



## SUMMARY OF STAKEHOLDER MEETINGS

### ISSUES RAISED AND CONSIDERED

*California Forward* over the course of a year talked with voters, taxpayers and community leaders across the state about what they think is ailing California. The same themes emerge again and again: The governance system is broken. Public agencies lack a focus on results. They are not transparent or accountable. And the whole system is too complex. To improve California's government, it has become increasingly clear the state needs to restructure. But how can Californians do that?

Answering this question has been the singular aim of the rigorous, collaborative policy development process *California Forward* spearheaded with stakeholders across the state. In a series of open dialogues summarized in the following pages, *California Forward* sought expert feedback on a range of issues as they matured from simple ideas into full-fledged recommendations, including potential constitutional changes expressed in a model reform initiative. Throughout this process, *California Forward* has sought the input of experts ranging from local government practitioners and labor leaders to equity advocates and business interests. These stakeholders have raised key issues and provided valuable feedback that fundamentally shaped the final proposal.

#### LOCAL GOVERNMENT TASK FORCE

In the fall of 2010, *California Forward* convened an ad hoc workgroup of local government leaders to begin developing a set of options for taking on this challenge. The group of current and former city and county officials eventually became known as the Local Government Task Force. The group developed three principles that served as the foundation for ensuring stakeholder discussions and ultimately guided the initial draft of the Smart Government Framework, a strategic action plan for improving the relationship among California's state and local governments:

- Public programs should work collaboratively with a focus on outcomes
- To effectively improve outcomes, local fiscal control is essential
- Regional collaboration is vital to making public services more efficient

#### THE STAKEHOLDER ROUNDTABLES

After the initial work of the Local Government Task Force, *California Forward* hosted more than a dozen policy-focused Stakeholder Roundtables where these principles served as the foundation of discussion. The first five meetings were held in Sacramento and were moderated by *California Forward*'s Sunne Wright McPeak. Those meetings were followed by 10 regional meetings across the state. In every one of the Roundtables, a group of stakeholders and experts in education, local government, health and human services, economic development, and labor provided detailed feedback on the emerging Framework. Participants highlighted the complexity of the challenge, raised important issues for consideration, and offered suggestions for improving the Framework's proposals. After each meeting, the Framework was revised and refined to incorporate stakeholders' suggestions.

The pages that follow highlight some of the issues raised and concerns expressed in these Stakeholder Roundtables. A full list of participants in these meetings can be found at the end of this document.

## STAKEHOLDER MEETINGS LOCAL GOVERNMENT TASK FORCE

In the autumn of 2010, *California Forward* invited 25 local government practitioners from across the state to an idea-generating discussion about how to change the relationship between state and local government to improve community outcomes. In addition to outlining several key principles for reform, the participants discussed some of the complexities involved—and some of the options available.

**Fiscal system:** There was general consensus among participants that restructuring the relationship between the state and counties would be most effectively accomplished by changing the method of allocating resources. Three potential models were discussed:

- The “compact” model. A legally enforceable contract between the state and local governments allowing communities or regions to pool resources to tackle, for example, land-use or environmental challenges.
- A “pay for performance” model. A policy approach in which programs or local governments receive payment for accomplishing mutually agreed upon goals and objectives. Some participants thought regions might be incentivized to improve outcomes in everything from child support services to welfare.
- The “Children First” model. An approach that would provide additional funds to programs based on local plans. Where possible, block grants, rather than program specific funding, should be used to encourage integration and cooperation.

**Regional perspective:** Many participants also were interested in finding incentives and opportunities that will allow communities to create their own “seamless” systems of services to achieve community outcomes, by joining together to create economies of scale, identify regional needs, coordinate resources, and integrate service delivery across program areas and governmental jurisdictions.

**Accountability:** Another widely-shared desire was a renewed focus on outcomes instead of compliance. Participants agreed that the state and counties should work together as partners to create an outcome-based performance model that delivers cost-effective services while also maintaining equity. The unit of government best capable of producing positive outcomes should have the authority and responsibility for delivering those services. The state should establish minimum equity standards for critical services and promote innovation and best practices in service delivery.

### Key issues raised:

1. The effort might be most effective if it focused on only one area (e.g. Criminal Justice Reentry).
2. Prevention and early intervention programs are important in achieving improved outcomes.
3. Local governments need discretion to integrate service delivery across jurisdictions
4. Waivers (e.g., 1115 process) were considered to be effective ways to provide broader local discretion. Three examples of programs with less oversight and control and fewer regulations allowing for more local flexibility were cited as potential models—Child Support Enforcement (CSE), CalWORKs, and Proposition 10 Early Childhood Development.
5. Mental Health Realignment was cited as an example of successful restructuring because diverse interests were included early and there were benefits to each of the principal stakeholders.

## SUMMARY OF STAKEHOLDER MEETINGS SACRAMENTO ROUNDTABLES

### MEETING I – FEBRUARY 11, 2011:

After the final meeting of the Local Government Task Force, *California Forward* hosted its first Stakeholder Roundtable on Friday, February 11. More than 50 stakeholders and experts in education, local government, health and human services, public safety, economic development, and labor participated in a discussion moderated by *California Forward*'s Sunne Wright McPeak and Bill Hauck, the president of the California Business Roundtable.

Senator Mark DeSaulnier welcomed participants, speaking about the need for a group of stakeholders to engage in a conversation about restructuring—and assuring participants of the importance of this critical reform as the State grappled with a \$25 billion shortfall. “This is more than an academic process,” DeSaulnier told those gathered. “It’s going to be the foundation for a thoughtful restructuring of California.”

After a discussion of the Framework’s strengths and weaknesses—and an initial foray into some of the complexities of designing useful program outcomes—a group of panelists spoke about their experiences implementing successful service integration strategies at the county level.

- **Jean Fraser**, Chief of the San Mateo County Health System, spoke about the San Mateo’s effort to pool the available resources of three large agencies—human services, juvenile probation, and mental health services—to encourage them to work together to make joint decisions about their shared clients. Over the last 10 years, this integrated approach has resulted in a 50 percent reduction in the number of children being placed out of home in San Mateo. It has also resulted in reduced levels of incarceration, homelessness, and hospitalization.
- **Mike Nevin**, Former San Mateo County Supervisor and director of Service League San Mateo, spoke about a local program that integrates all of the services in the county jail that are not provided by deputy sheriffs. The program’s goal is to reduce recidivism by 50 percent.
- **Dave Kears**, Special Assistant to the Alameda County Administrator, spoke about Alameda County’s use of the Joint Powers Authority to institutionalize an effort to bring the county, the city of Oakland, and the Oakland Unified School District together to keep kids in school, lower Oakland students’ high suspension rates, and reduce crime.

Following the panel, a group of responders spoke about their own experiences with service integration—and what some see as an urgent need for restructuring.

- **John Gioia**, Supervisor, Contra Costa County: “These pilots work because people decided to get together out of their normal silos. There was no incentive for them to get together, but they did. And then when it started working, they institutionalized.”
- **Frank Mecca**, Executive Director, County Welfare Directors Association of California: “If we rely on the exceptional leader model, the Bell curve slowly inches forward. If we’re talking about more Big Bang type of change, we have to think about how to incentivize the behavior—that’s the hard work.” Mecca also offered several specific cautions about the Framework that *California Forward* captured and incorporated into its model, including concerns about estimates of the size

of restructuring's cost-savings, making comparisons to other states, and the details of determining effective program outcomes.

- **Kathy Jett**, former Undersecretary – Programs, California Department of Corrections and Rehabilitation (and now a *California Forward* consultant): “For someone sitting here who hasn’t spent 30 years working in government, this kind of thing would just sound like common sense—just flat-out, common sense. Corrections, as one example, think they’re doing their job by not letting anyone escape into the community. That’s true, they’re doing that. But there are other things they should be doing. We have to change the incentive.”
- **Susan Lovenburg**, Board Member, Davis Joint Unified School District (and now a *California Forward* consultant): “I think the Framework is a good first step. Guiding principles are important. The status quo has tremendous inertial force, but we need to create incentives to be successful.”

## MEETING 2 – FEBRUARY 25, 2011

The second Stakeholder Roundtable meeting was hosted by *California Forward*'s Sunne Wright McPeak and Bob Balgenorth, president of the State Building and Construction Trades Council of California.

Toby Ewing, a consultant for the Senate Committee on Governance and Finance, briefed participants on how the Stakeholder Roundtable fits into the Legislature’s work on restructuring. Ewing described the committee’s initial series of hearings exploring the Governor’s realignment proposal, then outlined the committee’s upcoming hearings on the details of restructuring. “If we want to do better with the resources we have, we need to think about this,” Ewing said. “It’s really all about building a strong state/local partnership—and that partnership needs to focus on outcomes.”

Participants then split up into five large workgroups—Education, Public Safety, HHS, Revenue, and Metrics—to discuss a proposed legal framework to support restructuring. Richard Raya, *California Forward*'s policy director, gave the groups a specific task: “What we keep hearing is the need for more integration and collaboration. If the programs that make up the bulk of the state’s budget worked together, they would not only achieve better results, there would also be less need for safety net programs—and more revenue would be generated in the process. But how do we do it?”

### WORKGROUPS - BIG THEMES

- **Maintaining the long view:** Several participants expressed interest in maintaining the long view on restructuring. “Right now, we’re doing work in 2010 with 1970s legislation,” as Toby Ewing put it. “We need to make sure what we do today works in not just six months or 36 months, but in the years ahead.”
- **Public safety:** Participants agreed that the criminal justice system is a continuum, not a string of individual programs. Public safety programs work best when integrated with health and education programs. The State needs to do a better job of linking objectives in the police, judicial, and corrections system to produce the type of outcomes Californians are looking for. “When you fight crime and its aftermath, you’ve already lost the battle,” said Dave Kears, special assistant to the Alameda County Administrator. “The same is true of Health and Human

Services.” Some participants pointed out that the courts are a real controlling party in public safety that should be brought into a comprehensive restructuring discussion.

- **Health & Human Services:** A real consensus emerged around integration and information-sharing, particularly around juvenile justice, child welfare, child mental health, and behavioral health programs. A possible template for restructuring was identified in a set of child abuse prevention laws in the 1980s that broke down silos that were making it difficult for law enforcement, doctors, and hospitals to communicate. There was a great deal of discussion about the best incentives that could be used, including: flexible funds, reduced regulation for high-performing counties, and public report cards on county performance.
- **Education:** The group supported the idea of integration both within education and between education and other public programs, but the school system itself also requires integration. As one participant put it: “We have separate early childhood programs, K-12 programs, and higher ed programs. They’re not talking to each other.”
  - Many participants supported the idea of integrating health, welfare, and public safety programs with schools to create more community schools, full service schools, and joint-use schools. “We need to bring these community services down to where the need is,” one participant said. “You’re never going to get kids to a higher academic level without dealing with the health and social services issues, as well as classroom issues.”
  - Education stakeholders were quick to point out that outcome measurement can lead to unintended consequences, and participants insisted that any education performance measures should not be tied to test scores. Several stakeholders pointed out that working toward outcomes will also require upgrading public data systems.
- **Revenue:** As the workgroups in HHS, Public Safety, and Education worked on defining the best way to think about providing public services, the revenue workgroup began examining how to restructure the revenue system to support these more flexible programs. Tim Youmans, managing principal, Economic and Planning Systems, explained the revenue group’s initial thinking, which examined how cities and counties could hold onto more of their locally-levied property taxes, in exchange for some of the sales tax revenue they currently receive. This would align revenue authority with program responsibility.
  - The upside: “The money would be spent where the services are being delivered,” said one participant. “And that’s where you would have real accountability.”
  - The downside: A political showdown in every county over how to allocate the property tax.
- **Metrics:** The group agreed that outcome metrics must be used to make program management decisions—and that performance data must not only be collected, it needs to be used to make decisions. A desire was expressed in particular for the creation of a central depository of data that would include the creation of short-term benchmarks that voters could compare against in the future. “It’s not just ‘Let’s have outcomes,’” said one participant. “We need to think about where we would put the best information—from economic data to health and human services information. It’s easier then to design the programs we want.” The group acknowledged one major cultural obstacle: “If we’re going to have an evidence-based, outcome-driven system, we need statewide systems that collect data and allow us to analyze it,” one participant said.

### MEETING 3 – MARCH 10, 2011

The third Stakeholder Roundtable meeting included a detailed discussion of the Framework by representatives of local government, including current and former officials representing cities, counties, schools and special districts. A statewide perspective was also provided by four state lawmakers who have been involved in legislative deliberations on the budget and restructuring. They described their efforts to create a performance-agenda for the state and strongly encouraged *California Forward* to continue developing a comprehensive model for restructuring. The lawmakers were:

- **Senator Lois Wolk**, Chair, Senate Committee on Governance and Finance
- **Senator Bob Huff**, Vice-Chair, Senate Committee on Governance and Finance
- **Asm. Roger Dickinson**, Chair, Assembly Committee on Accountability and Administrative Review
- **Asm. Rich Gordon**, Member, Assembly Committee on Local Government.

Most of the day was devoted to local government practitioners providing point-by-point feedback on how the initial draft recommendations in the Framework can be refined.

#### LOCAL GOVERNMENT PERSPECTIVES – BIG THEMES:

##### Areas of Agreement

- The Framework's general approach, vision, and its setting of priorities and goals through the Big Five Outcomes
- The five principle statements
- The Framework's focus on making it easier for local governments to work with non-profits to provide services
- Many participants agreed that this approach to restructuring lends itself readily to public safety programs
- More control of funding should be in the hands of locals
- Collaboration and integration should be the foundations of restructuring

##### Areas of Disagreement

- "Mandating" collaboration language should be replaced with "incentivizing" collaboration
- The Framework should emphasize state standards, not national standards
- The emphasis should be on 'right-sizing' all levels of government, not just on 'consolidation'
- Some questioned the causal link between public policy and outcomes
- Categorical funding streams were often created to meet specific minority needs; doing away with them may make minority groups vulnerable
- Turf issues are not addressed, though they could be a major obstacle to restructuring

##### Refinements Needed

- **The state role:** Creating a more defined state oversight role, from how it should establish outcomes in coordination with locals to how it should intervene
- **Metrics and data:** Establishing a process for setting indicators of success, as well as a means of managing the data

- **Revenue:** Further defining the revenue restructuring necessary to support a redefined state/local relationship, including incentives
- **Regional collaboration:** Finding the right incentives to allow regional entities like COGs to encourage regional collaboration. (At the time, sentiments were expressed that COGs are not robust enough, don't represent all local governments – and their members are also unelected. LAFCO's current municipal service reviews, on the other hand, could be a valuable foundation.)
- **Civic engagement:** The Californians who use these services must be consulted on these recommendations

### COUNTY PERSPECTIVES:

#### Jim Wiltshire, Deputy Director, California State Association of Counties

- “The Framework is very much aligned with the principles my folks have adopted as it relates to realignment. This is a much more visionary approach. Ours is a very in-the-weeds practical approach. But they're very consistent.”
- “The identification of what the objectives are is very refreshing. This is about setting priorities.”
- Wiltshire spoke approvingly of the Framework's approach to public safety, in particular, where strides are already being made to integrate juvenile justice services. He cautioned that in some counties, however, this approach would require a major culture change.

#### John Gioia, Supervisor, Contra Costa County

- “I think the Framework is great. These recommendations get to the core of how to restructure things, not just rearrange the deck chairs.”
- Gioia raised questions about how the state can establish meaningful outcomes with local input, what the regulatory and fiscal incentives to encourage collaboration ought to be (including incentives designed for COGs and LAFCOs), and how the state can mandate the Five Big Outcomes.

#### Anthony Oliveira, former Supervisor, Kings County

- “I believe in the concepts in the document. We're headed in the right direction.”
- “This approach is not new. It's what our country was based on in the first place. With all of this work, you're taking us back to where our roots are, where we should be.”
- On a macro level, Oliveira questioned how to make this happen, with implementation being his primary concern. “As we go through this, we must be willing to put some teeth into it, to mandate some requirements,” he said. “I want specifics to be left to CSAC or the counties.”

#### Matt Rexroad, Supervisor, Yolo County

- Rexroad questioned the causal link between the policies the state adopts and the outcomes it is trying to achieve. “It's good to measure things, and it's hard to disagree with anything in [the Framework],” he said, but he questioned whether something like ‘increased employment’ was really within the control of local governments.
- Rexroad also cautioned that it may prove difficult to disrupt local fiefdoms like cemetery districts and fire districts.

**Alan Fernandes**, Chief Legislative Advocate, County of Los Angeles

- “It’s remarkable work, what you’ve done. It’s a great starting place.”
- Fernandes questioned aligning California’s restructuring with other states, however, suggesting California’s government should determine outcomes only by making comparisons with other large states or the federal government.
- Fernandes questioned Recommendation 5’s use of phrase “mandating collaboration;” he thought less stern language would be more appropriate.

### CITY PERSPECTIVES:

**Mike Kasperzak**, 1st Vice President, League of California Cities / Vice Mayor, Mountain View

- “As a general framework, I think the principles are great. But some tweaking needs to be done. The devil’s in the details.”
- Kasperzak questioned the choice of certain outcomes, like increased employment, that could prove difficult to improve for cities.
- Kasperzak emphasized that the Framework is really about ‘right-sizing’ government, not just moving authority down to locals “Where is that band we should be operating in?” Incentives should be an important part of this, along with making sure the state doesn’t increase disparity between haves and have-nots.

**Dwight Stenbakker**, Deputy Executive Director, League of California Cities

- “As a general statement, I think the Framework is a good framework.”
- Stenbakker pointed out many local governments have already adopted performance-based budgeting processes that might be models moving forward.
- Especially in areas like consolidation, incentives are important. He also suggested that “regional check-in systems” like COGs and LAFCOs might be integrated into one process.

**Bev Perry**, former Mayor, City of Brea

- “The five outcomes are succinct and to the point. I think this is transformative. What we’re doing now is outdated, it’s not working, and I think this is a good starting point, a good blueprint.”
- Perry encouraged the group to define public safety better, since it means different things to different levels of government.
- She also reiterated the point that incentives are vital, especially for existing groups like COGs, which may be empowered by restructuring. “You need to go back to funding and authority issues. Otherwise, why put it in here, if there’s not going to be any teeth?”
- Perry also reinforced that the state should have an essential role in establishing statewide outcomes—but only in collaboration with local agencies.

### SPECIAL DISTRICT PERSPECTIVES:

**Neil McCormick**, Executive Director, California Special Districts Association

- “As we read through the principles and recommendations, I think the principles are well on their way as a solid foundation.”

- McCormick reiterated that the Framework’s recommendations should include special districts, which provide services to tens of millions of Californians each day.

**Jim Friedl**, General Manager, Conejo Recreation and Park District

- “If voters could re-imagine government, it might look a lot like special districts – where people can create the specific type of service they want.” Friedl described integration and collaboration efforts underway between Conejo Recreation and Park District and the state, nearby cities, as well as school districts.

**Amber Wiley**, Legislative Advocate, Association of California Healthcare

- Wiley outlined the important role special district hospitals play in providing health care in rural and frontier areas of the state.

### EDUCATION PERSPECTIVES:

**Mike Hanson**, Superintendent, Fresno Unified School District

- “When we start talking about reorganizing communities around the Big Five [Outcomes], it doesn’t get any more elevating, clear, and concise than when you do that. I think we need to be prepared right out of the gate to have a really frank conversation as folks will no doubt try to define the Big Five Outcomes in terms that will perpetuate the status quo. But it’s still exactly the place to start, and I think it’s so exciting to be in a conversation around it.”
- “More people than ever before are sobering up to the fact that we cannot work like this and have any kind of sustainable community as a state. It won’t work. It used to be that we’d use government services and resources to protect our most vulnerable. For more and more people in our economic climate, this isn’t about protecting our most vulnerable, this is about having broad swaths of society survive and have a chance – not a good chance or a guarantee – but have a chance at the pathway out.”
- “We have simply squabbled and squandered so many opportunities to collaborate, within school districts and between districts. Any points of connectedness [restructuring will allow] are going to feel like jolts of high voltage coursing through the system. I don’t know that we’ve been able to capture what might be possible.”

**Bill Wilson**, School Board Member, Fremont Union High School District

- “I must say as I look over this document, it has that kind of optimism of ‘We’re going to get this problem solved, even if right now it’s hard to find the objective data to support it.’”
- Measuring results is something schools are already used to. Wilson’s advice: Measure what matters, and identify the roles these metrics will play in determining school activities.
- “I really like the statement of virtuous cycle: ‘Education leads to people who are better employees, decreases need for social services, decreases number of prisoners.’ That’s all an investment. We have to invest now to get those results later on.” The problem is, Wilson said, schools are underfunded. “We’re not going to have top-5 results with bottom-5 funding.”
- AB 8 apportionment is extremely opaque. “Local support is best when things are clear.” Wilson questioned the fiscal recommendation on the matter of who has the ability to adjust revenues.

- Even in education, where measures like graduation rates seem like clear outcomes, data can be difficult to locate.

**Susan Lovenburg**, School Board Member, Davis Joint Unified School District (now a *California Forward* consultant)

- Positive incentives for good behavior will be the foundation of restructuring, but even for an expert in a field, they can be difficult to determine.
- Academic success should not be narrowly defined, it's more than test scores, outcomes should incorporate health and physical well-being.

**Jennifer Peck**, Executive Director, Partnership for Children and Youth / Policy Advisor and Director of Superintendent Tom Torlakson's Transition Advisory Team

- "The fact is, we're never really going to make big strides in closing this thing called the achievement gap if we don't do the kind of collaboration we're talking about here."
- Peck was especially pleased to see references to community schools and full-service schools in the Framework, which give students more access to the services they need beyond education.
- Peck pointed out that the state's new role of 'technical assistance' after restructuring must be more clearly defined, since to make more coordination and collaboration happen in many communities, "a lot of hand-holding and coaching and facilitation will be required."

### STATE PERSPECTIVES:

**Senator Lois Wolk**, Chair, Senate Committee on Governance and Finance

- "For restructuring the fiscal relationship between state and local governments, this is the time. We can all agree on that. The stars are aligned, but that's not a guarantee of anything other than the stars are aligned. We have an opportunity, and we need to take advantage of it."

**Senator Bob Huff**, Vice-Chair, Senate Committee on Governance and Finance

- "We've become a culture of building upon the status quo instead of a culture of outcomes. Just that small little paradigm shift makes all the difference in the world. If you actually know what you're trying to achieve and you can actually measure whether you got there or not...well, if you shoot at nothing, you're sure to hit your target. We do that very well."
- "I'm committed to this process because I believe it's a noble goal."

**Asm. Rich Gordon**, Member, Assembly Committee on Local Government.

- "I think we have an incredible opportunity at this point and we need to do it in a way that's productive for California. Both by moving services closer to the people, reducing the concentration of power that's collected here in Sacramento, working towards outcomes, and becoming more accountable to people of state, so we can say 'Here's what your tax dollars achieved.'"
- "My own experience with these issues is that they take time. It takes time to change a culture. We'll be changing the culture of the way we do business."

**Asm. Roger Dickinson**, Chair, Assembly Committee on Accountability and Administrative Review

- “Can we do things more efficiently and effectively with better outcomes? I’ve never met anyone in politics who doesn’t agree with that idea, no matter how conservative or liberal.”
- “How do we take the next step to transforming what we see into something where we get better value and outcomes for taxpayer dollars? Frankly that’s always the challenge, but the public deserves no less than that.”

### MEETING 4 AND 5 – MARCH 31 AND APRIL 1, 2011:

The final two Sacramento Stakeholder Roundtable meetings were hosted over two days, with a series of stakeholder panelists focusing on the details of the Framework’s initial draft of its five recommendations.

During the meeting, a group of experts who have had success implementing performance-based programs in California responded to the proposal. They each spoke on a panel focusing on a different part of the Framework. The panels included:

- Outcome Indicators and Performance Measures
- Use of Data to Drive Results
- The State’s Role
- Revenue Restructuring
- Empowering Regional Cooperation
- ‘Right-Sizing’ Through Functional Integration and Consolidation
- Will the Proposal Enable Better Results and Accountability?

### PANELIST INPUT – MAJOR THEMES

Several major themes emerged from the day’s conversation:

- **How to focus on outcomes**
  - Performance measures: California is late to this game, but that means there is much to learn from other states. This will be a slow process, and it can’t be an exercise in performance reports going from one agency to another. Performance data must drive decision-making.
  - Tying data to decisions: The state’s child welfare system’s successful implementation of performance and accountability measures in the last decades shows this can be done, but the next generation of data-collection and data-sharing must begin now.
  - The state role: Many participants pushed for less emphasis on sanctions and takeovers and more emphasis on incentives. They argued technical assistance should not come from the state; instead the state’s role should be to facilitate peer-to-peer assistance. Overall, the state may grant locals more flexibility, but it will still play a vital role in maintaining statewide standards.
- **How to align the revenue system to support this structure**
  - There was widespread support for transferring some level of control over revenues to local governments—“I see California as destined to failure as long as we preserve the existing model for counties, cities, and schools,” as one participant put it—but the details of how to do this still require more discussion.

- There are advantages/disadvantages to giving municipal governments more control over property taxes, while counties rely more on the sales tax. When the business cycle goes down, county public service caseloads go up, after all, making a sales tax revenue base less than ideal.
- Piloting reorganization in a few willing counties was a popular suggestion
- **How to encourage regional collaboration**
  - While some concerns were expressed about whether COGs are the best entities to encourage regional collaboration, many agreed that the right statewide goals will drive the right kinds of regional collaboration.
  - With SB 375 as a model, some suggested moving away from the ‘review’ language in the proposals on COGs and LAFCOs. Many suggested focusing on indicators, instead.

### PANELIST INPUT – OUTCOME INDICATORS AND PERFORMANCE MEASURES

#### Christina Altmayer, President, Altmayer Consulting

- “California is late to this game. I say that as good news/bad news. The good news is there’s tremendous opportunity to learn from other states around the country as well as the federal government. The bad news is we have a lot of work to do to catch up.”
- “We’re really trying to change the culture of government in California. But as I tell my kids: How do you eat an elephant? One bite at a time. We can’t do this through major change, it’s really a series of changes and steps.”
- “I’m adamant that we can’t make this an exercise in performance reports going from one agency to another, without the report ever informing discussion.”
- “When we’re talking about standards, you’re going down the road of mandating compliance, which is about building more infrastructure at the state level to do the monitoring. We want to move away from compliance to a real accountability for these results...If you’re in the business of mandating improvement, then you’re in the business of funding them forever.”
- Specifically, Altmayer suggested:
  - A mechanism of exchanges for local government where the locals commit to improving results and then set their own targets for improvement. In exchange, the state says, ‘If you achieve these outcomes, we’ll help you break through the administrative barriers.’ (Similar to what the federal government did with HHS at end of Clinton administration.)
  - Leadership—visible leadership—involving management training
  - This will take time: LA County started down this path in 2004 when one department made a commitment to performance-management. Today, 6 of 38 county departments have adopted this approach.

#### Diana Boyer, Senior Policy Analyst, County Welfare Directors

- Boyer presented California’s child welfare system as a potential model of performance-focused accountability. As a result of recent federal and state legislation, the child welfare system has been moving away from compliance-driven processes toward outcomes-based accountability. Following the passage of ABA 636 in 2001, the state’s Department of Social Services was tasked with reviewing the state’s county child welfare system and developing measurable outcome standards for foster children. A broad-based workgroup that included experts across the child

welfare system—from foster youth and caregivers to legal advocates and the courts—worked together to produce today’s California Child Welfare Outcomes and Accountability System.

- Some of the California Accountability System’s benefits:
  - Encourages continuous self-improvement: By tracking results, counties can improve the way they help families. Counties aren’t ranked against each other; every county develops its own performance metrics and its own improvement plan. Says Boyer: “I would really emphasize the importance of allowing locals to identify a few key areas of improvement.”
  - The data is rich—and public: After years of drilling down into the case-management system data, child welfare has moved away from point-in-time tracking towards long-term, cycling-in-and-out measurement.
  - It takes time, but it works: In child welfare, instituting performance metrics is a three-year process, but even that is an incredibly short amount of time. Says Boyer: “You want buy-in from the community of stakeholders, and sometimes that takes cultural change. It doesn’t happen rapid fire.”
  - New investments help: Whether it is from foundations or county boards, new investments have helped achieve improved outcomes. Says Boyer: “Money really does make a difference.”

**Richard Van Horn**, Vice Chair, Mental Health Services Oversight and Accountability Commission

- “For the five outcomes to work, the silos must be broken down, because each outcome requires at least three parts of state government to make any improvement.”
- Indicators must make sense to those who get and deliver the services. (Witness Prop 63, which Van Horn sees as a response to a children’s system that “wasn’t providing outcomes that made sense to people.”)
- There is a danger that local governments will see indicators as potentially punitive—and only leadership can overcome this. Says Van Horn: “People are devoted to the way things have been done. Each jurisdiction that will attempt to do outcome measures will need a champion. Without personal charm to encourage and gain acceptance, it won’t happen.”
- Specific suggestions: There should be a group of joint committees around each of the 5 big outcomes representing the departments involved. There may need to be a master committee representing levels of government and private/nonprofit sectors who deliver the services.

## PANELIST INPUT – USE OF DATA TO DRIVE RESULTS

**Barbara Needell**, Principal Investigator, Child Welfare Performance Indicators Project

- “When I started, we didn’t really even know how many children were in foster care in each county....I couldn’t agree with the idea of transparency more. That’s something in the child welfare system we’ve come to believe in very strongly.”
- A caution: The Big 5 Outcomes are all interrelated, but the data used will need to be carefully selected. “Take family reunification,” says Needell. “If you just look at which kids go home, without looking at the rate going into care, you don’t really have a good indicator. You have to look across measures to understand what’s going on.”

**Adam Nguyen**, Family and Children Services, Human Services Agency of San Francisco

- What makes the child welfare outcomes system work:
  - Analytics: “We have a longitudinal database that goes statewide. That’s helpful. The more data we have, the more we can see where child welfare kids end up in the probation system.” (Nguyen pointed out that this system is only used to ID patterns, not yet for case management, due to legal constraints.)
  - Accountability system: The Controller’s office does a compilation of all measures across department, then drill down with CitiStat to do performance evaluation.
  - Resources: Agencies also make sure some funding is going to performance evaluation.
  - Leverage: The agency often leverages expertise of academics to tackle data challenges.

**Thomas McGeorge**, Family and Children Services, Human Services Agency of San Francisco

- McGeorge demonstrated how metrics work in practice, showing how his own agency made dramatic improvements in one monthly measure—parental signatures—because they had access to data.

**Elizabeth Siggins**, Chief Deputy Secretary, Adult Programs, California Dept. of Corrections and Rehabilitation

- “What you’ve heard about in terms of the success of child welfare data is really a model. We do not have that same kind of data capacity or availability in corrections or juvenile justice.”
- “There’s always a fear of some kind of report card. Counties don’t want to share data that would then be used against them.”
- “Then again, if you’re afraid of what the data might tell you, it’s more important than ever that you collect it. Too often, we overcomplicate it, and make it too hard to get off the ground.”

**Marjorie Rist**, Chief Probation Officer, Yolo County Probation Department

- “I’m very supportive, but I want to share a clear picture of what we’re up against in implementing these things. I have the data for Yolo County: I’ve reduced my group-home population of juveniles, I’ve saved \$2.6 million per year by de-institutionalizing kids. The only reason I can tell you that is because Yolo County is little, and I can look at the data myself. It’s not because I have a data analyst or have had any coaching.”
- “We don’t have IT systems. We don’t have data analysis capacity. We don’t have outcomes-based, performance-measured systems or that way of doing business.”
- “This needs to be a process instead of a one-time solution. We have to make it iterative. Let’s build it in a way that allows us to maintain what we build, tweak it, and go on.”

## PANELIST INPUT – THE STATE’S ROLE

**Toby Ewing**, Consultant, Senate Committee on Governance and Finance

- Ewing emphasized the following as critical roles for the state:
  - Leadership
  - Technical assistance: “When I’m thinking about this, doesn’t mean state employees doing it, but it’s a role beyond just a single community—there’s ways to do with through peer-to-peer, etc.”

- Intervention: What's working, what's not, how to certify?
- Coordination: "To the extent counties are going it alone, it will increase the likelihood we'll make mistakes. Who's considering statewide the systems we're building? This isn't sexy stuff, but it's necessary—coordination between service-providers and the State, as well as the public."
- Intermediary: Between state/federal and state/policymakers
- Regional: "The State doesn't have to do it all, but there needs to be a layer where someone's tasked with not just helping those who are struggling, but helping those who are doing well do better."

**Bruce Wagstaff**, Agency Administrator, Sacramento Countywide Services Agency

- "I strongly agree and support the 'Adjust the State Role' write up. This doc lays out what the new role might be: It's about setting general policy outcomes with input of local level stakeholders, driving the direction we want to go in—then working at the local level to get there."
- Changing the role of the state is a challenge; the 1991 realignment didn't really do it: "In 1991, a lot of work went into that, but when I look back on it, it really ended up being a cost shift, changing sharing ratios in different programs. It didn't have an impact as a new way of looking at things. The state role continued to be essentially what it had been. There really has to be a conscious effort to make that happen."
- Wagstaff's specific suggestions:
  - The State shouldn't try to offer technical assistance to counties. Says Wagstaff: "If you've never worked there, you don't have a clue."
  - The State should avoid the threat of sanctions: "I've never seen a situation where threat of sanctions works. It creates an atmosphere where rather than freely sharing information, you have tendency to delay data. It takes away from mutual effort of early identification of problems." Wagstaff suggests fiscal incentives, instead.
  - "Additionally, if we're going to go this way, I'd put right into the legislation a requirement for a widespread stakeholder process for establishing desired program outcomes. I'd also want state-level outcomes to be set as well. For the state, that could be something like *timeliness* in providing technical assistance."
  - The legislature should also hold regular hearings to monitor what's happening.

**Scott Hill**, Vice President – Education Policy, School Innovations and Advocacy; and, former Undersecretary, California Office of Education

- Advised against the 'takeover' model of state intervention: "We've had 232 school districts (from LA Unified to the smallest district in the state) go through the process of having some sanction applied by the state Board of Education. [The State] will tell people in your district office how to do their jobs better. But not a single child has one bit of direct support as a result of this."
- Education data: "We don't prioritize, don't try to sift through it. Having the State help decide what's important could be a real value-add."

**Jennifer Rodriguez**, Staff Attorney, Youth Law Center

- A caution: “I think it’s really important that the flexibility we’re providing counties doesn’t dilute protections in areas like child welfare. With AB 636, we pushed hard to make sure conversation wasn’t just about outcome measures, but about some process measures as well.”
- “To dismantle something in the name of eliminating micromanagement, without acknowledging its reason for existing, could negatively affect people’s lives. History happened for a reason, each one of those regulations was established because young people came forward and shared their experience in foster care. We’re disregarding their experience if we say we only want maximum flexibility.”

**Richard Van Horn**, Vice Chair, Mental Health Services Oversight and Accountability Commission

- Sanctions: “Sanctions don’t work, incentives do. Staff must see what the state is doing as carrots. Sticks are the last resort.”
- Technical assistance: “‘Hello, I’m from the government, and I’m here to help.’ That’s the beginning of thousands of jokes. Technical assistance should come from peers, not from experts.”
- Review time period: “A 10-year review is too far out. That’s a whole lifetime. It should be shorter.”
- Funding: “Changes in mental health have only happened when there was money to spend. It’s much harder, but you can also have change with big cuts if you make the right cuts.”

## PANELIST INPUT – REVENUE RESTRUCTURING

**Dan Wall**, former Chief Legislative Advocate, County of Los Angeles

- “There’s a statement in here about returning some level of control over revenues back to the local level. To me that’s fundamental. I see California as destined to failure as long as we preserve the existing model for counties, cities, and schools.”
- Public financing options: “I don’t know if sales and VLF are appropriate for counties. When the business cycle goes down, our caseloads go up. We need a revenue source that’s different. There’s no such thing as a stable revenue source, but the property tax is relatively stable.”
- Piloting regionalization: “We have 58 counties, each with a number of cities, counties, schools, and special districts. Maybe we should try to pilot reorganization within the 58. If we can overcome the hurdles, we can move to a more macro structure.”

**Michael Coleman**, Fiscal Policy Advisor, CaliforniaCityFinance.com

- “Aligning authority and responsibility with revenues for those services—that sounds very logical. But right now, the state legislature decides who pays sales and property tax. If the State gets no revenue impact from those decisions, it’s not going to be as responsible.”
- Fiscalization of land-use: “Even though we identify one of the problems of our fiscal system being its impact on land-use, the analysis about how our reforms affect that problem hasn’t been done. Land-use is fiscalized. The problem is we have certain kinds that are more incentivized than others. It’s not just about sales tax. We need to make sure those incentives built into the system match up with our policy goals—so development of more affordable housing is favored, not discouraged, for example.”

**Tim Youmans**, Managing Principal, Economic and Planning Systems

- “Services are felt the most at the local level. [The revenue system] has to start working there, where majority of voters are. I don’t think this revenue structure goes nearly far enough yet.”
- A caution: “With the sales tax, everything we’re doing in public policy & land-use is targeted at reducing consumption, yet our revenue stream is built on that. A value-added tax, a broader tax, would be worth examining.”

**Dean Mischynski**, Adjunct Fellow, Public Policy Institute of California

- Specific suggestions: “There are a number of models for the way we talk about and envision the change we’re describing—the ‘tsunami model,’ where change happens overwhelmingly, and the ‘seepage model,’ where change happens by slow increment. Performance management happens much more by seepage, a little bit here, a little bit there, over time, evidence builds up. I think we need two things:
  - A set of proposals for the immediate future (realignment)
  - At the same time, a perpetual performance-management society that advocates and advances performance-management over time. Because it’s going to go on for 100 years, program by program, bit by bit, data source by source.”

**PANELIST INPUT – EMPOWERING REGIONAL COOPERATION****Heather Fargo**, Executive Policy Officer, Strategic Growth Council

- “I think we need to add improving the environment as one of the outcomes we’re looking for. Environment matters, and it’s measureable.”
- Skepticism about COGs’ reach: “For the COGs to take on auditing and reviewing special districts and schools, they’re going to have to develop relationships that don’t exist. We’ll have to teach schools and special districts that COGs exist...I think you’ll want to take other existing regional planning entities—or new ones—and assign them this task.”
- The right goals will drive the right regional collaboration: “What if we established a statewide goal like we did with SB 375? Let’s do it with the dropout rate and say ‘We’re going to cut it in 5 years by 50 percent.’ Tell locals to do it, and they’ll find the best way, if we can pick a goal supported by citizens who want to achieve it.”

**Bill Higgins**, Executive Director, California Association of Councils of Governments

- “There’s been a lot of talk of matching revenue and responsibility. That’s good. And others have mentioned 375 – set a target and let people get there. What’s missing there is assurance that system’s going to be changed and added to. With 375, there’s already several state bills where it’s ‘Set your target, but do it this way.’”
- Long-term flexibility in implementation is a necessity: “If you’re building in constitutional protections, you’re going to have to guarantee some protection so regions can have a way to do this their own way.”

**Ezra Rapport**, Executive Director, Association of Bay Area Governments

- “There’s a natural point of tension between state and local government that exists everywhere because state government has a bigger point of view on how problems move around, and locals want as much control over their communities as possible. Local governments acting together create collective conditions, and the state has to deal with it.”
- What’s missing in California is a regional framework: “There’s been very little work in state constitution or political framework to strengthen that – as a result you have a wide variety of regional relationships that are very weak.”
- On the virtues of SB 375 as a model: “What’s good about it is it paints a picture of regional identity. We view the target on greenhouse gases as a metric. It’s one of many things that will have to take place for change to be meaningful. The state and CARB can look at it and see how things are going, but that’s not the point of the plan: It’s much bigger than that. It’s to help the state manage growth through regional planning, which has to be comprehensive to be meaningful and needs to incorporate water, special districts, education, and many other things.”
- COGs as a foundation: “You’d think it’d be logical for the state, local governments, and schools all to have the same strategy for infrastructure investment. ABAG is involved in 100 cities, we’re bringing in special districts and schools. This is not a minor task. To build on it would be very wise.”
- COGs role: “We need to move away from ‘review’ language for COGs and LAFCOs and focus on indicators, instead. Hang it on SB 375. I view that as a foundation we should be constructing things on.”
- On flexibility: “The restrictions that exist in statute about how much of infrastructure can be used in CEQA or for planning purposes, need to be adjusted to take into account that there is vast efficiency in organizing a regional plan for how to invest our restructure dollars.”

**Connie Stewart**, Executive Director, California Center for Rural Policy, Humboldt State University

- Regional indicators may need to vary: “The problem we have in our region with 375: Our region’s contribution to state greenhouse gas load is from fires. It’s not just cities working out transportation. There’s no discussion of fire management for reducing greenhouse gas [in 375]. We’ll hit a level in one day that’s more than we could ever possibly save.”
- Stewart listed a range of regional collaborations already up and running in her region—a four-county area that is the size of Massachusetts and Connecticut—ranging from a waste management authority to a variety of regional economic development partnerships and an education collaborative.

**Hasan Ikhata**, Executive Director, Southern California Association of Governments

- “I believe COGs are a good forum to start public policy debates on lots of issues. The issue is whether they’re funded, not whether they want to.”

## INPUT - ‘RIGHT-SIZING’ THROUGH FUNCTIONAL INTEGRATION & CONSOLIDATION

**Bill Chiat**, Executive Director, California Association of Local Agency Formation Commissions

- Currently, LAFCOs don't review school districts or Joint Powers Agreements. Says Chiat: "We work with [JPAs] a lot, but there's nobody providing oversight, it's more or less an invisible form of government."
- Even with their new authority, LAFCOs are limited: "It's very very difficult for LAFCOs to look at reorganization of local agencies. Local agencies usually don't want to be reorganized. There's a lot of political pressure. Even when state passes a law that says you need to consolidate."
- But they're arguably still the right level of government for the job: "To avoid duplication or creating conflicting agencies that drive local governments crazy and waste lots of dollars, LAFCOs can play an important role. They already exist. The courts recognize them, and one court of appeals has even described LAFCOs as the Legislature's 'watchdog.'"

#### **Christopher Tooker**, Chair, Sacramento LAFCO

- On empowering COGs vs. LAFCOs: COGs currently have few mandates or authority, while LAFCOs have both. Recommended providing LAFCOs with targets to improve the efficiency of municipal service delivery with adequate authority and technical assistance to carry them out. This should include incentives for local agencies to develop collaborative working relationships with other agencies to improve service delivery.
- On whether to set up a commission on consolidation: Instead of setting up a commission, suggested reviewing recommendations of the *Commission on Local Governance for the 21<sup>st</sup> Century*.

#### **Jesse Brown**, Executive Director, Merced County Association of Governments

- "LAFCOs must be truly independent, with their own staff, not part-time staff. Right now, LAFCOs are by nature reactive and regulatory bodies. Cities ask for changes, LAFCOs respond. Asking for more of them is counter to their culture."
- On whether to set up a commission on consolidation: Along with statutory establishment of a committee—which must include the public—Brown suggested a pilot study or project in a few different geographic areas to show it can work.

#### **Stephen Lucas**, Executive Officer, Butte LAFCO

- On empower COGs vs. LAFCOs: As the existing independent local government 'watchdog,' Lucas believes greater emphasis should be put on LAFCO independence and a rethinking of how LAFCOs are funded. Lucas offered a warning about the possibility that COGs and LAFCOs might be driven into competition by the proposal, particularly since, at present, regional transportation decisions are not driven by LAFCO municipal performance reviews, but by city and county land-use plans.
- On whether to set up a commission on consolidation: Lucas pointed out that LAFCOs already perform the service the proposed committee would perform. To be effective, governmental consolidation and integration efforts will require a common depository of local government agency data that has earned the trust of local agencies. LAFCO expertise will be instrumental in this process.

#### **Roseanne Chamberlain**, Executive Officer, Amador LAFCO

- “I can’t emphasize enough the power of regional collaboration, even if the size of the regions is always subject to argument. We already have tools in the toolbox, and we have a record of doing more or less a pretty good job of discouraging urban sprawl.”

### INPUT - WILL THE PROPOSAL ENABLE BETTER RESULTS AND ACCOUNTABILITY?

**Phillip Crandall**, Director, Humboldt County Department of Health and Human Services

- Crandall described his agency’s own successful service integration efforts, aided by the passage of AB 1881 in 2004. Among the lessons learned he would apply to the *California Forward* Framework:
  - The state role: “It certainly shouldn’t be technical assistance. Instead, they should bring together or convene experts to disseminate information peer to peer. The state itself shouldn’t even try. They don’t have the expertise.”
  - Consolidation: “A decade-long phased-in plan as we’re moving along is something that’s more likely. We looked at administrative unification first (IT systems etc.) to create the capacity. Only then did we look to program support for integration.”
  - Data: “Health care reform may gut efforts by counties to provide data as a result of its own information-collecting efforts.”

**Richard Miller**, District Superintendent, Riverside Unified School District

- “When you talk about integration of services, that’s a no-brainer. I think you’re raising the right questions, you’re moving in the right direction. We need a compelling vision of what as a California student or parent I should get. What’s the outcome you want?”
- “Right now, we’re an input system. We get paid if a kid sits in the seat and shows up in school. What if the way schools got funded—take Algebra—what if we only got paid when the students demonstrated competence based on an independent evaluation? What if we had a system based not on seat-time, but outcomes?”

**Rick Miller**, Executive Director, California Office to Reform Education

- “Schools are already moving in this direction. We have agreed-upon metrics, standards we expect every student to know and be able to do. We have an assessment system that needs work, but people have bought into it. The concern I have with an outcomes-based focus is not so much for those who do well but for those who struggle.”
- “There a huge equity issue here: Most of the time it’s students of color and low-income kids in these systems. If we don’t have an answer for them, we have to think about getting out of the business.”
- “To me it’s a no-brainer: We go to outcomes for high-performing schools. It’s the other schools we go in the other direction.”
- Technical assistance: “I really like your notion of state becoming a broker of expertise: Their job is to find where things are working & put things together.”

### INPUT – THE STATE PERSPECTIVE

**Secretary Diana Dooley**, California Health and Human Services Agency

- “I’m very impressed with your proposals and agree to see how we can make as many of them work as possible. Clearly the governor is committed to realignment; it was a foundational part of his balanced-budget approach. The critical mass that’s required, I’m sorry to say hasn’t yet developed, even on this first down payment on realignment.”
- Dooley questioned the notion that the state will have to accept differences from county to county. “Many of the current mandates exist to avoid that. So the state’s role may need to be bigger than your paper contemplates, from working towards performance measures to oversight of that.”

#### **Secretary Matthew Cate**, California Department of Corrections and Rehabilitation

- “One thing we all have to recognize is that the success or failure of our departments, the impact is all local. I’m not sure communities fully understand that when someone’s arrested and goes to state prison, 95 percent of those people return to the very communities they left. The time they spend in the criminal justice system will have a direct impact on that community.”
- There are certain things the state does really well, others it doesn’t:
  - “In prisons, we do a poor job of handling short-term offenders: 47,000 offenders spend 90 days or less in state prison. That’s just enough time to spend an incredible amount of money. That’s something we need to do less of.”
  - “Local government should make more decisions. Right now, we don’t test if someone’s positive for THC. Some counties may decide we don’t want to drug test at all. Others will say we are. That’s a good local government decisions.”

### **PANELIST INPUT - LEGISLATORS’ PERSPECTIVES**

#### **Sen. Carol Liu**, Chair, Senate Human Services Committee and Member, Senate Governance and Finance Committee

- “From my perspective, we applaud your work. There are lots of hurdles going to occur as we try to look at realignment, restructuring, and reform, but I think there’s clarity on where we want to go to make this dysfunctional place better.”
- “After last week’s discussion on the budget, most of us just turned to business-as-usual, the bill mill. We should use our committees to dictate where we go from here, how to set standards, rather than just do bills. This is the time to set precedents, and you’re right on time. It’s time to rethink how we deliver services here in the state of California.”

#### **Sen. Loni Hancock**, Chair, Senate Public Safety Committee and Member, Senate Governance and Finance Committee

- “I fully support the goals *California Forward* has laid out. It’s going to be difficult to achieve in the context of an all-cuts budget.”
- “My job over the next three years is to see if we can fix this in one of the three sectors. That’s what it will take to rationalize California government. If you don’t do the first two [big portions of state spending, meaning HHS and Education] well, you’re going to end up putting all the money into the third [prisons], and our track record there isn’t good.”
- Hancock approved in particular of approach to restructuring and regionalizing:

- “Restructuring – probably a better word than realignment because we really are going to have profoundly change how we do business. Just look at public safety: Setting goals and a vision a la *California Forward*, that would be a major conversation in this state. We really don’t know if we’re deterring, we’re punishing, we’re correcting. What’s the purpose of our criminal justice system? Until we define that, I spend most of my policy time on the bill mill.”
- “Regionalization – I’m beginning to feel that will be the hope of our state at this point. We have COGs that don’t have fundraising or real government authority, they’re a coordinating mechanism. But we do have environmentally and socially a state made up of regions. I think we need to return authority to local & county government and to regional government, and we need to regionalize the way we raise money. So those that have responsibility for programs also have the ability to raise the funds for the program.

### PANELIST INPUT - A CITY PERSPECTIVE

#### Mayor Ron Loveridge, City of Riverside

- “This is not a parlor game. It’s not just an exercise. Across the country, a discussion has started about how we will deliver services in the 21<sup>st</sup> century. This is the tip of the spear of that discussion.”
- On the challenges of measuring outcomes: “You could run a measurement on the City of Irvine and the City of San Bernardino. Irvine will get remarkably high scores. San Bernardino will get low scores on the same measures. What does that mean? What should we do with that information? Does that mean San Bernardino should get less money? This whole question needs to be part of thinking about performance-measurement. Cities make rational decisions if the incentives are right.”

## SUMMARY OF STAKEHOLDER MEETINGS

### REGIONAL STAKEHOLDER ROUNDTABLES

Following the success of the Sacramento Stakeholder Roundtables, *California Forward* hosted a series of Regional Stakeholder Roundtables in South Los Angeles, El Monte, Downtown L.A., West Hollywood, San Diego, Rancho Cucamonga, San Bernardino, San Francisco, San Jose, Oakland, and Selma.

The five proposals in the Framework were vetted with several hundred local leaders, including county administrators, county supervisors, mayors, city council members, police chiefs, probation chiefs, school superintendents, community college and university chancellors, nonprofit service providers, the directors of councils of government, and many others.

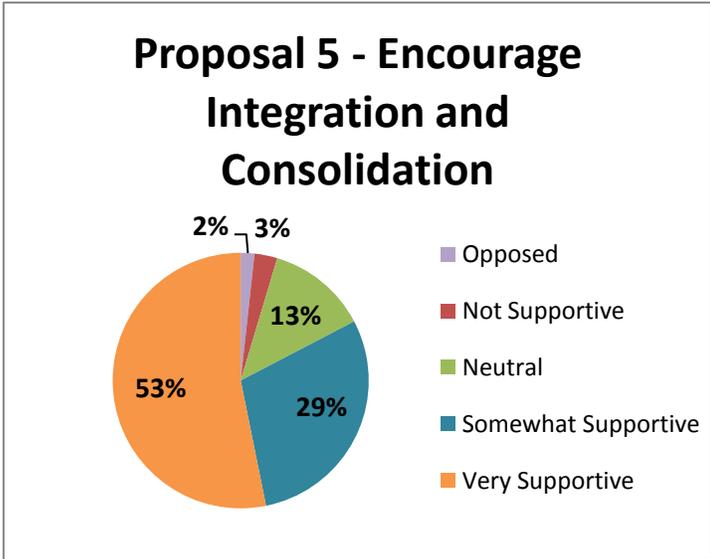
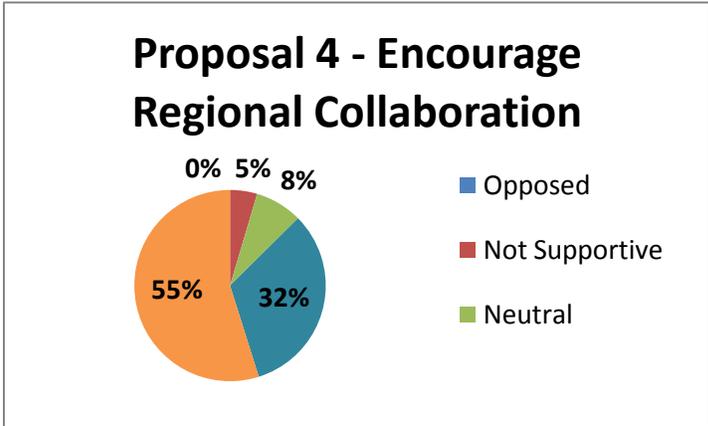
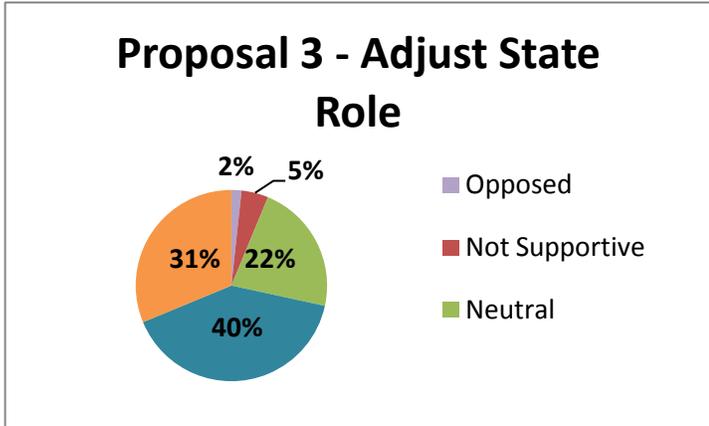
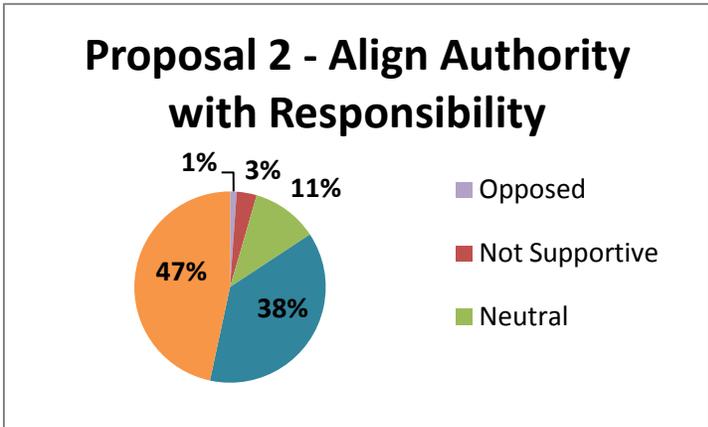
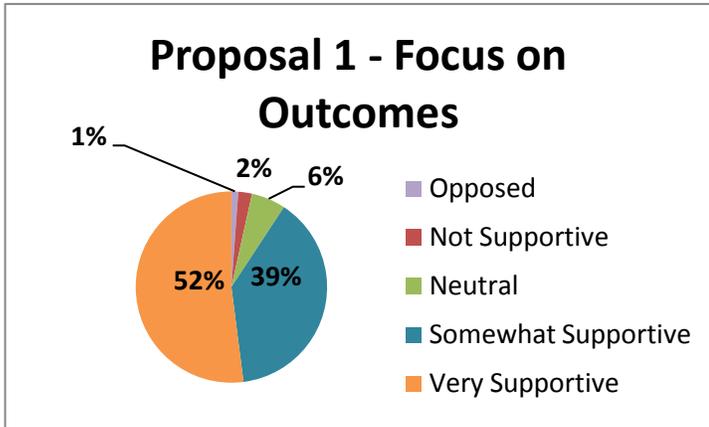
The Framework and its proposals, having already been tested and revised by stakeholders in the Sacramento Roundtables, held up well under the scrutiny of regional leaders. Most stakeholders agreed with its general premise. Although there was general support for the Framework, some concerns were still expressed about the details of these proposals and how they might be implemented.

These concerns included:

- Who decides on which outcomes to measure?
- What impacts will this sort of restructuring have on the government workforce?
- With more local control, how do we avoid waste and abuse akin to the City of Bell experience?
- With more local control, how do we ensure that all communities are held to the same standards?
- Many stakeholders felt that a regional approach is necessary, but they would prefer that it is convened by a university or a public/private partnership, rather than a Council of Government.

At the conclusion of each Regional Roundtables, participants were asked to vote on their impressions of the proposal. Their responses to each recommendation in the Framework can be found on the next page.

**REGIONAL ROUNDTABLES:  
RESPONSE TO FRAMEWORK PROPOSALS**



## SUMMARY OF STAKEHOLDER MEETINGS

### LIST OF PARTICIPANTS

#### LOCAL GOVERNMENT TASK FORCE

Christina Altmayer, *President, Altmayer Consulting Inc.*  
 Dion Aroner, *Partner, Aroner, Jewell and Ellis (AJE) Partners*  
 Toby Ewing, *Consultant, Senate Committee on Governance and Finance*  
 Jean Hurst, *Legislative Representative, California State Association of Counties*  
 Jennifer Ito, *Project Manager, USC Program for Environmental and Regional Equity*  
 David Kears, *Special Assistant to the County Administrator, Alameda County*  
 Patricia Leary, *Assistant County Administrator, Yolo County*  
 Dave Leshner, *Associate Director, Governmental Affairs, Public Policy Institute of California*  
 Ron Loveridge, *Mayor, City of Riverside*  
 Dan McCorquodale, *former California State Senator*  
 Mary McMillan, *Deputy County Manager, County of San Mateo*  
 Jim Morris, *Chief of Staff to the Mayor, City of San Bernardino*  
 Susan Muranishi, *County Administrator, Alameda County*  
 Isabelle Mussard, *Safe Passages/Youth Ventures JPA*  
 Anu Natarajan, *Councilmember, City of Fremont*  
 Mike Nevin, *Executive Director, Service League of San Mateo County; former Mayor, Daly City; and, former Supervisor, San Mateo County*  
 Manuel Pastor, *Professor, University of Southern California*  
 Richard Robinson, *CEO, Stanislaus County*  
 Michael Ruane, *Executive Director, First 5 Orange County*  
 Charlene Silva, *former Health Director, County of San Mateo*  
 Jeffrey Smith, *County Executive, Santa Clara County*  
 Dan Wall, *former Chief Legislative Advocate, County of Los Angeles*  
 Ray Watson, *Supervisor, Kern County*

#### SACRAMENTO STAKEHOLDER ROUNDTABLE PARTICIPANTS

*Individually Provided Information and Consultation, but did not attend meetings*

Justin Adams, *Consultant, Chang and Adams Consulting*  
 Ryan Alsop, *Assistant Administrative Officer, Los Angeles County*  
 Christina Altmayer, *President, Altmayer Consulting Inc.*  
 Jesus Andrade, *Field and Campaign Organizer, National Council of La Raza*  
 Dion Aroner, *Partner, Aroner, Jewell and Ellis (AJE) Partners*  
 Glenn Backes, *Policy Consultant, Ella Baker Center for Human Rights*  
 Steve Barrow, *Policy Director, California State Rural Health Association*  
 Joaquin Beltran, *Public Affairs Coordinator, Long Beach Regional Small Business Development Center (SBDC) Network*  
 Andrew Berthelsen, *Legislative Aide, Office of Assemblymember Rich Gordon*

Linda Best, *Executive Director, Contra Costa Council*  
Diana Boyer, *Senior Policy Analyst, County Welfare Directors Association of California*  
Ashley Bradley, *Communications Specialist, Smith Moore and Associates*  
Jesse Brown, *CEO, Merced County Association of Governments*  
Vanessa Cajina, *Legislative Advocate, Western Center on Law and Poverty*  
Pat Callan, *National Center for Public Policy and Higher Education*  
Matthew Cate, *Secretary, California Department of Corrections and Rehabilitation*  
Roseanne Chamberlain, *Executive Officer, Amador Local Agency Formation Commission*  
Andrew Chang, *Managing Director, Chang and Adams Consulting*  
Cindy Chavez, *Executive Director, Working Partnerships USA*  
Scott Chavez, *Fiscal Consultant, Senate Republican Caucus*  
Bill Chiat, *Executive Director, California Association of Local Agency Formation Commissions*  
Michael Coleman, *Fiscal Policy Advisor, CaliforniaCityFinance.com*  
Linda Collins, *Executive Director, Career Ladders Project*  
Phillip Crandall, *Director, Humboldt County Department of Health and Human Services*  
Tammy Cronin, *Strategic Growth Council*  
Sen. Mark DeSaulnier, *Member, Senate Committee on Governance and Finance*  
Asm. Roger Dickinson, *Chair, Assembly Committee on Accountability and Administrative Review*  
Diana Dooley, *Secretary, California Health and Human Services Agency*  
Sharon Scott Dow, *Director of Governmental Relations, The Advancement Project*  
Kevin Eckery, *President, Eckery Associates*  
Ryan Eisberg, *Fiscal Consultant, Senate Republican Caucus*  
Kirk Everett, *Vice President of Government Relations and Tax Policy, Silicon Valley Leadership Group*  
Toby Ewing, *Consultant, Senate Committee on Governance and Finance*  
Heather Fargo, *Executive Policy Officer, Strategic Growth Council*  
Stephanie Farland, *Senior Research and Policy Consultant, California School Boards Association*  
Alan Fernandes, *Chief Legislative Representative, Los Angeles County*  
Jim Fox, *former District Attorney, San Mateo County*  
Jean Fraser, *Chief, San Mateo County Health System*  
Jeffery Freitas, *Legislative Representative, California Federation of Teachers*  
Jim Friedl, *General Manager, Conejo Recreation and Park District*  
William Fujioka, *Chief Executive Officer, Los Angeles County*  
Linda Galliher, *Vice President, Education and Healthcare, Bay Area Council*  
Sherri Gauger, *Executive Director, Mental Health Services Oversight and Accountability Commission*  
Sandra Giarde, *Executive Director, California Association for the Education of Young Children*  
John Gioia, *Supervisor, Contra Costa County*  
Asm. Rich Gordon, *Member, Assembly Committee on Local Government*  
Scott Graves, *Senior Policy Analyst, California Budget Project*  
Charlotte Hague, *President, California County Planning Commissioners Association*  
Barbara Halsey, *Executive Director, California Workforce Association*  
Sen. Loni Hancock, *Chair, Senate Committee on Public Safety*  
Joan Hancock, *Board Member, Contractors' State License Board*  
Mike Hanson, *Superintendent, Fresno Unified School District*  
Hans Hemann, *Chief of Staff, Office of Senator Loni Hancock*

Iris Herrera, *Legislative Advocate, California Special Districts Association*  
 Bill Higgins, *Executive Director, California Councils of Government*  
 Scott Hill, *Vice President of Education Policy, School Innovations and Advocacy*  
 Janet Hogan, *Executive Director, First 5 Tulare County*  
 Sen. Bob Huff, *Vice-Chair, Senate Committee on Governance and Finance*  
 Hasan Ikhata, *Executive Director, Southern California Association of Governments*  
 Jennifer Ito, *Project Manager, USC Program for Environmental and Regional Equity*  
 Khydeeya Alam Javid, *Legislative Advocate, Advancement Project*  
 Kathy Jett, *former Undersecretary of Programs, California Department of Corrections and Rehabilitation; and, former Director, Department of Alcohol and Drug Programs*  
 Mike Kasperzak, *1st Vice President, League of California Cities; and, Vice Mayor, Mountain View*  
 David Kears, *Special Assistant to the County Administrator, Alameda County*  
 Trish Kelly, *Principal, Applied Development Economics*  
 Darby Kernan, *Assistant Secretary of Legislation, California Department of Corrections and Rehabilitation*  
 Ken Larsen, *Public Policy Director, California Association of Nonprofits*  
 Ted Lempert, *President, Children Now*  
 Dave Leshner, *Associate Director, Governmental Affairs, Public Policy Institute of California*  
 Carol Liu, *Chair, Senate Human Services Committee*  
 Debbie Look, *Director of Legislation, California State PTA*  
 Susan Lovenburg, *Trustee, Davis Joint Unified School District [Susan Lovenburg became a paid consultant to CA Fwd in late March. She participated as a Stakeholder Roundtable member prior to becoming a consultant.]*  
 Ron Loveridge, *Mayor, City of Riverside*  
 Stephen Lucas, *Executive Officer, Butte Local Agency Formation Commission*  
 James MacDonald, *Legislative Analyst, California Special Districts Association*  
 Randy Margo, *former Assistant County Administrator, County of Yuba*  
 Corey Marshall, *Good Government Policy Director, SPUR*  
 David Maxwell-Jolly, *Undersecretary, California Health and Human Services Agency*  
 Tom Mays, *Assistant to the Director, Secondary, Career, and Adult Learning Division, California Department of Education*  
 Kevin McCarty, *Vice Mayor, City of Sacramento*  
 Neil McCormick, *Executive Director, California Special Districts Association*  
 Stuart McCullough, *Executive Director, Youth Homes, Inc.*  
 Thomas McGeorge, *Family and Children Services, Human Services Agency of San Francisco*  
 Mike McGowan, *Supervisor, Yolo County*  
 Frank Mecca, *Executive Director, County Welfare Directors Association of California*  
 Helyne Meshar, *Principal Consultant, Helyne Meshar & Associates*  
 Richard Miller, *District Superintendent, Riverside Unified School District*  
 Rick Miller, *Executive Director, California Office to Reform Education*  
 Dean Misczynski, *Adjunct Fellow, Public Policy Institute of California*  
 Rita Mize, *Director, State Policy and Research, Community College League of California*  
 Cynthia Murray, *President and CEO, North Bay Leadership Council*  
 Barbara Needell, *Principal Investigator, Child Welfare Performance Indicators Project*  
 Geoffrey Neill, *Legislative Analyst, California State Association of Counties*

Mike Nevin, *Executive Director, Service League of San Mateo County; former Mayor, Daly City; and, former Supervisor, San Mateo County*

Adam Nguyen, *Family and Children Services, Human Services Agency of San Francisco*

Samuel Odell-Smith, *Planning Company Associates*

Tony Olivera, *former Supervisor, Kings County*

Marianne O'Malley, *Director, General Government, Legislative Analyst's Office*

Kyle Packham, *Legislative Director, California Special Districts Association*

Jennifer Peck, *Executive Director, Partnership for Children and Youth; and, Policy Advisor and Director of Superintendent Tom Torlakson's Transition Advisory Team*

Alicia Perez, *Intergovernmental and Public Relations Officer, Safe Passages/Youth Ventures JPA*

Bev Perry, *former Mayor, City of Brea; and, former President, Southern California Association of Governments*

Pete Peterson, *Davenport Institute for Public Engagement and Civic Leadership<sup>i</sup>*

Erich Pfuehler, *Legislative Administrative Manager, East Bay Regional Park District*

Larry Powell, *Superintendent, Fresno County Office of Education*

Ernie Powell, *Senior Manager of Advocacy, American Association of Retired Persons - California*

Thomas Powers, *former Chief Deputy, Department of Alcohol and Drug Programs*

Alison Ramey, *Senior Policy Advocate, California Primary Care Association*

Ezra Rapport, *Executive Director, Association of Bay Area Governments*

David Rattray, *Los Angeles Area Chamber of Commerce<sup>i</sup>*

Jaime Regalado, *Edmund G. "Pat" Brown Institute of Public Affairs<sup>i</sup>*

Matt Rexroad, *Supervisor, Yolo County; and, Partner, Meridian Pacific, Inc.*

Michael Richard, *Associate State Director of Advocacy - Capitol Action Team, AARP*

Marjorie Rist, *Chief Probation Officer, Yolo County Probation Department*

Jennifer Rodriguez, *Staff Attorney, Youth Law Center*

Phil Rosentrater, *External Affairs Director, Western Municipal Water District*

Jean Ross, *Founding Executive Director, California Budget Project*

Trudy Schafer, *Director of Program, League of Women Voters CA*

Wayne Schell, *President and CEO, California Association for Local Economic Development*

Dianne Segura, *CEO, Segue Enterprises*

Rusty Selix, *Executive Director, California Mental Health Association; former Executive Director, CalCOG*

Nancy Shulock, *Executive Director, Institute for Higher Education and Leadership Policy, California State University, Sacramento*

Elizabeth Siggins, *Chief Deputy Secretary, Adult Programs, California Department of Corrections and Rehabilitation*

Michele Siqueiros, *Executive Director, Campaign for College Opportunity*

Angelica Solis, *Alliance for a Better Community<sup>i</sup>*

Jai Sookprasert, *Assistant Director, Governmental Relations, California School Employees Association*

David Spaur, *President & CEO, Merced County Economic Development Corporation*

Nancy Spradling, *Executive Director, California School Nurses Association*

Kris Stadelman, *Director, NOVA Workforce Services, City of Sunnyvale*

Dwight Stenbakken, *Deputy Executive Director, League of California Cities*

Connie Stewart, *Executive Director, California Center for Rural Policy, Humboldt State University*

Louise Taylor, *former Superintendent, Monvorvia Unified School District*

Kristin Tillquist, *Chief of Staff, Mayor Ron Loveridge, City of Riverside*

Thomas Timar, *Faculty Director, Center for Applied Policy in Education at UC Davis*  
 Christopher Tooker, *Chair, Sacramento Local Agency Formation Commission*  
 Jeff Vaca, *Interim Executive Director, CA School Boards Association*  
 Richard Van Horn, *President and CEO, Mental Health America of Los Angeles*  
 Bruce Wagstaff, *Administrator, Countywide Services Agency, County of Sacramento*  
 Dan Wall, *former Chief Legislative Advocate, County of Los Angeles*  
 David Warren, *former Lobbyist, Taxpayers for Improving Public Safety; and, Prison Chaplain*  
 Rob Wassmer, *Director, Dept. of Public Policy and Administration, California State University Sacramento*  
 Roger White, *Research Analyst, SEIU Local 1000*  
 Loretta Whitson, *Executive Director, California Association of School Counselors*  
 Amber Wiley, *Legislative Advocate, Association of California Health Care Districts*  
 Bill Wilson, *School Board Member, Fremont Union High School District*  
 Jim Wiltshire, *Deputy Director, California State Association of Counties*  
 Sen. Lois Wolk, *Chair, Senate Committee on Governance and Finance*  
 Tim Youmans, *Managing Principal, Economic and Planning Systems*

## REGIONAL ROUNDTABLE PARTICIPANTS (BY REGION)

### BAY AREA

Lou Andrade, *Board Member, Hayward Area Recreation and Park District*  
 Helen Benjamin, *Chancellor, Contra Costa Community College District*  
 David Boesch, *County Manager, San Mateo County*  
 Joe Brooks, *Vice President for Civic Engagement, Policy Link*  
 Amy Brown, *Acting City Administrator, City and County of San Francisco*  
 Ron Brown, *Executive Director, Save Mount Diablo*  
 Gloria Bruce, *Deputy Director, East Bay Housing Organization*  
 Liz Callahan, *Former Executive Director, The CBO Center*  
 Candace Capogrossi  
 Patricia Chiapellone, *Executive Director, Alum Rock Counseling Center*  
 Judy Chirco, *Former City Councilmember, City of San Jose*  
 Leon Churchill, *City Manager, City of Tracy*  
 Peter Cohen, *Policy Director, East Bay Housing Organization*  
 Linda Craig, *Public Member, League of Women Voters - California*  
 Aimee Durfee, *Public Policy Director, United Way of the Bay Area*  
 Samina Faheem Sundas, *Founding Executive Director, American Muslim Voice Foundation*  
 Greg Foell, *Administrator, Orangevale Recreation & Park District*  
 Brendon Freeman, *Analyst, Napa County LAFCo*  
 Jason Fried, *Senior Program Officer, San Francisco County LAFCo*  
 Iris Gallagher, *LAFCo Commissioner, San Mateo County LAFCo*  
 Patricia Gardner, *Executive Director, Silicon Valley Council for Nonprofits*  
 Daren Garshelis, *Counsel, Alliance for Justice*  
 Robert Gay, *District Manager, San Mateo County Mosquito and Vector Control District*  
 Marvin Goodman, *Rabbi*

Kara Gross, *Vice President, Joint Venture Silicon Valley*  
Joe Head, *President & CEO, Summerhill Homes*  
Sarah Henry, *Program Officer, Next 10*  
Al Hom, *Program Manager, Alameda County Vector Control Services District*  
Kate Howard, *Policy and Finance Analyst, Mayor's Office of Policy and Finance City and County of San Francisco*  
Michael Hunt, *Director of Scheduling, City and County of San Francisco*  
Jacqueline Jacobberger, *President, League of Women Voters - North and Central San Mateo*  
Susan Jeong, *United Way of the Bay Area*  
Joanna Jones, *Grassroots Leadership Network of Marin*  
Sharon Judkins, *Chief Administrative Officer, Santa Clara Valley Water District*  
Rebecca Kaplan, *Councilmember, City of Oakland*  
Nancy Kirschner-Rodriguez, *Manager of External Affairs, San Francisco Municipal Transportation Agency*  
Kim Klein, *Consultant, CompassPoint Nonprofit Services*  
Linda Koelling, *Vice Mayor, City of Foster City*  
Christine Koltermann, *Governing Board Member, Santa Clara Unified School District*  
Phil Lawson, *Director of Interfaith Programs, East Bay Housing Organization*  
David Lee, *Director, Chinese American Voter Education Committee*  
Ted Lempert, *President, Children Now*  
Tim Leong, *Director Communications and Community Relations, Contra Costa Community College District*  
Steve Lew, *Senior Project Director, CompassPoint Nonprofit Services*  
Frank Lopez, *Social Equity Caucus Coordinator, Urban Habitat*  
Shauna Lorance, *General Manager, San Juan Water District*  
Daniel Macallair, *Executive Director, Center on Juvenile and Criminal Justice*  
Allison Magee, *Deputy Director, City and County of San Francisco*  
Lisa Maldonado, *Executive Director, North Bay Labor Council*  
Corey Marshall, *Good Government Policy Director, San Francisco Planning and Urban Research Association*  
Hannah McFaull, *League of Women Voters - California*  
Michelle McIntyre, *Analyst, Solano County LAFCo*  
Kate McKenna, *Executive Officer, Monterey County LAFCo*  
Mary McMillan, *Deputy County Manager, San Mateo County*  
Nayantara Mehta, *Senior Counsel, Alliance for Justice*  
JoAnn Melgar, *Staff Assistant to Board of Supervisors, Napa County*  
Ross Mirkarimi, *Supervisor - Dist 5, City and County of San Francisco*  
Karen Mitchoff, *Supervisor - District IV, Contra Costa County*  
Mariana Moore, *Director Human Services, Alliance of Contra Costa*  
Jeff Moore, *President, NAACP - San Jose Chapter*  
Paul Morris, *Mayor, City of San Pablo*  
Kevin Mullin, *Mayor, City of South San Francisco*  
Paul Murphy, *Santa Clara County*  
Rich Napier, *Executive Director, City/County Association of Government of San Mateo County*  
Sherry Novick, *Executive Director, First 5 California*  
Richard Olsen, *Director, Moraga-Orinda Fire District*  
Jason Overman, *Director of Communications, City of Oakland*  
Neelima Palacherla, *Executive Officer, Santa Clara County LAFCo*

Mona Palacios, *Executive Officer, Alameda County LAFCo*  
Cindy Paredes Banville, *Director of Administrative Services, Mission Oaks Recreation and Parks District*  
Chindi Peavey, *Laboratory Director, San Mateo County Vector Control District*  
Luella Penserga, *Policy Director, Alameda Health Consortium*  
Erich Pfoehler, *Legislative Affairs Manager, East Bay Regional Park District*  
Dawn Phillips, *Program Director, Causa Justa: Just Cause*  
Jessica Pitt, *Initiative Officer, The San Francisco Foundation*  
Martha Poyatos, *Executive Officer, San Mateo County LAFCo*  
Michael Pritchard, *Executive Director, Pathway Society, Inc.*  
Arun Ramanathan, *Executive Director, Education Trust - West*  
Randy Rentschler, *Director, Legislation and Public Affairs, Metropolitan Transportation Commission*  
Michael Roe, *District Manager, Mt. View Sanitary District*  
John Rusmisl, *District Manager, Alameda County Mosquito Abatement District*  
Anne Ryan, *CompassPoint Nonprofit Services*  
Libby Schaaf, *Councilmember, City of Oakland*  
William Schulte, *Board Chair, Sustainable San Mateo*  
Nima Shahidinia, *Silicon Valley Council for Nonprofits*  
Rita Shue, *General Manager Hayward Area Recreation and Park District*  
William Sifferman, *Chief Probation Officer, City and County of San Francisco*  
Keene Simonds, *Executive Officer, Napa County LAFCo*  
Sandra Stewart, *Co-chair, Political Advocacy Committee, Green Chamber of Commerce*  
Ed Tewes, *City Manager, City of Morgan Hill*  
Lou Ann Texeira, *Executive Officer, Contra Costa County LAFCo*  
Cheryl Togami, *Management Analyst, Santa Clara Valley Water District*  
Bob Uyeki, *Y & H Soda Foundation*  
Jennifer Waggoner, *Director/Incoming President, League of Women Voters - California*  
Debby Walker, *District Administrator, Mission Oaks Recreation and Parks District*

## CENTRAL VALLEY

Amber Adams, *Engineering Manager, Quad Knopf*  
Lee Ayers, *Board Member, Fresno Business Council*  
Jill Barnier, *Program Manager, Central California Tristeza Eradication Agency*  
Suzanne Bertz-Rosa, *Board Member, Fresno Business Council*  
Paul Betancourt  
Michael Caldwell, *Chair, California State University, Fresno*  
Leslie Caviglia, *Deputy, City Manager City of Visalia*  
Vic Corkins, *Operations Coordinator, Central California Tristeza Eradication Agency*  
Vincent Correll, *Owner of Valley Oak Executive Suites, Fresno Business Council*  
Vernon Crowder  
Glenda Dwyer, *Hanford/Kings County Coordinator, Central Valley Tea Party*  
Carole Farris, *Small Business Owner*  
Manuel Ferreira, *Board Chairman, Orange Cove Fire District*  
George Finney, *Retired EO/LAFCo consultant, Tulare County LAFCo*

Jeff Fly, *CEO, Turning Point of Central California, Inc.*  
Melissa Garza, *Regional Planner, Fresno Council of Governments*  
Benjamin Giuliani, *Executive Officer, Tulare County LAFCo*  
Ken Grey, *Mayor, City of Selma*  
Amy Guerra, *Attorney*  
John Harris, *Harris Farms*  
LeRoy Hendrix, *Interim Fire Chief, Orange Cove Fire District*  
Pauline Hershey-Gambino  
Allen Ishida, *County Supervisor, District 1, Tulare County*  
Scott Jones, *Undersheriff, Fresno County*  
Yezdyar Kaoosji, *YSK Consulting*  
Blake Konczal, *CEO, Fresno County*  
Matt Leedy, *Fresno County*  
Mark Lewis, *City Administrator, City of Chowchilla*  
Mitizi Lowe, *California State University, Fresno*  
Kurt Madden  
John Minkler  
Joshua Mitchell, *Mayor, City of Sanger*  
Larry Mullen, *Activist, Green Party*  
Deb Nankivell, *CEO, Fresno Business Council*  
Regina Peters, *Redistricting Task Force Member, Fresno County*  
Larry Powell, *Superintendent, Fresno County*  
Pat Ricchiuti, *President, P-R Farms*  
Alan Rudominer, *Owner of Creative Vision Consulting*  
Janet Ryan, *Western Regional Director, Concord Coalition*  
Nia Sibley, *Field Representative, Office of Assemblymember Henry T. Perea, 31st District*  
Kenneth Sonksen, *General Manager, Sanger-Del Rey Cemetery District*  
Matilda Soria  
Brian Trevarrow, *Kings River Conservation District*  
Michael Turnipseed, *Executive Director Kern County Taxpayers Association*  
Riley Walter, *Attorney, Walter Wilhelm Law Group*  
John Welty, *President, California State University, Fresno*  
Robert Wenzinger, *Reverend Monsignor*  
Georgeanne White, *Mayor's Chief of Staff, City of Fresno*  
Jeff Witte, *Executive Officer, Fresno County LAFCo*  
Robert Woolley, *City Manager, City of Clovis*

## LOS ANGELES

Angela Adams, *Housing Authority of the City of Los Angeles*  
Jacob Aguilar, *Assistant Director, Los Angeles County Department of Public Social Services*  
Joy Atkinson, *Program Administrator, Los Angeles African American Women's Public Policy Institute*  
Luis Ayala, *Vice Mayor, City of Alhambra*  
Kenneth Bayless, *General Manager, Greater Los Angeles County Vector Control District*

Jacqui Cannon-Jones, *Management consultant, New U Consultants*  
 Ed Castaneda, *Assistant General Manager, Orchard Dale Water District*  
 Tom Coleman  
 Ruben Duran, *Partner, Meyers Nave*  
 Carolyn Emery, *Assistant Executive Officer, Orange County LAFCo*  
 Carolyn Fowler, *Chief Operating Officer, The Smiley Group, Inc.*  
 Elaine Freeman, *Board Member, Rancho Simi Recreation and Park District*  
 Katie Gagnon, *Director of Public Policy, San Gabriel Valley Economic Partnership*  
 Mark Grajeda, *General Manager, Pico Water District*  
 Kristine Guerrero, *Regional Public Affairs Manager, League of California Cities*  
 Ron Hasson, *President, NAACP - Beverly Hills/Hollywood*  
 Kirk Howie, *Assistant General Manager, Three Valleys Metropolitan Water District*  
 Denise Hunter, *CFO, FAME Assistance Corporation*  
 Heather Hutt, *Office of Assemblymember Isadore III Hall, 52nd District*  
 Jennifer Ito, *Project Manager, University of Southern California*  
 Betsy Johnson, *Co-President, National Womens' Political Caucus - Los Angeles Westside*  
 Mariko Kahn, *President, Asian Pacific Policy and Planning Council*  
 Francisco Leal, *Leal Trejo*  
 Maribel Louie, *Economic Development, Analyst City of West Hollywood*  
 Cecil Murray, *Professor of Religion, University of Southern California*  
 Zarui Neksalyan, *Assistant Director, Policy and Programs, Los Angeles Business Council*  
 Felton Newell  
 Nina Nolcox, *RN, PHN*  
 Hilary Norton, *Executive Director, Fixing Angelenos Stuck in Traffic*  
 Laura Olhasso, *Councilmember, City of La Canada Flintridge*  
 Torie Osborn, *California Alliance*  
 Lisa Power  
 Jennifer Quan, *Regional Public Affairs Manager, League of California Cities*  
 Andre Quintero, *Mayor, City of El Monte*  
 Robyn Ritter Simon, *Former President, National Womens' Political Caucus - Los Angeles Westside*  
 Joe Rivera, *Governing Board Member, El Rancho School District*  
 David Roberts, *Associate Director, Local Government Relations University of Southern California*  
 Peter Rodriguez  
 Nathan Sessoms, *Director, Brotherhood Crusade*  
 Stephen Simon, *Aids Coordinator, City of Los Angeles*  
 Jerilyn Stapleton, *Project Director, Jewish Labor Committee*  
 Elena Stern, *Vice President of External Affairs, Para Los Ninos*  
 Daniel Tabor, *Principal, Higher Ground Enterprises*  
 Tony Tartaglia, *Member - Board Of Trustees, Glendale Community College*  
 Joylene Wagner, *Glendale Unified School District*  
 Diane Wallace  
 Mawusi Watson, *Executive Assistant to the City Manager, City of Inglewood*  
 Steve West, *General Manager, San Gabriel Valley MVCD*  
 Anne Williams, *Central City Association*

Ben Wong, *Director of Local Public Affairs, Southern California Edison*

## INLAND EMPIRE

Jerry Almendarez, *Superintendent, Colton Joint Unified School District*  
Mary Armstrong, *Field Representative, Office of Senator Gloria Negrete McLeod, 32th District*  
Shima Azarafza, *Student*  
Rick Bishop, *Western Riverside County of Governments*  
Christina Bivona-Tellez, *Regional Vice President, Hospital Association of Southern California*  
Gregory Bradbard, *President and CEO, Inland Empire United Way*  
Jonathan Buffong, *Community Liaison, Office of Prevention and Early Intervention, San Bernardino County*  
Elena Carrasco, *Director of Development, American Association of University Women of Antelope Valley*  
Chris Catren, *Lieutenant, City of Redlands*  
Beata Chami, *Student*  
Stephani Congdon  
Olivia Crowley-Sancrant, *Administrative Assistant, Inland Empire Economic Partnership*  
Jalonni Diggs, *Student*  
Christina Duran, *Vice Chair, Friends Across the Lines*  
Bryant Fairley, *Associate Director of Community-University Partnerships, California State University, San Bernardino*  
Max Freund, *LF Leadership*  
Sheila Futch, *Senior District Representative, Office of Assemblymember Wilmer Amina Carter, 62nd District*  
Stanley Futch  
Paul Granillo, *President/CEO, Inland Empire Economic Partnership*  
Dorothy Grant, *Westside Action Group (WAG)*  
Don Griggs, *Westside Action Group (WAG)*  
Margaret Hill, *Assistant Superintendent, San Bernardino County*  
Janel Huff, *Project Manager, Riverside County Southern California Edison*  
John Husing, *Economics and Politics Inc*  
Shonda Hutton, *Director, Time For Change Foundation*  
Ratibu Jacocks, *Treasurer, Westside Action Group (WAG)*  
Malik Joyner  
Theresa Keller, *Staff Analyst, San Bernardino Employment and Training Agency*  
Tigist Keneni, *Student*  
Michelle Lamb  
John Longville, *Trustee, San Bernardino Community College District*  
Andres Luna, *Principal, Rialto Unified School District*  
Bronica Martindale, *President, California Gardens Neighborhood Cluster Association*  
Samuel Martinez, *LAFCo Analyst, San Bernardino County LAFCo*  
Kevin J. McCarthy, *President, Chief Executive Officer, United Way of the Inland Valleys*  
Ricky McClure  
Jacob Mejia, *Public Affairs, Pechanga Band of Luiseño Indians*  
Cari Mendez, *Senior Vice President, Investor Relations Inland Empire Economic Partnership*  
Jim Morris, *Mayor's Chief of Staff, City of San Bernardino*  
Enrique Murillo, *Executive Director, California State University, San Bernardino*

Francisco Navarro, *Director, We Are Communities*  
 Beth Olhasso, *Water Resources Analyst, Inland Empire Utilities Agency*  
 Mandy Parkes, *District Manager, Inland Empire Resource Conservation District*  
 Kent Paxton, *Assistant to the Mayor, City of San Bernardino*  
 Judy Perry, *Assistant Director Public Health Nursing Field Services, Riverside County*  
 Kathleen Rollings-McDonald, *Executive Officer, San Bernardino County LAFCo*  
 Cynthia Rubio, *Student*  
 Kaitlyn Sarawatai, *Student*  
 Jeff Sceranka, *President, Enterprise Funding Corporation*  
 Christy Schroeder  
 La Donna Sewell  
 Pete Serbantes  
 Ali Shuns, *Student*  
 Lisha Smith, *Deputy Chief of Staff, San Bernardino County*  
 Shelli Stockton, *Industry Manager Inland Action, Inc.*  
 Sheri Stuart, *Springboard*  
 Michael Tuerpe, *Analyst, San Bernardino County LAFCo*  
 Fabian Villenas, *Principal Management Analyst, City of Rancho Cucamonga*  
 Stephanie Vondersaar, *Economic Development Manager, City of Ontario*  
 Dina Walker, *Executive Director, BLU Educational Foundation*  
 Joseph Williams, *Executive Director, Youth Action Project*  
 Tom Willman, *Manager, Digital Production Services Riverside County*

## SAN DIEGO

Alfredo Aguirre, *Director, San Diego County*  
 Paul Bushee, *General Manager, Leucadia Wastewater District*  
 Kathleen Coates Hedberg, *Board Member, Helix Water District*  
 Robert Coleman, *Executive Director, Second Chance*  
 Joyce Crosthwaite, *Executive Officer, Orange County LAFCo*  
 Whitney De Agostini  
 Vi Dupre, *Administrator, Fallbrook Healthcare District*  
 Steve Escoboza, *Hospital Association of San Diego and Imperial Counties*  
 Jill Esterbrooks, *Communications Director, City of San Diego*  
 Dale Fleming, *San Diego County*  
 Tim Geiser, *Board President, Deer Spring Fire District*  
 Philip Hanger, *San Diego County*  
 Judy Hanson, *Director, Leucadia Wastewater District*  
 Brett Hodgkiss, *Administrative Services Manager, Vista Irrigation District*  
 Sharon Jones, *School Board Member, San Diego County*  
 Nancy Lytle, *Vice President, Southeastern Economic Development Corporation*  
 Nick Macchione, *Director, San Diego County Health & Human Services*  
 Margarette Morgan, *President, Vista Fire Protection District*  
 Marcy Morrison, *Careers With Wings*  
 Judy Ritter, *Mayor, City of Vista*

Mark Robak, *Board Member, Otay Water District*

Caroline Smith, *San Diego County*

Don Stump, *North County Lifeline*

Don Wells

Christopher Yanov, *Founder & President Reality Changers*

Nick Yphantides, *San Diego County*