (filed July 3, 2014)(E061507)

For some years, San Bernardino County, which is a 37 Act retirement system county, had in place an ordinance providing that the county would pay (or "pick-up") a portion of the employee contribution toward retirement benefits (in addition to paying the employer's contribution). In April, the county, having failed to reach agreement on an MOU with the Public Attorneys Association, adopted a resolution imposing certain terms

January 15, 2015

and conditions, including elimination of the county pick-up of the employee contribution toward retirement benefits. The Association then filed a writ petition, alleging that Government Code section 31631 (added by AB 340 (PEPRA)) only permits elimination of a county pick-up through a negotiated MOU, and may not be unilaterally imposed. The County argued in response that PEPRA did not change existing law allowing counties to impose elimination of the offset/pick-up of the employee contribution toward retirement post-impasse as part of its last, best and final offer. The superior court initially granted the petition for writ of mandate, but one week later it rescinded its order and requested supplemental briefing. The trial court rejected the union's interpretation of section 31631, and ruled the County may discontinue picking-up the member contributions of its employees. CSAC will file a brief in support of San Bernardino County on appeal.

***Sierra Club v. County of Fresno***

Previously Published at: 226 Cal.App.4th 704 (5th Dist. May 27, 2014)(F066798), *petition for review granted* (Oct. 1, 2014)(S219783)

Sierra Club contested the County of Fresno's decision to approve the development of a residential housing project arguing that the EIR failed to adequately address air quality impacts. The Fifth District concluded that: "(1) the EIR was inadequate because it failed to include an analysis that correlated the project's emission of air pollutants to its impact on human health; (2) the mitigation measures for the project's long-term air quality impacts violate CEQA because they are vague, unenforceable and lack specific performance criteria; and (3) the statement that the air quality mitigation provisions will substantially reduce air quality impacts is unexplained and unsupported." The Supreme Court has granted review, making this the ninth CEQA case pending before the Court. CSAC will file a brief on a limited issue: Does the substantial evidence standard of review apply to a court's review of whether an EIR provides *sufficient information* on a topic required by CEQA, or is this a question of law subject to independent review by the court?

***Smith v. Superior Court (City of San Jose)***

Previously published at: 225 Cal.App.4th 75 (6th Dist. Mar. 27, 2014)(H039498), *petition for review granted* (June 25, 2014)(S218066)

Plaintiff brought this action after city officials declined to disclose e-mails and texts about government business that were sent and/or received using the officials' private e-mail or text accounts, rather than accounts belonging to the government. The trial court rejected the city's argument that the e-mails and texts are not public records because they are not in the possession of the city, and also rejected the argument that the individuals from whom records were sought are not a "public agency" for purposes of the PRA. But on appeal, the Sixth District reversed, stating that it was "bound to interpret statutory language as written and avoid any encroachment on the province of the Legislature to declare public policy." The court also found that the PRA "does not require public access to communications between public officials using exclusively private cell phones or e-mail accounts." The Supreme Court has granted review. CSAC will file a brief in support of neither party focusing on the limits of the obligation on a public agency to reasonably search for records on private devices. Specifically, the brief will argue that if the Court were to find the records are public, a county's obligation to reasonably search for those records is limited by

January 15, 2015

constitutional privacy principles, and the agency can rely on the official to search his or her own private device and disclose any responsive document.

***Wheatherford v. City of San Rafael***

Previously published at: 226 Cal.App.4th 460 (1st Dist. May 22, 2014)(A138949), *petition for review granted* (Sept. 10, 2014)(S219567)

Plaintiff challenged city vehicle impound policies and practices. She did not have a vehicle impounded by the city, but claimed to have standing to bring the challenge as a resident taxpayer, even though she paid no property tax in the jurisdiction. She argued instead that taxpayer standing was supported through her payment of sales tax, gasoline tax, and water and sewage fees in the city. The First District concluded that, consistent with existing appellate decisions, “payment of an assessed property tax is required in order for a party to have standing to pursue a taxpayer action.” The court rejected plaintiff’s contention that payment of any tax (sales, gasoline, etc.), conferred taxpayer standing. Further, the court rejected plaintiff’s argument that any disparate treatment based upon wealth was subject to strict scrutiny under the equal protection clause. In applying the rational basis test, the court found a rational purpose in limiting taxpayer standing to persons who pay property tax stating that “[i]ndividuals who have directly paid a tax to the government have obtained ‘a sufficiently personal interest in the illegal expenditure of funds by county officials to become dedicated adversaries.’” CSAC will file a brief in support of the city.



# Winter/Spring 2015 Course Guide



"Learning is not attained by chance, it must be sought for with ardor and diligence." - Abigail Adams

Professional courses for county elected officials, executives and managers in leadership, policy and governance



Visit [www.csacinstitute.org](http://www.csacinstitute.org) for registration, additional information on CSAC Institute classes and programs, and to download a course schedule.

## Schedule at a Glance

DATE		Course	Page
<b>JANUARY</b>			
16 (F)	Groundwater Regulation in California: <i>What's next for counties?</i>	311	4
16 (F)*	Building and Maintaining a Team Culture	371	1
23 (F)	Polishing Your Presentation: Advanced Practices	125	5
29 (TH)	Cost Principles, Reporting and the "Supercircular"	368	2
30 (F)	Realignment 301a: Where and How the Funds Flow	307a	5
<b>FEBRUARY</b>			
5 (TH)	Communicating and Presenting Complex Issues and Data	389	2
6 (F)	County Legislative Advocacy in Sacramento	334	3
12 (TH)	Realignment 301b: Details of Public Safety Realignment	307b	6
20 (F)*	Leadership and Change: Practices to Move Organizations	124	5
<b>MARCH</b>			
6 (F)	Strategy: Clarifying, Building, Implementing and Alignment	388	6
12 (TH)	Financing California Counties: A History of Funding Sources	151	4
20 (F)	Climate Change & Sustainable Communities: County Practices	304	3
20 (F)*	Labor Relations and Negotiations	153	4
27 (F)	Advanced Practices in Negotiations	384	1
<b>APRIL</b>			
10 (F)	Coping with Ambiguity: Leadership for Challenging Times	375	2
16 (TH)	Realignment 101: The Basics of 1991 and 2011 Realignments	307	5
17 (F)*	Thinking Strategically in Trying Times	363	7
24 (F)	Labor Relations and Negotiations	153	4
<b>MAY</b>			
8 (F)	Danger from Within - Cybersecurity and Governance	394	3
14 (TH)	Preparing for the Silver Tsunami: County Services and Facilities	398	5
15 (F)	Crafting and Implementing Effective Strategic Plans	123	3
29 (F)	Community Problem Solving: Negotiation for Catalytic Leaders	112	4
<b>JUNE</b>			
12 (F)	Engaging Employees for Success	126	4
18 (TH)	Detecting Fraud in Government and Non-Profit Environments	366	3
25 (TH)	County Budgeting and Financial Planning	116	3
26 (F)	Storytelling and Other Practices in the Art of Persuasion	378	6
NOTE:	* course in San Diego		

## Course Descriptions and Schedule

### *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.

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

**Friday, March 27, 2015** 10:00 a.m. - 3:30 p.m.  
Sacramento • \$129/person for counties • 3 credits • Staff/Elected Officials

### *Deployment and leadership of high performance teams*

### **Building and Maintaining a Team Culture** 371

Counties use teams as a method to get work done. Teams can be project-focused, operational, interdepartmental or inter-governmental. It takes a certain organizational culture to support teams. This course examines the culture and attributes of high-performing teams in the public sector. 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 CSU, Sacramento. He has spent 25 years in executive positions in the public and private sectors.

**Friday, January 16, 2015** 10:00 a.m. - 3:30 p.m.  
San Diego • \$129/person for counties • 3 credits • Managers/Executives



California State  
Association of Counties

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

**LEARN . GROW . ACHIEVE**

Updated 6 November 2014

Six years later – SB 375 and sustainable communities

**Climate Change and Sustainable Communities: County Practices**

304

It has been some time since California enacted two ground-breaking bills addressing climate change. AB 32 established a landmark comprehensive program of regulatory and market mechanisms to achieve quantifiable, cost-effective reductions of greenhouse gases (GHG). SB 375 provided a means for achieving AB 32 GHG target reduction goals from cars and light trucks through long-range transportation plans that now include anticipated land use patterns and planning for housing. These Sustainable Communities Strategies provide for more integrated and holistic regional growth strategies.



This course explores the implementation of these laws and how counties have responded. Participants examine best practices from counties in creating policies and plans to help meet statewide climate goals. Emphasis is placed on the next phase of AB 32, various approaches to sustainable communities and successful regional collaboration on the plans, and best practices at the local level to reduce GHGs outside of transportation.

**Friday, March 20, 2015** 10:00 a.m.–3:30 p.m.  
Sacramento • \$129/person for counties • 3 credits • Staff/Elected Officials

Effective visual display of complex information

**Communicating and Presenting Complex Issues and Data**

389

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

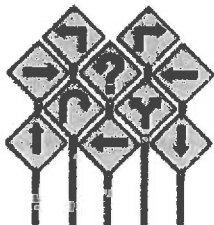
**Instructor:** Dr. Mary Kirlin is associate professor of Public Policy and Administration at CSU-Sacramento.

**Thursday, February 5, 2015** 10:00 a.m.–3:30 p.m.  
Sacramento • \$129/person for counties • 3 credits • Staff/Elected Officials

Tools for tackling unprecedented challenges

**Coping with Ambiguity: Leadership for Challenging Times**

375



Counties operate in complex and changing environments. Within these unpredictable economic contexts and unprecedented challenges, county leaders find themselves trying to make past practices and models fit current realities. But that may be a mistake in coping with ambiguity. This class provides a new way to think about applying leadership practices – at both

elected and executive levels – to help your county organization

and community find new realities and ways of effectively working in uncertain times. Discussion topics include: 1) understanding the concept of “emergent” processes and environments; 2) tools for managing uncertainty; 3) the mental discipline and the rational analysis of situations; and 4) communication tools for managing ambiguous situations.

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

**Friday, April 10, 2015** 10:00 a.m.–3:30 p.m.  
Sacramento • \$129/person for counties • 3 credits • Staff/Elected Officials

The Supercircular: OMB’s Final Guidance on Federal Grants

**Cost Principles, Reporting Requirements ... and the “Supercircular”**

368

On December 26, 2013, the U.S. Office of Management and Budget issued new reporting rules referred to as the “Supercircular.” This issuance impacts all general requirements for all entities – including counties and CBOs – which receive federal grants: administrative rules, cost principles and Single Audit requirements. Those new rules go into effect after Christmas, 2014. All persons and agencies who deal with federal grants will need to be aware of and prepared for the coming changes. In addition to the specifics of the Supercircular, the class will cover:


- ◆ **Administrative rules:** when approval is needed for budget changes; the responsibility for equipment remaining when the grant ends, etc.
- ◆ **Cost principles:** criteria for allowability; documentation requirements for salaries and wages, etc.
- ◆ **Single Audit requirements:** changes in the threshold for Single Audits and the required attributes of an audit finding



Course eligible for CPE credits for Certified Public Accountants.

**Instructor:** Sefton Boyars, CPA, CGFM, CFS from the California Certified Public Accountants (CalCPA) Education Foundation.

**Thursday, January 29, 2015** 9:30 a.m.–3:30 p.m.  
Sacramento • \$129/person for counties • 3 credits • Managers/Analysts



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**Continuous learning  
for county officials and staff**

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for class schedules and registration**



Overview of county budgeting and financial management

**County Budgeting and Financial Planning 116**

Counties have complex systems for budgeting and financial management. Budgets are the annual planning documents for county operations. 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 will also examine county revenue sources, sales and property tax allocation, General Fund and special funds, creating and integrating department-recommended budget components, and public involvement in the budget process. The class will also explore key elements in longer-term county financial planning and management. *Class is a must for everyone involved or soon to be involved in the budget process.*



*Class is a must for everyone involved or soon to be involved in the budget process.*

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

**Thursday, June 25, 2015** 10:00 a.m.–3:30 p.m.  
Sacramento • \$129/person for counties • 3 credits • Staff/Elected Officials

Strategies to get your county heard in Sacramento

**County Legislative Advocacy In Sacramento 334**



How are laws and rules which affect counties made in Sacramento? How can counties better influence Sacramento lawmakers and rulemakers? How can counties make sure their voice is heard and considered? This class will introduce the basics of state law and rule making processes, and provide tips and contacts for making your county's voice heard in Sacramento. Participants explore best practices counties use to influence legislation and when to employ those strategies ... along with approaches to avoid. Discussion focuses on collaborative approaches and how to take advantage of the legislative services offered by CSAC.



**Instructors:** DeAnn Baker is CSAC Director of Legislative Affairs. Jean Hurst is CSAC Senior Legislative Representative. Assemblymember Rich Gordon represents the 24<sup>th</sup> District in San Mateo County. Plus other experts in legislative and regulatory advocacy in Sacramento.

**Friday, February 6, 2015** 10:00 a.m.–3:30 p.m.  
Sacramento • \$129/person for counties • 3 credits • Staff/Elected Officials

Make strategic planning mean something

**Crafting and Implementing Effective Strategic Plans 123**

Most counties and county 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 the operations and decision-making of the organization. Discussion highlights tips for structuring an effective strategic workshop, including selection of a facilitator, participants and preparation.

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

**Friday, May 15, 2015** 10:00 a.m.–3:30 p.m.  
Sacramento • \$129/person for counties • 3 credits • Staff/Elected Officials

The greatest threat to your cybersecurity may be employees or vendors

**Danger from Within – Cybersecurity and Governance of County Systems 394**

Recent research at Oxford University and a 2014 Harvard Business Review article observed cyberattacks involving insiders – employees, vendors, consultants and others connected to the organization's computer system – as pernicious and on the rise ... *accounting for 20% of all cyberattacks*. Further, research indicates that widely used safeguards are ineffective against them. This course examines where counties are most vulnerable and best practices to significantly reduce the risk of unintended release of county data and information. The focus is on establishing effective and practical policies and procedures for reducing vulnerability, and reviewing the governance of county IT systems. Course highlights steps managers, executives and elected officials should consider to ensure security of county and client information. Ideal for managers, executives, elected officials as well as those managing IT systems and system security.



**Instructors:** Cybersecurity experts from Dell Computer and Pay Per Cloud.

**Friday, May 8, 2015** 10:00 a.m.–3:30 p.m.  
Sacramento • \$129/person for counties • 3 credits • Staff/Elected Officials

Fraud is alive and well – learn to detect and prevent

**Detecting Fraud in Governmental and Non-Profit Environments: What a Steal! 366**

Boards, administrators, auditors and investigators have a fiduciary responsibility to oversee the financial operations of the county and county programs. This course provides a practical approach for uncovering fraud and crafting sound policies and procedures to present fraud. Participants examine the seven most common instances of fraud and the warning signs through an interactive discussion and review of several recent headlined fraud cases. It examines conditions within entities that leave them susceptible to fraud and how to revise policies and procedures to stop these kinds of fraud from occurring. Highlighted topics include: personal fraud, fraudulent charging of expenses, overriding purchasing controls, personal use of public assets, kickbacks, and control weaknesses. *Eligible for CPE credits for Certified Public Accountants.*



**Instructor:** Dr. Peter Mark Hughes, CPA is Director of Internal Audit for Orange County.

**Thursday, June 18, 2015** 9:30 a.m.–3:30 p.m.  
Sacramento • \$129/person for counties • 3 credits • Staff/Elected officials

Leadership can't be done alone

**Engaging Employees for Success** 126

**New Course!** In times of disruptive change and scarce resources, it is critical that employees from all levels of the organization are fully productive and engaged in adapting to change and addressing new challenges. This interactive workshop discusses the business case for employee engagement, the conditions fostering active engagement, and simple steps for supervisors, managers and co-workers to promote engagement.



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

**Friday, June 12, 2015** 10:00 a.m.–3:30 p.m.  
 Sacramento • \$129/person for counties • 3 credits • Managers/Executives

Understand context of county-state revenue relationships

**Financing California Counties:  
 A History of Revenue Sources** 151

Have you found yourself overwhelmed trying to understand the county revenue sources and funding stream? And how we ended up with this complex system? This course provides an in-depth examination of county revenue sources and how they have evolved. Exploring the context of county funding decisions by Legislative and the 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 and more. You'll leave with a clearer appreciation and understanding of county revenues.

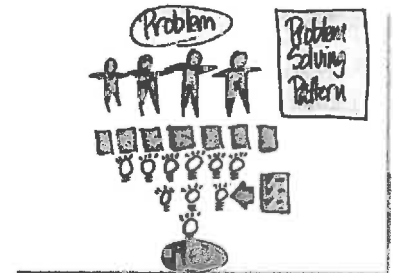
**Instructor:** Diane Cummins is Special Advisor to the Governor on State and Local Realignment.

**Thursday, March 12, 2015** 10:00 a.m.–3:30 p.m.  
 Sacramento • \$129/person for counties • 3 credits • Staff/Elected officials

Tools for finding joint gain

**Community Problem Solving:  
 Negotiation for Catalytic Leaders** 122

**Updated course!** 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. This course examines a variety of problems solving and negotiation 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 problems and opportunities. Participants gain hands-on experience with using the tools and exploring application to real world situations. This is a class and instructor you will not forget.



**Instructor:** David Landis is a former long-time Nebraska state senator, an award-winning teacher and a skilled negotiator in the public arena.

**Friday, May 29, 2015** 10:00 a.m.–3:30 p.m.  
 Following CSAC Legislative Conference  
 Sacramento • \$129/person for counties • 3 credits • Staff/Elected Officials

*How the new groundwater laws affect counties and what to do now*

**Groundwater Regulation In California: What's next for counties?** 311

In September 2014 Governor Jerry Brown signed a trio of bills establishing a framework for statewide regulation of California's underground water sources, marking the first time in the state's history that groundwater will be managed on a large scale. This class provides a policy-level overview of the three bills (SB 1168 instructs local agencies to create management plans; AB 1739 establishes when the state can intervene; and SB 1319 postpones state action in certain situations) and what counties should be considering. Participants explore who is affected, the implications of the laws on local agencies, and the state process for adopting regulations. Discussions highlight policy options for counties and a timeframe within which counties should act. Counties and local water entities have until 2017 to establish a groundwater sustainability agency. The class will examine considerations counties should evaluate in reviewing options and developing policies. Several case examples demonstrate authority and decision-making options for counties. *Get your questions answered on this landmark approach for managing California's groundwaters.*



**Instructors:** Lester Snow, Executive Director of the California Water Foundation and former director of the California Department of Water Resources; Tina Canon-Leahy, Consultant to the Assembly Water, Parks and Wildlife Committee; and other state and local experts in groundwater regulation.

**Friday, January 16, 2015** 10:00 a.m.–3:30 p.m.  
 Sacramento • \$129/person for counties • 3 credits • Staff/Elected Officials

*Employees are the foundation of county services*

**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.



**Instructors:** Richard Whitmore and Richard Bolanos are partners with Liebert Cassidy Whitmore; Dr. Rhonda Albey is principle analyst in the Los Angeles County Administrators Office.

**Friday, March 20, 2015** 10:00 a.m.–3:30 p.m.  
 San Diego • \$129/person for counties • 3 credits • Staff/Elected Officials

**Friday, April 24, 2015** 10:00 a.m.–3:30 p.m.  
 Sacramento • \$129/person for counties • 3 credits • Staff/Elected Officials

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

**Leadership & Change: Practices to Move Organizations**



Elected officials and managers alike 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; recognizing barriers; and creating an environment in which people can expand their capacity to address adaptive change.

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

**Friday, February 20, 2015** 10:00 a.m.–3:30 p.m.  
 San Diego • \$129/person for counties • 3 credits • Staff/Elected Officials

*For experienced presenters wanting to up their presentations*



**Polish Your Presentation: Advanced Practices In Communication**

This intensive course 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. He is an accomplished presenter and instructor with over 35 years experience in city, county and state governments.

**Friday, January 23, 2015** 10:00 a.m.–3:30 p.m.  
 Sacramento • \$129/person for counties • 3 credits • Staff/Elected Officials

*By 2030, almost one of five Americans — some 72 million people — will be elderly, at least by conventional definition*

**Preparing for the Silver Tsunami: County Services and Facilities** 398

**New Course!** It is projected that by the year 2020, about 25% of the U.S. workforce will be composed of older workers (ages 55 and over). This unprecedented "Silver Tsunami" has many short-term and long-term implications, affecting many areas of county operations and services, including an aging workforce, county health and human services, facilities and community infrastructure. This policy-level course will explore the range of

impacts counties should be considering in their policies, planning and decision-making. From land-use decisions and infrastructure planning to an aging county workforce and impacts on various county services (public health, social services, elder abuse, public safety) this course will examine the range of issues counties should be considering as our population ages and needs and expectations change.

**Thursday, May 14, 2015** 9:30 a.m.–3:30 p.m.  
 Sacramento • \$129/person for counties • 3 credits • Staff/Elected Officials

*Context and structure of realignment in California*

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

You hear about realignment nearly every day. The funding streams are complex and it's hard to understand what and why programs are included. What is realignment, where did it come from and how does it work? This course examines the history and rationale for establishing it in 1991, why programs were included, what was learned, and the expansion to realignment in 2011. Participants first examine the establishment and programs of the 1991 realignment. Discussion details health and human services and mental health programs. Participants explore individual programs, how they work, funding and current status. The course examines the 2011 realignment – including AB 109 – with an emphasis on public safety programs. Details on the realigned programs, changes to 1991 realignment services, implementation, funding and how counties are implementing the 2011 realignment are all discussed.

**Instructors:** Diane Cummins, special advisor to the Governor on state and local realignment; Graham Knaus, Assistant Director of Health and Human Services, Placer County; and Karen Pank, Executive Director, Chief Probation Officers of California.

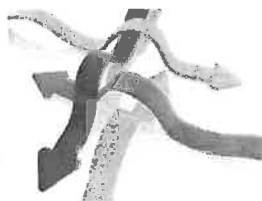
**Thursday, April 16, 2015** 10:00 a.m.–3:30 p.m.  
 Sacramento • \$129/person for counties • 3 credits • Staff/Elected Officials

*Detailed overview of realignment accounts and funding streams*

**Realignment 301a: Where and How the Funds Flow** 307a

*Updated with 2014 Changes to 1991 and 2011 Realignment Formulas!* This advanced course focuses on the funding and financial elements of 1991 and 2011 realignment updated with 2014 changes, including new legislation which modifies 1991 funding formulas. Detailed discussions examine specifics of fiscal issues: structure and allocation of local funds; flow of funds in human services, health, behavioral health, and other programs; forecasting and tracking realignment, VLF and Prop 172 funds; fund growth; and other fiscal issues. Among the featured topics:

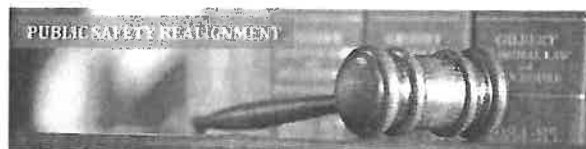
- ♦ Forecasting and projection models and tools with 2014 formula changes
- ♦ Funding details for all the health and support services linked to 1991 and 2011 realignment accounts
- ♦ Detailed resource materials
- ♦ County best practices and policies



A basic understanding of realignment is recommended for participants in this class. This course focuses on the health and human services programs. For details on public safety realignment please see course 307b.

**Instructors:** Andrew Pease, Finance Director, San Diego County Health and Human Services Agency; Robert Manchia, San Mateo County Human Services Agency; and Danielle Enriquez, San Diego County Health and Human Services Agency.

**Friday, January 30, 2015** 10:00 a.m.–3:30 p.m.  
 Sacramento • \$129/person for counties • 3 credits • Staff/Elected Officials



*Detailed overview of public safety realignment funding streams*

**Realignment 301b: Fund Flows in Public Safety Realignment** 307b

This course covers in-depth the law enforcement accounts from the 2011 realignment. It includes a review of: statutory changes; actual revenue results; the “base” calculations for each account; how base and growth amounts are distributed to each state level account; how amounts are distributed to counties; and the formulas and the data behind the formulas. Important lessons about the dynamics of realignment from Health and Social Services Realignment 1991 and 2011 are shared. Tools are introduced to project and track county revenues and examine what county staff should consider when budgeting for these accounts in the coming years. The course includes discussions on the risks and opportunities of realignment for law enforcement and the strategic investments counties have undertaken. Participants examine what’s next, including possible legislative changes to realignment for law enforcement.

**Instructors:** Dorothy Thrush, Public Safety Group Finance Director, San Diego County; Elizabeth Howard Espinosa, Senior Legislative Representative, CSAC; and county experts.

**Thursday, February 12, 2014** 10:00 a.m.–3:30 p.m.  
 Sacramento • \$129/person for counties • 3 credits • Staff/Elected Officials

Storytelling is one of life's most powerful skills

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

Persuasion has been identified 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, reciprocation, contrast and conformity. These tools are placed in the context of enhancing the transaction between leader and follower and authentically hearing the needs of listeners.

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

**Friday, June 26, 2015** 10:00 a.m.–3:30 p.m.  
Sacramento • \$129/person for counties • 3 credits • Staff/Elected Officials

Discover your strategic intent – build your strategic agility

**Strategy: Clarifying, Building, Implementing and Ensuring Alignment** 388

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

**Instructor:** Dr. Laree Kiely is president of the Kiely Group; organizational effectiveness consultants, and a professor at the USC Marshall School of Business.

**Friday, March 6, 2015** 10:00 a.m.–3:30 p.m.  
Sacramento • \$129/person for counties • 3 credits • Staff/Elected Officials

**Earn the CSAC Institute Credential**

Join the more than senior staff who have

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Learn more at [www.csacinstitute.org](http://www.csacinstitute.org) CSAC Institute class



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. He brings practical experience working with elected officials in leadership practices.

**Friday, April 17, 2015** 10:00 a.m.–3:30 p.m.  
San Diego • \$129/person for counties • 3 credits • Staff/Elected Officials

**CSAC Institute Fellows**

Institute Fellows provides credentialed supervisors and senior executives with an advanced engagement in their continuing education. Fellows complete additional courses, share their expertise as a member of the faculty, and participate in the unique Fellows Seminar. Fellows also provide ongoing input on Institute courses and content.

For information on Fellows, please visit [www.csacinstitute.org](http://www.csacinstitute.org).

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**Registration fee includes instruction, materials and lunch**

**Course schedule and descriptions subject to change.**

**Visit [www.csacinstitute.org](http://www.csacinstitute.org) for:**

- \* Up-to-date schedules and course information
- \* Institute Credential Programs
- \* Institute Fellows
- \* Tuition discounts and scholarships





## Fall – Winter 2015 Class Schedule Institute Courses by Topic

DATE		Course	Page
<b>LEADERSHIP</b>			
Jan 16*	Building and Maintaining a Team Culture	371	1
Jan 23	Polish Your Presentation: Advanced Practices in Communication	125	5
Feb 5	Communicating and Presenting Complex Issues and Data	389	2
Feb 20*	Leadership and Change: Practices to Move Organizations	124	5
Mar 6	Strategy: Clarifying, Building, Implementing and Alignment	388	6
Mar 27	Advanced Practices in Negotiations	384	1
Apr 10	Coping with Ambiguity: Leadership for Challenging Times	375	2
Apr 17*	Thinking Strategically in Trying Times	363	7
May 15	Crafting and Implementing Effective Strategic Plans	123	3
May 29	Community Problem Solving, Negotiation for Catalytic Leaders	112	4
Jun 26	Storytelling and Other Leadership Practices in Persuasion	378	6
<b>POLICY and GOVERNANCE</b>			
Jan 16	Groundwater Regulation in California: What's next for counties?	311	4
Jan 29	Cost Principles and the 'Supercircular'	368	2
Jan 30	Realignment 301a: Where the Funds Flow	307a	5
Feb 6	County Legislative Advocacy in Sacramento	334	3
Feb 12	Realignment 301b: Details of Public Safety Realignment	307b	6
Mar 12	Financing California Counties: A History of Revenue Sources	151	4
Mar 20*	Labor Relations and Negotiations in County Government	153	4
Mar 20	Climate Change & Sustainable Communities: County Practices	304	3
Apr 16	Realignment 101: Basics of 1991 and 2011 Realignments	307	5
Apr 24	Labor Relations and Negotiations in County Government	153	4
May 8	Danger from Within – Cybersecurity and Governance	394	3
May 14	Preparing for the Silver Tsunami: County Services and Facilities	398	5
Jun 18	Detecting Fraud in Government and Nonprofit Environments	366	3
Jun 25	County Budgeting and Financial Management	116	3

NOTE \* course in San Diego



### COST-EFFECTIVE SOLUTION FOR COUNTY ELECTED OFFICIALS AND SENIOR STAFF PROFESSIONAL DEVELOPMENT

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

Course schedule and descriptions subject to change.  
Visit [www.csacinstitute.org](http://www.csacinstitute.org) for:

- \* Up-to-date schedule and course information
- \* Special class and workshop additions
- \* Institute Credential Programs
- \* Institute Fellows
- \* Tuition discounts and scholarships



## ABOUT CSAC Institute

CSAC Institute for Excellence in County Government is a professional, practical continuing education program for county staff and 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 is a program of the California State Association of Counties (CSAC) and established in 2008. 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 CSAC Conference Center (1020 11<sup>th</sup> Street) or nearby location.

**San Diego** – Courses are hosted by the County of San Diego and held at the new County Operations Center in Kearny Mesa (Overland Avenue and Claremont Mesa Boulevard) in San Diego.

### 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). Please contact Institute Registrar with any registration questions or problems.

**Fees** – Course tuition includes instruction, materials, certificate and lunch (for 3-credit classes). All county staff and officials are eligible for the special county rate of \$43/credit. Staff from county-partnered CBOs, CSAC Corporate Members and CSAC Affiliate Members are also eligible for this special registration rate. On a space-available basis, courses are open for others to attend. The regular registration fee for non-counties is \$117/credit.

**Discounts** – Reduced tuition is available when individuals register for three or more classes at the same time or purchase the Credential Package. Save at least 15%/class with these options.

The Institute is developing an additional package for counties to save on registration fees. Soon counties can purchase a bulk package of course registrations at a discount to distribute to staff. For more information please contact the Institute Dean.

### Host CSAC Institute Courses in Your County

The Institute partners with counties to offer Institute classes at county sites. For information on hosting a series of classes in your county, please contact the Institute Dean.

### Master of Public Administration Degree Program

CSAC Institute has partnered with California State University – Northridge to offer an on-line MPA degree program exclusively for county staff and officials. The two-year program is personalized for counties and the reduced tuition provides a unique opportunity to earn your MPA. *The next cohort begins in August, 2015* with an enrollment deadline in May, 2015. Allow ample time to complete the enrollment process. Contact the Institute Dean for information or visit the Institute website for links to the MPA program.

### Contact Us

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

**Institute Registrar** Chris Feusahrens: [cfeusahrens@counties.org](mailto:cfeusahrens@counties.org)  
916/327-7500

# 2014 ANNUAL REPORT

As 2014 comes to a close, we at the Institute for Local Government (ILG) have the chance to reflect on the work done throughout the year. 2014 has been a productive and exciting year for ILG. We have been able to provide technical assistance for local agencies across the state, expand our collaborations and partnerships program to include the Cities Counties Schools Partnership and the Summer Meal Coalition and increase local interest in sustainable communities and our Beacon Program. The numbers below provide an overview of our 2014 accomplishments. We look forward to continuing to collaborate with and be a resource for local governments across California. Together we can continue to work to create vibrant and sustainable communities.



## WHO WE SERVE

- **58** counties
- **482** cities
- Local agency elected and appointed officials and staff

## OUR PROGRAMS

- Ethics and Transparency
- Local Government Basics
- Public Engagement
- Sustainable Communities
- Collaboration and Partnerships including two new programs this year: Cities Counties Schools Partnership and The Summer Meal Coalition

## EDUCATION

- **5** webinars drawing over **1000** registrants.
- **16** conference workshops reaching hundreds of local officials and staff
- **9** trainings reaching over **500** local officials and staff including **6** AB 1234 ethics trainings
- **5** technical assistance projects with: the City of Turlock, the City of Merced, the Town of Paradise, the Contra Costa Transportation Authority and the City of Patterson

## RESOURCES

- **7** new case stories
- **21** new tipsheets and white papers
- Western City Magazine articles: **6** Everyday Ethics Columns, **6** News from the Institute Columns, **3** City Forums and **2** Feature articles
- Community Schools Partnerships Toolkit
- **24** electronic newsletters

## RECOGNITION OF LOCAL GOVERNMENT'S LEADERSHIP - THE BEACON PROGRAM

- **62** cities and counties currently participating, representing over **25%** of California's population
- **27** Spotlight Awards and **1** full Beacon Award in 2014
- **8** Beacon champions

## INFORMATION/COMMUNICATIONS

- **6,000** monthly hits to [www.ca-ilg.org](http://www.ca-ilg.org)
- **2,200** downloads monthly
- **4,460** monthly electronic newsletter recipients
- Sustainability Best Practices Framework downloaded over **750** times
- New mobile site
- **920** Facebook likes and **556** Twitter followers
- **783** LinkedIn connections including **630** members of the Sustainable Communities Learning Network LinkedIn Group.

ILG is the research and education affiliate of the League of California Cities and the California State Association of Counties. Our mission is to promote good government at the local level with practical, impartial and easy-to-use resources for California communities.

► Visit [www.ca-ilg.org](http://www.ca-ilg.org) for more information

ILG relies on the generosity of individuals, organizations and businesses in order to continue to promote good government at the local level. Help us continue to do this work by making a tax-deductible donation today! The easiest way to donate is online by clicking the donate button on the homepage, or you can contact ILG at 916-658-8208 or emailing [info@ca-ilg.org](mailto:info@ca-ilg.org).

# 2015 CSAC Calendar of Events

## January

- 14 CSAC Executive Committee Orientation Dinner, Sacramento  
*6:30pm Reception, 7:15pm Dinner, Esquire Grill, 13<sup>th</sup> & K Streets, Sacramento, CA 95814*
- 15 CSAC Executive Committee, Sacramento  
*10:00am – 1:30pm, CSAC Conference Center, 1020 11<sup>th</sup> Street, 2<sup>nd</sup> Floor, Sacramento, CA 95814*

## February

- 11-13 CSAC Premier Partner Forum, San Diego County
- 19 CSAC Board of Directors Meeting, Sacramento  
*10:00am – 1:30pm, CSAC Conference Center, 1020 11<sup>th</sup> Street, 2<sup>nd</sup> Floor, Sacramento, CA 95814*
- 21-25 NACo Legislative Conference, Washington, D.C.

## April

- 8 CSAC Executive Committee Dinner, Avalon, Los Angeles County  
*time & location TBD*
- 9 CSAC Executive Committee Meeting, Avalon, Los Angeles County  
*10:00am – 1:30pm, Pavilion Hotel, Avalon, Catalina Island*

## May

- 20-22 WIR Conference, Kauai County
- 27-28 CSAC Legislative Conference, Sacramento
- 28 CSAC Board of Directors Meeting, Sacramento  
*12:00pm – 3:00pm, CSAC Conference Center, 1020 11<sup>th</sup> Street, 2<sup>nd</sup> Floor, Sacramento, CA 95814*

## July

- 10-13 NACo Annual Conference, Mecklenburg County/Charlotte, North Carolina

## August

- 6 CSAC Executive Committee Meeting, Sacramento  
*10:00am – 1:30pm, CSAC Conference Center, 1020 11<sup>th</sup> Street, 2<sup>nd</sup> Floor, Sacramento, CA 95814*

## September

- 3 CSAC Board of Directors Meeting, Sacramento  
*10:00am – 1:30pm, CSAC Conference Center, 1020 11<sup>th</sup> Street, 2<sup>nd</sup> Floor, Sacramento, CA 95814*

## October

- 7-9 CSAC Executive Committee Retreat, Location TBD

## December

- 1-4 CSAC 121st Annual Meeting, Monterey
- 3 CSAC Board of Directors Meeting, Monterey  
*2:00pm – 4:00pm, Monterey Conference Center, One Portola Plaza, Monterey, CA 93940*
- 16-18 CSAC Officers' Retreat, Napa County