

CSAC BOARD OF DIRECTORS

BRIEFING MATERIALS

Thursday, September 2nd, 2021

10:00 a.m. - 1:00 p.m.



Online Meeting Via Zoom:

<https://us02web.zoom.us/j/89224073679?pwd=WEdpZUYrSHUvSW95MGZyTXZnUGhRZz09>

Phone: (669) 900-6833 | Meeting ID: 892 2407 3679 | Password: 679285

California State
Association of Counties



CALIFORNIA STATE ASSOCIATION OF COUNTIES
BOARD OF DIRECTORS

Thursday, September 2, 2021 | 10:00 am – 1:15 pm

Zoom: <https://us02web.zoom.us/j/89224073679?pwd=WEdpZUYrSHUvSW95MGZyTXZnUGhRZz09>

Conference Line: (669) 900-6833 | Meeting ID: 892 2407 3679 | Password: 679285

AGENDA

Presiding: James Gore, President

THURSDAY, SEPTEMBER 2

10:00 AM **PROCEDURAL ITEMS**

1. Pledge of Allegiance Page 1
2. Roll Call Page 2-3

SPECIAL ITEMS

3. Executive Director's Report Page 4
 - *Graham Knaus | Executive Director*
4. Rural County Representatives of California (RCRC) Update
 - *Patrick Blacklock | President & CEO*
5. Opioid Litigation Update Page 5
 - *John Fiske | Shareholder, Baron & Budd, P.C.*

ACTION ITEMS

6. Approval of Minutes from April 22, 2021 Page 6-13

INFORMATION AND DISCUSSION ITEMS

7. Minute Mics: Board of Directors Roundtable
 - What's going on in your county – in one minute?
8. CSAC Legislative Update Page 14-16
 - *Darby Kernan, Deputy Executive Director, Legislative Affairs*
 - Administration of Justice
 - *Josh Gauger | Legislative Representative*
 - Agriculture, Environment & Natural Resources
 - *Catherine Freeman | Legislative Representative*
 - Government, Finance & Administration
 - *Geoff Neill | Legislative Representative*
 - *Ryan Souza | Legislative Representative*
 - Health & Human Services
 - *Farrah McDaid Ting | Legislative Representative*
 - *Justin Garrett | Legislative Representative*
 - Housing, Land Use & Transportation
 - *Chris Lee | Legislative Representative*
9. CSAC Finance Corporation Report Page 17-28
 - *Supervisor Leonard Moty | President, CSAC FC*
 - *Alan Fernandes | Chief Executive Officers, CSAC FC*
 - *David Andrews | Director, International Homeland Security, IEM*
10. Communications and Member Services Report Page 29-31
 - *Manuel Rivas, Jr. | Deputy Executive Director, Operations & Member Services*
 - *Jenny Tan | Senior Manager, Public Affairs & Member Services*

11. California Counties Foundation Report *Page 32-34*
- *Manuel Rivas, Jr. | Deputy Executive Director, Operations & Member Services*
 - *Chastity Benson | Director, Operations & Educational Programs*
 - *Ryan Souza | Program Director, CSAC Support HUB for Criminal Justice Programming*
12. Informational Items without Presentation
- CSAC Litigation Coordination Program *Page 35-42*
 - CSAC Institute Course Guide *Page 43-50*
 - Approved Venue for 2023 & 2024 CSAC Annual Meetings *Page 51-53*
 - Institute for Local Government (ILG) Reports *Page 54-61*
 - 2021 & 2022 Calendar of Events *Page 62-63*

1:15 PM **ADJOURN**



United States of America
Pledge of Allegiance



California State Association of Counties®

CALIFORNIA STATE ASSOCIATION OF COUNTIES

Board of Directors

2020-2021

SECTION

U=Urban

S=Suburban

R=Rural

President:

First Vice President:

Second Vice President:

Immediate Past President:

James Gore, Sonoma

Ed Valenzuela, Siskiyou

Chuck Washington, Riverside

Lisa Bartlett, Orange

SECTION	COUNTY	DIRECTOR
U	Alameda County	Keith Carson
R	Alpine County	Terry Woodrow
R	Amador County	Richard Forster
S	Butte County	Debra Lucero
R	Calaveras County	Merita Callaway
R	Colusa County	Kent Boes
U	Contra Costa County	John Gioia
R	Del Norte County	Chris Howard
R	El Dorado County	Sue Novasel
U	Fresno County	Buddy Mendes
R	Glenn County	Keith Corum
R	Humboldt County	Virginia Bass
S	Imperial County	Raymond Castillo
R	Inyo County	Jeff Griffiths
S	Kern County	Zack Scrivner
R	Kings County	Craig Pedersen
R	Lake County	Bruno Sabatier
R	Lassen County	Chris Gallagher
U	Los Angeles County	Kathryn Barger
R	Madera County	David Rogers
S	Marin County	Damon Connolly
R	Mariposa County	Miles Menetrey
R	Mendocino County	John Haschak
S	Merced County	Scott Silveira
R	Modoc County	Ned Coe
R	Mono County	John Peters
S	Monterey County	Luis Alejo
S	Napa County	Diane Dillon
R	Nevada County	Heidi Hall

U	Orange County	Lisa Bartlett
S	Placer County	Bonnie Gore
R	Plumas County	Greg Hagwood
U	Riverside County	Chuck Washington
U	Sacramento County	Sue Frost
R	San Benito County	Bea Gonzalez
U	San Bernardino County	Janice Rutherford
U	San Diego County	Nora Vargas
U	San Francisco City & County	Rafael Mandelman
U	San Joaquin County	Chuck Winn
S	San Luis Obispo County	Bruce Gibson
U	San Mateo County	Carole Groom
S	Santa Barbara County	Das Williams
U	Santa Clara County	Susan Ellenberg
S	Santa Cruz County	Bruce McPherson
S	Shasta County	Leonard Moty
R	Sierra County	Lee Adams
R	Siskiyou County	Ed Valenzuela
S	Solano County	Erin Hannigan
S	Sonoma County	Lynda Hopkins
S	Stanislaus County	Vito Chiesa
R	Sutter County	Dan Flores
R	Tehama County	Robert Williams
R	Trinity County	Keith Groves
S	Tulare County	Amy Shuklian
R	Tuolumne County	Ryan Campbell
U	Ventura County	Kelly Long
S	Yolo County	Jim Provenza
R	Yuba County	Gary Bradford

ADVISORS

John Beiers, County Counsels' Association, Past President, San Mateo County
Frank Kim, California Association of County Executives, President, Orange County



OFFICERS

President

James Gore
Sonoma County

1st Vice President

Ed Valenzuela
Siskiyou County

2nd Vice President

Chuck Washington
Riverside County

Past President

Lisa A. Bartlett
Orange County



EXECUTIVE DIRECTOR

Graham Knaus

September 2, 2021

TO: CSAC Board of Directors

FROM: Graham Knaus | Executive Director

SUBJECT: Executive Director's Report

This item provides an opportunity to discuss the state of the Association and core priorities as well as refine the strategic approach to advocacy and communications through Board of Directors input.



OFFICERS

President

James Gore
Sonoma County

1st Vice President

Ed Valenzuela
Siskiyou County

2nd Vice President

Chuck Washington
Riverside County

Past President

Lisa A. Bartlett
Orange County



EXECUTIVE DIRECTOR

Graham Knaus

September 2, 2021

TO: CSAC Board of Directors

FROM: Darby Kernan | Deputy Executive Director of Legislative Affairs

SUBJECT: Opioid Litigation Update

What the [Opioid Distributors] Settlement Means to California Counties

A national settlement between certain attorneys general and the [Opioid Distributors] was announced recently, affecting all California counties including the 51 that have filed suit against the various opioid defendants. While the litigating entities are still reviewing the announcement and the available terms of the proposed settlement, CSAC understands that the proposed settlement includes funds for states, counties, and cities.

A group of counties and cities that have filed lawsuits have been working with the California Attorney General to create an intrastate allocation agreement, but no final agreement has been reached. An intrastate allocation agreement directs the allocation of settlement funds to the state, to counties, and to cities. It also guides specific uses of the funds. Without an intrastate allocation agreement with the California Attorney General, the counties cannot participate in a proposed national settlement because it does not have certainty as to the specific amount the county or its cities will receive.

The Default Allocation described in the national settlement is under review, but it appears its terms would not work for most California counties, until such time as there is a complete intrastate allocation agreement. The national settlement agreement is to balance certain funding with avoiding bankruptcy of the defendants. The timeframe for litigating entities evaluation is specifically to determine whether the proposed agreement meets that balance given that the funds will fall short of what is needed to abate the opioid public health crisis in counties. The litigating counties and cities remain committed to negotiating a straight-forward intrastate allocation agreement that is tailored to maximize the impact of any funds coming into the state.

Further details of the national settlement terms:

Amount of funds flowing to California: The \$26 billion settlement, should result in approximately \$2.2 billion for California. There appears to be a participation structure that requires certain levels of participation from counties and cities to receive the full monetary benefit of the settlement. Without an intrastate allocation agreement, the counties and cities that filed suit are unlikely to participate in any national settlement. It is clear however that these settlement funds fall far short of the amount of money actually needed to abate the opioid public health crisis in a county.

Impact on litigating counties: A majority of county lawsuits have been coordinated into a national multi-district litigation in Ohio and will remain in litigation unless a county chooses to participate in a settlement that requires a release of claims and dismissal of suit. Other lawsuits, which include four public entities in California, are in trial against several defendants.

Timeline and Deadlines: Counties and cities will have until January 2, 2022 to choose whether to participate in the national settlements, but the intrastate allocation agreement being negotiated now is essential to the full evaluation of whether to participate. Until then, the county and city lawsuits remain in litigation.

CALIFORNIA STATE ASSOCIATION OF COUNTIES
BOARD OF DIRECTORS
April 22, 2021

Zoom: <https://us02web.zoom.us/j/83358326829?pwd=OGpNWTNMTVW1qVWg3RFNTa29Bd3BqZz09>

Phone: (669) 900-6833 | Meeting ID: 833 5832 6829 | Password: 120576

MINUTES

1. Roll Call

OFFICERS

James Gore | President
Ed Valenzuela | 1st Vice President
Chuck Washington | 2nd Vice President
Lisa Bartlett | Immediate Past President

CSAC STAFF

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

ADVISORS

John Beiers, County Counsels Association, San Mateo
County
Frank Kim, California Association of County
Executives President, Orange County

Alameda	– Keith Carson	Orange	– Lisa Bartlett
Alpine	– Terry Woodrow	Placer	– Bonnie Gore
Amador	– Richard Forster	Plumas	– <i>Absent</i>
Butte	– Debra Lucero	Riverside	– Chuck Washington
Calaveras	– Merita Callaway	Sacramento	– Sue Frost
Colusa	– Kent Boes	San Benito	– Bea Gonzalez & Bob Tiffany
Contra Costa	– <i>Absent</i>	San Bernardino	– Janice Rutherford
Del Norte	– Chris Howard	San Diego	– Nora Vargas
El Dorado	– Sue Novasel	San Francisco	– Rafael Mandelman
Fresno	– <i>Absent</i>	San Joaquin	– Chuck Winn
Glenn	– Keith Corum	San Luis Obispo	– Bruce Gibson
Humboldt	– Virginia Bass	San Mateo	– Carole Groom
Imperial	– <i>Absent</i>	Santa Barbara	– Das Williams
Inyo	– Jeff Griffiths	Santa Clara	– Susan Ellenberg
Kern	– Zack Scrivner	Santa Cruz	– Bruce McPherson
Kings	– Craig Pedersen	Shasta	– Leonard Moty
Lake	– Bruno Sabatier	Sierra	– Lee Adams
Lassen	– Chris Gallagher	Siskiyou	– Ed Valenzuela
Los Angeles	– Kathryn Barger	Solano	– <i>Absent</i>
Madera	– <i>Absent</i>	Sonoma	– Lynda Hopkins
Marin	– Damon Connolly	Stanislaus	– Vito Chiesa
Mariposa	– Miles Menetrey	Sutter	– Dan Flores
Mendocino	– John Haschak	Tehama	– Robert Williams
Merced	– Scott Silveira	Trinity	– Keith Groves
Modoc	– Ned Coe	Tulare	– Amy Shuklian
Mono	– John Peters	Tuolumne	– Ryan Campbell
Monterey	– Luis Alejo	Ventura	– Kelly Long
Napa	– Diane Dillon	Yolo	– <i>Absent</i>
Nevada	– Heidi Hall	Yuba	– Gary Bradford

2. Executive Director's Report

Graham Knaus, CSAC Executive Director, congratulated Pat Blacklock, who started as RCRC's President and CEO this month. Graham highlighted CSAC's work with the legislature on CSAC priorities, which include broadband, homelessness, drought, and all things related to COVID. Graham also acknowledged the coming retirement of David Liebler, who has been CSAC's Director of Public Affairs and Member Services for the last 24 years.

3. Broadband Working Group Update

Supervisor Chuck Washington provided an update on the progress of the Broadband Working Group. The pandemic has highlighted broadband deficiencies that exist in urban and suburban communities, as well as rural.

Supervisor John Peters explained that the working group is developing strategies to help advise policy at CSAC, NACo and other partners. We need to be looking at both short-term and long-term strategies and ensure providers have the speeds necessary for telecommuting, distance learning and telehealth.

Supervisor Luis Alejo thanked the working group members for positioning CSAC to be in the driver's seat when working with the state and legislature. Passing the bond is the first step, but the main work lies ahead to make sure local governments are facilitating and helping expedite this work at the local level.

4. California Counties Foundation Report

Supervisor Ed Valenzuela, Foundation president, expressed his excitement for the great work the Foundation has been doing and introduced Manuel Rivas, Foundation CEO. The Foundation is a 501c3 and is a separate organization from CSAC. It has its own board of directors, which includes county Supervisors, county executives/administrators and senior staff. Mr. Rivas highlighted the Foundation's many 2020 accomplishments, including establishing an education committee, amending its bylaws, establishing institute campuses, and creating the Support HUB for Criminal Justice.

Chastity Benson, Director of Operations and Educational Programs, presented that the Institute has offered 99 classes, both in-person and virtual, with 4,080 participants. Foundation staff will continue to work with their board and education committee to provide content that is relevant and allows county leaders to provide great services to their communities.

Ryan Souza, Program Director for CSAC's Support HUB for Criminal Justice Programming, presented that the goal of the Support HUB is to assist counties in improving criminal justice programming. The HUB is funded by a mixture of the Laura and John Arnold Foundation and the Pew Results First Initiative. It currently has 14 county partnerships with 2 additional counties beginning engagement.

5. Approval of Minutes from February 11, 2021

A motion to approve the minutes from February 11, 2021, was made by Supervisor Groom; second by Supervisor Washington. Motion carried unanimously.

6. Approval of the CSAC IRS Form 990 – 2019 Tax Year

A motion to approve the CSAC IRS Form 990 – 2019 Tax Year was made by Supervisor Lucero; second by Supervisor Gibson. Motion carried unanimously.

7. Recommendation to Adopt the CSAC Proposed Budget and Salary Schedule for FY 2021-22

Supervisor Leonard Moty, CSAC Treasurer, presented that given the challenges faced during the past year, they are recommending a very prudent budget with significant reserves. CSAC is in solid financial footing to continue to advocate major legislative and budgetary priorities on behalf of California counties. Supervisor Moty noted that the CSAC Executive Committee unanimously approved the budget and salary schedule in March.

Manuel Rivas highlighted key parts of the budget including the decrease in projected expenditures from \$10.7 million to \$10.5 million and the addition of \$1 million in reserves and \$250,000 in capital improvement funds. There will be no change to the CSAC membership dues for the 8th consecutive year. The Finance Corporation continues to be an important contributor to the budget. CalPERS requires that CSAC's salary schedule is approved in a public meeting.

A motion to approve the CSAC Proposed Budget and Salary Schedule for FY 2021-22 was made by Supervisor Moty; second by Supervisor Barger. Motion carried unanimously.

8. Minute Mics: Board of Directors Roundtable

Alameda County / Keith Carson – Alameda County is facing many critical issues including all things COVID, homelessness, the high cost of living, workforce development, public safety, and vegetation management.

Alpine County / Terry Woodrow – Alpine County is in the yellow tier. They have the highest vaccination percentage in the state of 156% due to the high population of second-home owners. They are resuming in-person board of supervisors meeting in May. Broadband is a priority, and they are also very concerned about Board of Forestry regulations, drought conditions and forest management.

Amador County / Richard Forester – Amador County would like help with the Mule Creek State Prison as they have been releasing contaminated storm water. The state water board has ordered them to fix it, but it hasn't been corrected. The Buena Vista tribe has stopped making payments and is suing the Amador County.

Butte County / Debra Lucero – Butte County has had a 16% increase in homelessness since the Camp Fire where they lost 16% of their housing. People in their community are experiencing severe mental health issues. They have added a public health education specialist since their county is experience a rate of suicides that are way above average. Butte County is looking at MHSA to do a law similar to Laura's Law.

Calaveras County / Merita Callaway – Calaveras County recently wrote a letter of support for SB-59 extending the sunset date for the provisional license under the Medical and Adult Use Cannabis Regulation and Safety Act. They're having a lot of controversy regarding whether or not there should be a ban on burning of yard waste. The county has several staff openings, including a planning director and CAO. Supervisor Callaway thanked CSAC for not raising the dues.

Colusa County / Kent Boes – Supervisor Boes reported that Colusa County is seeing a lot of missed vaccination appointments. Drought is a huge issue as water allocations have been severely cut. Supervisor Boes thanked Supervisor Gore and Valenzuela for all their support.

Del Norte / Chris Howard – Del Norte County is experiencing transportation issues as highway 101 continues to slide into the ocean, separating their county from the rest of the state. Supervisor Howard is not sure how CalTrans can finish the project without federal help due to the high cost. They are also concerned about the Board of Forestry regulations.

El Dorado / Sue Novasel – Supervisor Novasel thanked Supervisor Valenzuela for the Broadband presentation. El Dorado County has a great affordable housing project happening in Tahoe. They have community hubs all over which provide essential services to the county.

Glenn County / Keith Corum – Supervisor Corum noted that Amazon put a small distribution center in their county, though they are only hiring part time workers. Glenn County has moved from the purple to red tier, and they continue to work on their general plan.

Humboldt County / Virginia Bass – Humboldt is excited to be in the orange tier. Their board of supervisors has both vaccinated and unvaccinated members and they haven't figured out how to get back into chambers. They have an elected auditor-controller who has been unable to account for millions of dollars. This morning they received notice of an IRS lien on the county of over \$150,000.

Inyo County / Jeff Griffiths – Supervisor Griffiths reported that Inyo County is well over 50% fully vaccinated. Unfortunately, the state's numbers do not include those distributed to Indian health services. These clinics have been so efficient at distributing vaccine that they have gone outside the non-native population. They are also concerned about fire and drought and have already had four fires in the county.

Kings County / Craig Pedersen – Kings County is dealing many of the same issues as other counties, especially with COVID and drought. There are winners and losers in green energy. The water allocations to the environment have drastically changed the landscape of Kings County and they have become a solar farm. This is eliminating jobs and they will not be able to recoup losses from businesses.

Lake County / Bruno Sabatier – Lake County created two new homeless shelters that will continue to run when COVID funding ends. The county is moving forward with broadband and is working on housing with the state and some local developers. Vaccinations are going so well they are backing out vaccine clinics and having normal health care facilities administer them. Their economy is doing well – they are lucky that SB-50 passed when it did. Water, fire prevention and illegal cannabis are all issues.

Lassen County / Chris Gallagher – Lassen County had two drive through vaccination clinics and administered over 2,000 vaccinations per day. The County Department of Rehabilitation decided to close a low-level prison, which employs 11% of their workforce.

Los Angeles / Kathryn Barger – Los Angeles County has administered around \$6.5 million vaccines, of which about \$2.3 million are second doses. Supervisor Barger likes what Supervisor Bartlett said about vaccine passports because Dodger Stadium will have a separate section for vaccinated individuals. Housing continues to be an issue; they just launched a mortgage relief program.

Mariposa County / Miles Menetrey – Supervisor Menetrey informed the board that for the first time in almost 30 years, the Mariposa County building department issued a permit for a 42-unit housing complex. Vaccinations are going well. The county is very concerned about the Board of Forestry regulations and what they're asking homeowners to do if they have to rebuild.

Mendocino County / John Haschak – Supervisor Haschak reported that the Governor visited yesterday. Their county recently declared a state of emergency for drought conditions. In August of last year, Cal Fire couldn't get in to fight fires because of illegal cannabis grows. They are also concerned with the large number of trees that PG&E felled but did not clean up.

Merced County / Scott Silveira – Supervisor Silveira announced that Merced was the last county to go from the purple to red tier. Homelessness is an issue and Supervisor Silveira reminded the board that they need to advocate for funds not only to build the facilities, but also for long-term funding to continue to run them. He reminded the board of the silent pandemic – the mental health crisis.

Modoc County / Ned Coe – Modoc County is experiencing extreme drought and their farmers do not have enough water to farm. The county is scrambling to help devastated family farmers and those who are now unemployed due to this crisis.

Mono County / John Peters – Supervisor Peters reported that Mono County is working on workplace wellness, and they recently created a Diversity, Equity, and Inclusion committee. The community is excited to get back together, and they are having their first senior center congregate meal of the year. They are also preparing for summer tourism.

Monterey County / Luis Alejo – Supervisor Alejo reported that he has been continuing to help vaccinate farmworkers every Saturday - they vaccinate 2,000-4,000 every weekend. Monterey County is also concerned with losing the J&J vaccine. Supervisor Alejo congratulated Rob Bonta who was recently confirmed as the Attorney General of California.

Napa County / Diane Dillon – Supervisor Dillon highlighted a program they're working on with Sonoma County and the City of Santa Rosa where they have asked the CPUC to order PG&E to reinstate its wildfire wood management program. PG&E felled 150,000 trees that are on the ground and fuel for fire. It's a huge problem.

Nevada County / Heidi Hall – Nevada County has had a high rate of unvaccinated individuals and they know they have a big challenge to get vaccine hesitant in. They are gearing up for a busy year of summer tourism, which generated a significant amount trash and fire danger last year. They will be putting a lot of money towards vegetation management with the drought.

Orange County / Lisa Bartlett – Orange County is in the orange tier and hopes to move to the yellow tier soon. Several businesses are requiring proof of vaccination for entry. Supervisor Bartlett asked the board to think about electronic ways of storing vaccination status, via QR code for example, as more businesses will start requiring it.

Placer County / Bonnie Gore – Supervisor Gore reported that Placer County had a huge increase in homelessness due to COVID. They recently passed a no parking ordinance due to the number of trailers, RV's and broken-down trucks parked at the Placer County Government Center. They are working with the city to put together an action plan to address homelessness in their community. They've had a number of young people pass away recently due to fentanyl overdoses.

Riverside County / Chuck Washington – Supervisor Washington reminded the board that the Officers participate in bi-weekly meetings with Governor's cabinet members via the CSAC Kitchen Cabinet. Once COVID has slowed down, these meetings will transition to other matters of importance to counties. The opioid settlement negotiations continue on, and we are fighting to make sure counties get money to fight this battle.

Sacramento County / Sue Frost – Sacramento County is working on a plan to open their board chambers. They are also looking for an extension on Laura's Law, which is assisted outpatient treatment, and they're having public meetings surrounding this. The county just voted to extend project RoomKey and they're trying to understand the American Recovery Act. They have hired a consultant to assist with this effort.

San Benito County / Bob Tiffany – San Benito County is in better shape with vaccines, but they are now seeing appointments going unfilled. They are working to see how they can best spend federal relief money. Supervisor Tiffany introduced Supervisor Gonzalez who will be the CSAC primary board representative moving forward.

San Bernardino County / Janice Rutherford – Supervisor Rutherford reminded the Board of her prior presentation about an initiative in her county that limits Supervisors to one term in office and cuts salary to less than minimum wage. They are seeking legislation to help prevent this from happening via AB-428 by Assemblymember Mayes. Supervisor Rutherford asked for the Board’s support on AB-428 as it moves forward.

San Diego / Nora Vargas – San Diego County has administered 2.35 million doses of vaccine to date, which is 65.3% of the eligible population. 42% of their population has been fully vaccinated. They have created powerful interventions in the Latino community with their vaccine equity program called Project Safe.

San Joaquin County / Chuck Winn – Supervisor Winn is experiencing many of the same issues as other counties. They have the ability to administer 3,500 vaccine doses per day but are lacking vaccine.

San Luis Obispo / Bruce Gibson – San Luis Obispo County is on the verge of making a serious move to address homelessness. They are expanding safe parking and working on sanitation issues. Supervisor Gibson encouraged the board to stand strong with the Supervisor Moty and the issues he’s experiencing in Shasta County.

San Mateo / Carole Groom – San Mateo County has 64% of their population over the age of 16 vaccinated. They have tried to be creative by setting up drive-through, airport and Saturday vaccination clinics.

Santa Barbara / Das Williams – Santa Barbara County is exploring diversion programs they can expand to keep jail populations low. They are trying to figure out how to get people to accept affordable housing.

Santa Cruz / Bruce Gibson - COVID, fires and homeless continue to be big issues in Santa Cruz County. The ever-changing rules from state and federal agencies have been a challenge to keep up with. They are concerned with what the Department of Forestry is doing and addressed these concerns at a recent Board of Forestry meeting. Monterey Bay Community Power, now Central Coast Community Energy, will reach their greenhouse gas emission reduction goal by 2030, 15 years ahead of the state.

Shasta County / Leonard Moty – Supervisor Moty discussed the recall effort in his county that was initially directed at the Governor and was then transferred to the county supervisors. The group leading this effort is very extreme and threatening to anyone who speaks out against them.

Sierra County / Supervisor Adams – Sierra County is still in the yellow tier!

Siskiyou County / Ed Valenzuela – Supervisor Valenzuela reported that Siskiyou County is really suffering with the drought which is leaving many unable to farm this year. Illegal cannabis is a big problem, and the county doesn’t have the resources to address it.

Sonoma County / James Gore – Supervisor Gore reported that today, a teacher reminded him that 4th graders in Sonoma County have yet to have a full year of school, from both devastating wildfires and then COVID. Supervisor Gore voiced his support for all counties trying to be acknowledged for a drought declaration.

Stanislaus County / Vito Chiesa – Stanislaus County is experiencing vaccine hesitancy. Transportation, broadband and homelessness are also big concerns. The loss of local control on cannabis by an initiative process is very concerning. Supervisor Chiesa noted that he would be ok with raising CSAC dues via small COLA increases rather than one large increase.

Sutter County / Dan Flores: Sutter County is also experiencing vaccine hesitancy and they are working hard to put out public service announcements. Supervisor Flores highlighted their recent permanent supportive housing RoomKey project called Harmony Village. They put 62 low-income residences together by purchasing an old hotel and fixing it up. The state recognized the project as one of the best RoomKey projects that they've seen.

Tehama County / Bob Williams – Supervisor Williams has experienced many of the same issues as Yuba and Tuolumne and expressed gratitude for the recent drive-through vaccination clinic in their county that provided 1,000 vaccinations. Supervisor Williams is looking forward to going back to in-person meetings.

Trinity County / Keith Groves –Supervisor Groves presented that after 43 years, Trinity County has finally signed a contract for a general plan. They are very nervous about all the fire safe bills coming in as they are a threat to development in their county.

Tulare County / Amy Shuklian – Supervisor Shuklian reported that vaccine hesitancy is a big problem in Tulare County. The Johnson & Johnson pause been a challenge for reaching their hard to serve communities. The drought is on everyone's minds.

Tuolumne County / Ryan Campbell – Supervisor Campbell highlighted that they were recognized by the Governor's Office and Senator Padilla for the USEDA regional high speed internet grant. Tuolumne has partnered with Calaveras, Amador, Alpine and Mariposa counties to bring these issues to the forefront. Tuolumne County is currently in the orange tier. The state Board of Forestry proposal has created a great deal of concern as people are worried about how the regulations will impact existing residential and future commercial development.

Yuba County / Gary Bradford – Vaccine has been the primary focus in Yuba County. They went from not having enough vaccine to having vaccine appointments unfilled. This is concerning as Yuba County has one of the lowest vaccination rates in the state. Yuba County recently returned to their Board chambers and is doing hybrid meetings, even though they ran into some very passionate members of the public who were not willing to follow public health guidelines.

9. CSAC Policy Committee Reports

Darby Kernan addressed the advocacy that CSAC has been doing on its top priorities. The Legislative session started off with the introduction of many new bills and the CSAC legislative team has been busy testifying during this time. When the May revision comes out the week of May 10th, the team will begin focusing on the budget.

Catherine Freeman, Legislative Representative for Agriculture, Environment and Natural Resources (AENR), presented on the new Board of Forestry regulations. They 45-day rule making process will start within the next couple of days. Ms. Freeman encouraged counties to submit letters and comments to the Board of Forestry so the board can understand the diversity of our counties and the desire to reduce fire risk.

Supervisor Kelly Long, Chair of the Administration of Justice (AOJ) Policy Committee, reported that the committee met yesterday and discussed juvenile justice realignment and CSAC's new SB-823 County Collaboration Consortium Work Group.

Supervisor Chris Howard, Chair of the Agriculture, Environment, and Natural Resources (AENR) Policy Committee, presented that they had an informative meeting where they discussed water resilience, Board of Forestry regulations, drought, and plastics recycling.

Supervisor Bruce Gibson, Chair of the Government, Finance and Administration (GFA) Policy Committee, discussed three issues in yesterday's policy committee meeting: the Brown Act, American Rescue Plan Act (ARPA), and broadband.

Supervisor Jeff Griffiths, Chair of the Health and Human Services (HHS) Policy Committee, updated the Executive Committee on the discussion in yesterday's meeting which included: legislative health and human services budget priorities, a presentation on the Master Plan for Aging, and a 2021 budget and legislative review.

Supervisor Jennifer Kreitz, Vice-Chair of the Housing, Land Use and Transportation (HLT) Policy Committee, presented they the committee was provided an update on the State Climate Action Plan for Transportation Infrastructure and discussed sustainable communities strategies.

10. CSAC Finance Corporation Report

Supervisor Leonard Moty, Finance Corporation President, provided an update on the Finance Corporation and expressed that the Finance Corporation is solid with their commitment to CSAC for the coming year. He encouraged the Executive Committee to look at Finance Corporation programs because county participation in these programs will come back to the CSAC and help keep dues low. Supervisor Moty also highlighted CSCDA and Easy Smart Pay, and the California Cannabis Authority.

Jim Manker, Director of Business Development, introduced the newest Platinum Partner Michael Simon from Zencity. Zencity is a civic engagement and analytics platform that digests from social media and transforms it into reports. It also provides public opinion research and surveys.

11. Operations & Member Services Report

Manuel Rivas, Jr. highlighted that CSAC has moved strategic communications to one of their top priorities. The communications team wants to tell the county story. CSAC has several communications tool kits for COVID-19 vaccinations and broadband. Mr. Rivas encouraged the board to use these tools and reminded everyone that CSAC can tailor these tools to each county.

12. Public Comment

There were no comments from the public.

The meeting was adjourned. The next Board of Directors meeting will be on September 2, 2021.



OFFICERS

President

James Gore
Sonoma County

1st Vice President

Ed Valenzuela
Siskiyou County

2nd Vice President

Chuck Washington
Riverside County

Past President

Lisa A. Bartlett
Orange County



EXECUTIVE DIRECTOR

Graham Knaus

September 2, 2021

TO: CSAC Board of Directors

FROM: Darby Kernan | Deputy Executive Director of Legislative Affairs

SUBJECT: Legislative Report

This item provides an opportunity to discuss what the CSAC Legislative Team has been working on through both the state Budget and the Legislative process. The last day of the legislative session is September 10, 2021. The Legislative Team will walk through the key issues that will be of interest to all 58 counties.



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Orange County



EXECUTIVE DIRECTOR

Graham Knaus

September 2, 2021

TO: CSAC Board of Directors

FROM: Geoff Neill, Legislative Representative
Danielle Bradley, Legislative Analyst

SUBJECT: CalPERS Rates

CalPERS is approaching the end of their process for choosing a new investment portfolio and discount rate (their assumed rate of investment returns), which will be in effect for the next five years. This is an issue that will have a significant impact on the 37 counties in CalPERS. CSAC is seeking input from counties about whether to advocate the system pursue high-risk, high-return investments to reduce rates in the short-term or accept somewhat higher contribution rates now for more stability and a lower risk of increased rates in the future.

Background

Defined benefit pensions, such as those provided by CalPERS, the twenty 37 Act systems, and many other public pension systems across the world, are paid for by a combination of contributions and investment returns. In CalPERS' case, the ratios are employer contributions (32 percent), employee contributions (13 percent), and investment returns (55 percent). By predicting future investment returns, CalPERS is able to discount the rates charged to employers and employees, which is why their assumed rate of returns is called the "discount rate."

A higher discount rate means lower contribution rates for counties and their employees, at least in the short-term. However, it also means the system would have to take on more high-risk investments to try to meet the investment target, increasing the volatility of the overall portfolio. And while normal pension costs are shared between employers and employees, if CalPERS fails to achieve its investment assumption, the resulting unfunded liability is paid entirely by employers.

Before 2016, the discount rate was 7.5 percent, but in the face of slowly declining returns across all investment sectors and with the memory of the 2008 financial crisis lingering, CalPERS reduced the rate to 7.0 percent, phasing the change in over three years. This action caused employer's rates to rise considerably. Some CalPERS board members believed even 7 percent was too optimistic, but were hesitant to raise rates too high, so CalPERS also implemented a policy to "buy down" the rate further in years where investment gains were far above the discount rate. Cue FY 2020-21, where preliminary estimates of investment gains are 21.3 percent, enough to buy the discount rate down to 6.8 percent.

Unlike in 2016, there is no clear pressure for the CalPERS Board to move the discount rate in any particular direction. Especially after the reduction to 6.8 percent and a somewhat increased investment in private equity (and

the higher returns those investments bring), the current discount rate can be seen as achievable. Those that believe the rate should be reduced further might disagree about the best way to implement a lower discount rate: all at once, gradually, or by extending the policy of buying down the rate in years with extraordinary returns. CalPERS will begin holding preliminary hearings on the matter in September, with a final decision scheduled to occur at their November or February board meeting.

Policy Considerations

In deciding whether to advocate for CalPERS to choose an investment portfolio with a higher or lower discount rate, counties will need to balance the benefit of short-term rate reductions against the possibility of even higher costs in the future. A higher discount rate will result in lower contribution rates (the normal cost) for both employers and employees.

However, a higher discount rate will also require CalPERS to chase higher returns by putting more money in riskier investments. If those investments do not meet the targeted rate of return, future contribution rates will rise to make up the difference, and while normal costs are split with employees, costs for unfunded liabilities are paid solely by employers.

Counties in special situations, such as those with pension obligation bonds, with a particularly high or low unfunded liability, or with a higher percent of public safety employees, will need to consider those factors as well.



September 2, 2021

To: CSAC Board of Directors

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

RE: CSAC Finance Corporation Update

CSAC Finance Corporation Business Program Updates

We are happy to report that we have had a very successful year from a revenue perspective and remain in a period of growth fueled in part by our work in addition to the economy as a whole. The success of CSAC FC depends upon your continued support of our organization and its programs.

To that end, there are many new programs that are rapidly growing such as Easy Smart Pay, the California Cannabis Authority as well as new ventures with the California Coverage and Health Initiatives among others. In addition, there are many new programs that we are exploring for purposes of your consideration for the future. Some of those new program offerings cover areas of government surplus property, investment and cash management services, and information and technology services as well as improved prescription drug discount and pricing programs. The CSAC FC Board of Directors will be meeting later this month to set out goals for the future, and review our existing and new programs.

Specifically, in September, our board meeting format will be somewhat different than in past meetings. Because it has been over five years since our last strategic visioning session, a large part of our meeting and discussion will be focused on the development of a five year goal setting session with some of our longest standing partners present.

Finally, as mentioned briefly above, there are two programs that will be of particular focus in the upcoming months. The first is Easy Smart Pay, our property tax paying platform which is now open to any and all counties that would like to allow their taxpayers to have the ability to set up automatic monthly payments for their property tax bill. The second program is the California Cannabis Authority which continues to be the only comprehensive cannabis compliance system managed by county government. These programs not only offer exceptional services to counties but are also important to the long term success of CSAC FC.

The Corporate Associates Program

The Corporate Associates program is beginning the new fiscal year with support from 72 partners across three levels. Staff has secured 5 new partners as of this report. At the Platinum level, **DRC Emergency Services** (Kristy

Fuentes), **IEM** (David Andrews) and **Zencity** (Assaf Frances) have now joined. At the Gold Level, **Airbnb** (Adam Thongsavat) has joined and **Kofile** (David Baldwin) and **Lockheed Martin Sikorsky**(Robert Head) have upgraded from the Silver Level. At the Silver Level, **Sixth Dimension** (Teri Cruz) has now joined. In addition, **IBM** (Todd Bacon) has just moved up to Platinum from the Silver level.

A number of our partners just returned from the NACo Annual conference in D.C., where they supported the CSAC delegation reception and other events as needed. Many others recently supported the August mini-regional event and New Supervisor's Institute, in Sacramento County even as the events moved to virtual. Despite coming off a difficult year, morale remains high as we head into the new fiscal year.

Thank you in advance for your willingness to meet and engage with the business community both in virtual ways and at upcoming CSAC events.

The most updated Corporate Associates roster is attached.

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



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Jim Manker, Director of Business Development
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The CSAC Finance Corporation offers value-added products and services to California’s counties, their employees and retirees as well as other forms of local government. Our programs are designed to assist county governments in reducing costs, improving services, and increasing efficiency. Our offerings provide the best overall local government pricing and the revenue generated by the CSAC Finance Corporation supports CSAC’s advocacy efforts on behalf of California’s counties.

Program Summary

Financing

CSCDA

Cathy Bando

www.cscda.org



The California Statewide Communities Development Authority (CSCDA) was created in 1988, under California’s Joint Exercise of Powers Act, to provide California’s local governments with an effective tool for the timely financing of community-based public benefit projects. Currently, more than 500 cities, counties and special districts have become Program Participants to CSCDA – which serves as their conduit issuer and provides access to an efficient mechanism to finance locally-approved projects. CSCDA helps local governments build community infrastructure, provide affordable housing, create jobs, make access available to quality healthcare and education, and more.

Deferred Compensation

Nationwide

Rob Bilo

www.nrsforu.com



The Nationwide Retirement Solutions program is the largest deferred compensation program in the country for county employees. In California, over 65,000 county employees save for their retirement using this flexible, cost-effective employee benefit program. This program is the only one with a national oversight committee consisting of elected and appointed county officials who are plan participants. Additionally, an advisory committee comprised of California county officials provides additional feedback and oversight for this supplemental retirement program. Currently 32 counties in California have chosen Nationwide to help their employees save for retirement.

Investing

CalTRUST

Laura Labanieh

www.caltrust.org



The Investment Trust of California (CalTRUST) is a JPA established by public agencies in California for the purpose of pooling and investing local agency funds - operating reserves as well as bond proceeds. CalTRUST offers the option of five accounts to provide participating agencies with a convenient method of pooling funds – a liquidity fund, a government fund, a short-term, and a medium-term, and a new ESG compliant money market fund. Each account seeks to attain as high a level of current income as is consistent with the preservation of principle. This program is a great option to diversify investments!



Discounted Prescription Drugs

Coast2CoastRx

Jim Manker

www.coast2coastrx.com

The Coast2Coast Discount Prescription Card is available at no-cost to the county or taxpayers and will save county residents up to 75% on brand name and generic prescription drugs. The Coast2Coast program is already being used by over 35 counties in California. Not only does it offer savings to users, your county will receive \$1.25 from Coast2Coast for every prescription filled by a cardholder.



Cyber Security and Technology

Synoptek Eric Westrom www.synoptek.com

The CSAC FC and Synoptek have partnered to offer a human firewall training program and fraud assessment. The human firewall program is a training program whereby a comprehensive approach is initiated that integrates baseline testing, using mock attacks, engaging interactive web-based training, and continuous assessment through simulated phishing attacks to build a more resilient and secure organization. Synoptek offers a wide range of security technology offerings to aid your county in remaining vigilant and secure.

Property Tax Payment Portal



Easy Smart Pay Alan Fernandes www.easysmartpay.net

East Smart Pay is a product of Smart Easy Pay, a corporation formed by the CSAC Finance Corporation to help residents throughout California streamline their property tax payments. Through the Easy Smart Pay platform residents can pay their property taxes in installments via ACH or credit card with preferred processing fees. This program is currently being piloted in San Luis Obispo County.

Revenue Collection



CalTRECS Jim Manker www.csacfc.org

The CSAC FC has joined with NACo FSC to develop the California Tax Recovery and Compliance System (CalTRECS) program to help counties collect outstanding debts in a timely, cost-effective manner. The debt offset service allows counties and other local government to compile and submit their delinquencies for offset against pending state personal income tax refunds and lottery winnings.

Cannabis Compliance



CCA Greg Turner www.cca.ca.gov

The California Cannabis Authority is a Joint Powers Authority established by county governments to develop and manage a statewide data platform. The platform will assist local governments that are regulating commercial cannabis activity by consolidating data from different channels into one resource to help local governments ensure maximum regulatory and tax compliance. In addition, the platform can help to facilitate financial services to the cannabis industry by linking willing financial institutions with interested businesses, and by providing critical data to ensure that all transactions and deposits are from legal transactions.



Information & Referral Services

211 California Christy Stutzman www.211california.org

The CSAC FC manages 211 California which is a network of the 211 systems throughout California. These critical agencies serve county residents by providing trusted connectivity to community, health, and social services. During times of disaster and recovery, 211 organizations are vital to assist residents find critical services and information.



Business Intelligence Services

Procure America Todd Main www.procureamerica.org

Procure America provides its clients with analytics and strategies that result in greater performance at lower costs. By leveraging decades of industry experience, Procure America generates an average savings of 34%, all while increasing operational efficiency, vendor accountability, and service levels. Procure America's experts have deep, industry-specific experience and will analyze all aspects of the supplier relationship-contractual, operational and invoice compliance. Knowledge, information and focus delivers results.



Employee Health and Wellness Solutions

Optum Rally Jennifer Schlecht www.optum.com

Optum aspires to improve experiences and outcomes for everyone we serve while reducing the total cost of care. For individuals and families, Optum provides health care services, pharmacy services and health care financial services. For organizations, Optum provides business services and technology to health plans, providers, employers, life sciences and government.



Liquidity Management Services

CashVest by Three + One Chase Broffman www.threeplusone.us

CashVest® provides liquidity analysis and FinTech data services for counties and other public entities. This program is a new opportunity to help manage your organization's funds as a revenue-generating asset, identify the current marketplace value of your cash, and use time horizon data to maximize the value of all your financial resources.

**CSAC Finance Corporation
Board of Directors**

- Leonard Moty**, Shasta County – *President*
- Graham Knaus**, CSAC – *Vice President*
- Jim Erb**, Kings County – *Treasurer*
- Ryan Alsop**, Kern County
- Lisa Bartlett**, Orange County
- Vernon Billy**, Public Member
- Richard Forster**, Amador County
- Elba Gonzalez-Mares**, Public Member
- Susan Muranishi**, Alameda County
- Billy Rutland**, Public Member

**CSAC Finance Corporation
Staff**

- Alan Fernandes**, Chief Executive Officer
- Jim Manker**, Director of Business Development
- Christy Stutzman**, Operations Manager
- Sendy Young**, Executive Assistant
- Chase Broffman**, Member Services Associate

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4. AT&T

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12. Coast2Coast Rx

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13. Deckard Technologies, Inc.

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14. DLR Group

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15. Dominion Voting Systems

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26561 Amhurst Court
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17. Enterprise Fleet Management

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18. Hanson Bridgett LLP

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23. Nationwide

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26. OpenGov

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2. HdL Companies

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3. Kofile

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5. KPMG

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SILVER Partners

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8. Konica Minolta

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EXECUTIVE DIRECTOR

Graham Knaus

September 2, 2021

TO: CSAC Board of Directors

FROM: Manuel Rivas, Jr., Deputy Executive Director of Operations and Member Services
Jenny Tan, Senior Manager of Public Affairs and Member Services

SUBJECT: Public Affairs and Member Services Report

As California Counties navigate COVID-19, the CSAC Communications Team has continued to engage members and connect stakeholders while strengthening and supporting advocacy on priorities such as broadband, homelessness, public health, disaster assistance, and more. By collaborating with the CSAC Legislative team and continuing to build relationships with media and County staff, CSAC’s visibility and credibility increased. In addition, the Communications Team adapted new strategies for meetings, outreach, and engagement to meet the fluctuating restrictions and recommendations of the pandemic while keeping public health and safety their top priority. Key components of the communications work include:

EARNED MEDIA

News Releases: CSAC has written and distributed 20 news releases this past fiscal year, five of them on broadband and ten were coalition newsletters written by CSAC staff or on behalf of partner agencies. Some of the more recent releases included: [Now Is NOT the Time to Kick Broadband Investments Down the Line](#); [CSAC Responds to Governor Newsom’s 2021-22 Budget Proposal](#); and [Renaming Educational Institute to Honor Dean William “Bill” Chiat](#). Other releases included responding to [the latest COVID-19 regional stay home orders](#) and the joint press conference and statement to [close the digital divide in this once-in-a-generation opportunity](#).

Media Inquiries: CSAC’s work on the COVID-19 pandemic and broadband advocacy created momentum and media inquiries, especially during the last six months of the fiscal year. For FY 2020-21, CSAC fielded 116 total media inquiries, including from major outlets such as Associated Press, Bloomberg, Los Angeles Times, Sacramento Bee, Capitol Public Radio, Politico, CalMatters, Kaiser Health News and others

Media Mentions: CSAC recorded a total of 231 media mentions this fiscal year. Most of these mentions follow key Legislative priorities of Broadband, Homelessness, COVID response and vaccines. Proactive outreach on broadband with localized Op-Eds were key tactics.

Bulletin & Blog: The CSAC Bulletin, our weekly e-newsletter, is distributed to more than 5,000 subscribers via email and remains a source of information with clear and concise writing from subject matter experts. Last month, staff performed an in-depth examination of the analytics, click rate, and formatting of the Bulletin. This resulted in a new Bulletin Style Guide that outlines the purpose, priority, and mechanics of the Bulletin and provides a revamped template that reorganizes content based on engagement.

During the last fiscal year, the CSAC team produced 49 Bulletins and wrote more than 600 articles and on average, each newsletter is opened 900-1200 times, generating more than 53,000 views from July 1, 2020 – June 30, 2021.

SOCIAL MEDIA

CSAC continues to focus on COVID-19 messaging, legislative advocacy, drought education, and wildfire messaging. From July 1, 2020 - June 30, 2021, CSAC's Twitter account received 4.97 million views including 116,879 profile visits and 73,506 engagements. Twitter analysis states that the average cost of advertising per 1,000 impressions is \$6.46. That translates into \$32,000 of free exposure for CSAC. CSAC also utilizes Facebook, Instagram, and YouTube to engage the public and stakeholders.

For FY 2021-22, the Communications team will be taking a closer look at the statistics and analytics behind each social media platform and build a social media plan and policy to guide ongoing efforts. The plan will include the purpose of each platform, core values, management of various platforms, and how to interact with the wide range of social media personas.

The most-viewed post on Twitter in the last fiscal year was a post on September 22, 2020, about the steep decline of tourism and business due to COVID (144,618 views). For Facebook, the most-viewed post was on November 24, 2020, about three retiring county administrators honored with Circle of Service Awards, which garnered 8,110 views, showcasing the different interests and trends across platforms.

ADVOCACY CAMPAIGN MATERIALS

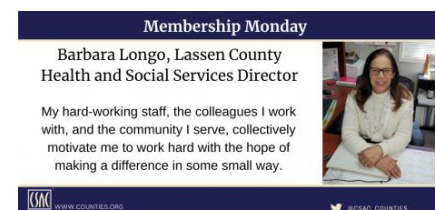
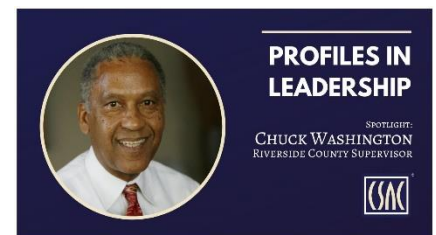
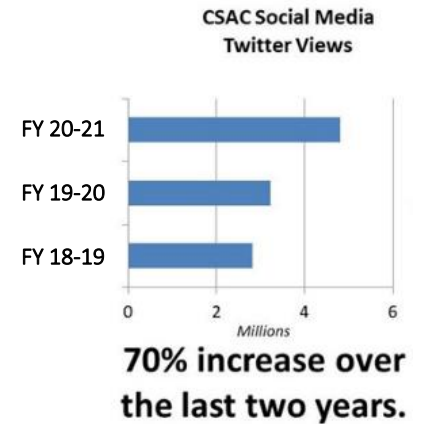
During the past year, the Communications Team developed multiple campaigns to educate and engage communities on COVID-19, like masking, vaccinations, mental health, and reopening, as well as supporting advocacy efforts for broadband legislation and the middle mile network.

The COVID-19 materials were distributed to all 58 counties and utilized graphics, videos, and social media posts. Additionally, broadband materials included talking points, social media messages, graphics, short videos, and media mentions. The CSAC team worked with a cross-sector coalition representing local government, schools, hospitals, economic development organizations and more to support the historic \$6 billion investment in broadband infrastructure, the most significant investment in the country.

SPOTLIGHTING OUR MEMBERSHIP

Two of CSAC's features that spotlight our Association's membership – [Profiles in Leadership](#) (every other Thursday) and [Membership Monday](#) (every other Monday) – continue to be popular on our social media platforms and in our weekly Bulletin. Profiles in Leadership focuses on the important role our members play in the Association while Membership Monday provides insight into key county leaders.

As of June 30, 2021, 49 county staff from 38 rural, suburban, and urban counties have been profiled, including county supervisors, department heads and more.



MEETINGS

As a result of the fluctuating restrictions and changing COVID-19 guidelines, CSAC staff worked efficiently to host meetings virtually or connect online with stakeholders. During the FY 2020-21, CSAC hosted more than 10 virtual meetings on topics such as redistricting, drought assistance, broadband coalitions, and rental assistance. In all, more than 1,200 people attended CSAC's online meetings, including Board members, stake holders, and more.

Regional Meeting: CSAC successfully held a virtual Regional Meeting on Homelessness on August 13, 2021. More than 95 people attended CSAC's Regional Meeting on Homelessness which included subject matter expert presenters from the Office of Governor Gavin Newsom, the California Departments of Social Services, Health Care Services, and Housing and Community Development, the Homeless Coordinating and Financing Council, the Abolitionist Roundtable, Shangri-La Industries and San Bernardino County.

Attendees were received an overview of state investments in homelessness; gained information about several administered programs; learned about flexible funding opportunities approved for local governments; and engaged with expert speakers and other County supervisors and staff.

In addition, presenters went over the need for wrap around services for the homeless, the importance of bridging services to housing, funding streams that were currently available, and future barriers to consider in moving forward with helping those who are unsheltered. The tone of collaboration and the great work that counties had already done were consistently shared by presenters and staff alike. For video and additional items [click here](#).

Annual Meeting: The CSAC Communications Team is working diligently to plan and organize a safe and enjoyable event. The Annual Meeting is scheduled for November 30 – December 3 in Monterey County. At this time, we are fully committed to hosting the meeting in person though are fully aware that restrictions and changes may be occurring. We are working with partners, vendors and the hotel in the case changes occur as well as planning in case the meeting needs to go completely virtual.

September 2, 2021

TO: CSAC Board of Directors

FROM: Manuel Rivas, Jr., Chief Executive Officer
Chastity Benson, Director of Operations & Educational Services
Ryan Souza, Program Director, CSAC Support HUB for Criminal Justice Programming

SUBJECT: California Counties Foundation Report

The California Counties Foundation (Foundation) is the non-profit foundation of CSAC that houses the CSAC William “Bill Chiat” Institute for Excellence in County Government, the CSAC Support Hub for Criminal Justice Programming, and manages charitable contributions and grants to improve educational opportunities for county supervisors, county executives, administrators, and senior staff. The update below provides a brief overview of current Foundation activities.

New Supervisors Institute. Session III of the New Supervisors Institute was held August 11-12, 2021. Nearly 40 County Supervisors from 28 counties participated in the final session. The session featured presentations on employee relations, media relations, intergovernmental collaboration, and effective public meeting management. A heartfelt thanks to Mendocino County Supervisors Maureen Mulheren and Ted Williams, CEO Carmel Angelo, and senior staff for participating on the emergency preparedness panel which discussed the structure, roles and responsibilities of county staff and Board members in preparing and responding to disasters. Overall, Session III was successful and well received. The cohort will convene for a reunion breakfast during the CSAC Annual Meeting in December. Special thanks to Solano County Supervisor Erin Hannigan and retired Yuba County CAO Robert Bendorf for leading all three sessions.

Summer-Fall 2021 Course Schedule. In an abundance of caution, CSAC Institute courses will remain virtual through the end of the calendar year. The Summer-Fall schedule began on July 15 and includes 25 virtual courses that will be offered through December 2021. Popular courses such as Realignment 101, California Local Government 101 and Leading with Emotional Intelligence will be offered statewide. To date, statewide online courses have an average registration of 35 participants. We expect that number to grow as county staff return from summer vacation and begin looking for leadership development opportunities. For more information, including a full list of classes and registration details, please visit www.csacinstitute.org.

County Campuses. The Alameda County cohort recently completed 5 classes in their 10-class series. Average attendance for the Alameda County satellite campus is 54 participants. This Bay Area campus will conclude in December 2021 and a new campus in Solano County will begin in January 2022. The second Mendocino/Lake cohort will begin on September 2, 2021, with 41 participants. We are in the final stages of securing a Central Valley campus in Fresno County that we expect to begin in January 2022.

California County Technology Executive Credential Program. The Institute continues to enjoy a partnership with the California County Information Services Directors Association (CCISDA) to offer professional development programming designed exclusively for county IT professionals. Thirty-one IT professionals completed the 2020-21 program. To date, 137 county IT professionals have completed the program. To commemorate their achievement, Institute staff worked with CSAC’s communications unit

to produce a video recognizing their accomplishment. Please click [here](#) to view the video recognition. The 2021-22 cohort of 38 participants, from 19 different counties, began on August 12, 2021.

Challenge Awards. CSAC has opened the Call for Entries for the 2021 Challenge Awards. The annual program recognizes counties that have been able to address difficult tasks or situations. The deadline for 2021 award submissions is September 10, 2021. Please click [here](#) for additional information.

NACo Professional Development Academy Partnership. The Foundation has partnered with the National Association of Counties (NACo) Professional Development Academy (PDA) to enhance our educational programming and allow us to offer their High-Performance Leadership Academy (HPLA). We are pleased to announce that the inaugural California cohort of the CSAC High Performance Leadership Academy will be held September 13 – December 17, 2021. The 12-week, online leadership program will be facilitated by California county leaders. If you are looking to build or expand your employees' leadership skill set, please check out the [CSAC High Performance Leadership Academy](#). HPLA will also offer a leadership development program for newly elected county officials in January 2022. This program will allow newly elected county officials the opportunity to become better leaders while building a national network of colleagues. You can learn more at www.naco.org/skills.

CSAC Support Hub for Criminal Justice Programming

CSAC Support Hub. There continue to be two main grant agreements under the CSAC Support Hub for Criminal Justice Programming. These grants are provided by:

1. The Laura and John Arnold Foundation, and
2. The Pew Charitable Trusts.

Both grants focus on continuing, expanding, and sustaining previous work between the Support Hub for Criminal Justice Programming and local counties to improve data-driven and evidence-based practices through the Support Hub's [Strategic Framework](#). Although both grants finish at the end of the 2021 calendar year, the Support Hub is evaluating the possibility of extending for 1-2 months.

The continuation of the COVID-19 pandemic has continued to impact work within some of the partner counties, mainly due to county bandwidth and staffing for ancillary projects. In addition, county collaboration with the Support Hub continues through virtual engagement.

Grant Operations

In addition to direct technical assistance provided, the Support Hub continues to move forward on several concurrent initiatives.

Completion of Seminar Series on (1) Programming and (2) Data and Evaluation

Beginning October 2020 and finishing in early July 2021, the Support Hub has completed its dual seminar series. Each seminar series occurred every other month, allowing partner counties to engage in both series by attending a once-monthly timeslot. Both series intended to provide sufficient detail to engage partner counties to take substantive action toward Strategic Framework components, followed by direct technical assistance. Information on each seminar is included on the [Support Hub Seminar Series Webpage](#). A total of 10 virtual seminars were delivered with approximately 110 registrants spanning 17 different counties.

County Collaboration and Site Visits

After completing the seminar series, the Support Hub intends to begin scheduling county site visits to all partner counties. These visits will focus discussions surrounding the sustainment of previous work, the opportunity for targeted technical assistance in the remainder of 2021, and other critical Legislative updates that impact the overall criminal justice work in the county.

A Look Ahead

The Support Hub, currently funded exclusively through grants, continues to review opportunities for funding into the 2022 calendar year, continuing to utilize the current foundational structure and opportunities provided under the Strategic Framework. Recent discussions include pursuing funding to additional counties, offering components of the framework to present partner counties, and expansion to juvenile justice program development technical assistance. Finally, to aid in the future opportunity of this work to support counties in need, the CSAC Support Hub has partnered with the California Policy Lab located at the University of California, Berkley. The California Policy Lab pairs trusted experts from the University of California with policymakers to solve our most urgent social issues, including homelessness, poverty, criminal justice reform, and education inequality. This partnership is designed to continue direct technical assistance while offering the ability for counties to enter detailed data analyses and localized evaluations voluntarily.

The Support Hub remains enthusiastic about continuing to be a free resource to counties seeking to improve evidence-based and data-driven decision-making.



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MEMORANDUM

**To: Supervisor James Gore, President, and
Members of the CSAC Board of Directors**

From: Jennifer Bacon Henning, Litigation Coordinator

Date: September 2, 2021

Re: Litigation Coordination Program Update

This memorandum will provide you with information on the Litigation Coordination Program's new case activities since the Board's last meeting in April 2021. Briefs filed on CSAC's behalf are available at: <http://www.counties.org/csac-litigation-coordination-program>.

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

COUNTIES	CITIES	OTHER AGENCIES
Alameda Kern Los Angeles (3 Cases) Los Angeles Assessor San Benito San Diego (2 Cases) San Francisco Santa Clara Stanislaus	Los Angeles Rancho Palos Verdes Sacramento	State of California

Alameda County Superior Court v. County of Alameda
65 Cal.App.5th 383 (6th Dist. June 17, 2021)(H048342), *petition for review pending* (filed July 27, 2021)(S270087)
Status: Amicus Letter Due August 26, 2021

This dispute over court security arose as the Alameda County Superior Court (ACSC), Alameda County and the Alameda County Sheriff were attempting to reach a new court security MOU, but were operating under their existing MOU while negotiations were stalled. The existing MOU contains two provisions most relevant to this appeal. Exhibit C-3 states that the Sheriff has the "right to reduce the number of personnel/scope of service if the California State Legislature fails to provide sufficient funds, and the parties are either unable or unwilling to agree to meet the difference." Exhibit C-1 contains deployment

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levels, with the exact number of deputies assigned to each court facility. ACSC argued that Exhibit C-1 controlled, requiring the County to provide at least the number of deputies listed therein. The County argued that Exhibit C-3 allowed the Sheriff to reduce the number of deputies based on available funding.

ACSC filed a complaint for declaratory relief. The trial court ruled in the County's favor, finding the Exhibit C-3 was controlling, allowing the Sheriff to reduce minimum security levels. The Court of Appeal reversed, finding Exhibit C-1 to be the controlling section since it was the only one in line with the Superior Court Security Act (Gov. Code § 69920 et seq.) requirements that the security levels be agreed upon to remain in effect upon expiration of the MOU. "Exhibit C-3 does not identify any 'agreed-upon level of court security services' because it allows the Sheriff to unilaterally reduce services to whatever amount can be supported by the funding provided by the State. Exhibit C-1, in contrast, expressly identifies a minimum level of court security services that is quantified[.]" The court determined that public policy also supported this interpretation of the Act since "[n]othing in the legislative history suggests that the Legislature wished courts to be at the mercy of those counties that allowed the cost of court security services to exceed the funding provided by the State and that now deny any responsibility for these cost overruns." The Court of Appeal remanded with instructions to the trial court to consider the impracticability affirmative defense raised by the County and the Sheriff. The County is seeking California Supreme Court review, and CSAC will file a letter in support.

Chicken Ranch Rancheria of Me-Wuk Indians v. Newsom

Pending in the Ninth Circuit Court of Appeals (filed Apr. 27, 2021)(21-15751)

Status: Fully Briefed; Case Pending

A number of tribes entered into compacts with the State of California in 1999 in order to be able to conduct Class III gaming under the Indian Gaming Regulatory Act (IGRA). In connection with the scheduled expiration of the 1999 compacts in 2022, the tribes conducted negotiations with the State for new compacts. The State sought to include in the negotiations provisions for sharing of revenue with non-gaming tribes, as well as provisions dealing with employment standards, anti-discrimination and minimum wage, labor relations, tort remedies, child support, environmental review and other topics. The Tribal Plaintiffs "particularly object[ed] to" a push by the State to require them to negotiate environmental mitigation with local governments, where failure to reach agreement would result in binding arbitration. The trial court agreed with the Tribes that the State went too far in making its requests. The court found that the State should have offered more meaningful concessions to support its requested asks. The State has appealed, and CSAC filed a brief in support consistent with CSAC's adopted policy platform language.

Chu v. San Francisco Assessment Appeals Bd, No. 1

Pending in the First Appellate District (filed Mar. 26, 2021)(A162440)

Status: A Briefing Schedule Has Not Yet Been Set

This case involves the proper assessment of a professional sports venue. The Assessor utilized the "cost approach," under which the taxable possessory interest is valued by considering depreciation of improvements and reducing that amount by the estimated present value of the improvements that revert to the public owner of the venue at the end of the term of possession. On appeal of the Assessor's decision, the Assessment Appeals

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Board adjusted the tax liabilities downward by also including future “functional obsolescence” in the calculation. The trial court upheld the AAB property tax reduction decision. Noting there is no case law or detailed governing authority on point, the court granted deference to the AAB’s determination that application of future functional obsolescence was proper. The court found the AAB did not act arbitrarily, and that substantial evidence supported its functional obsolescence determinations. In particular, the court was persuaded that it is not arbitrary to assume that “ballparks are especially subject to functional obsolescence” based on changing demands of fans and technology, and that failing to make investments based on those changes shortens the useful life of the facility. The Assessor has appealed, and CSAC will file a brief in support.

City of Sacramento v. Mann

Pending in the Ninth Circuit Court of Appeals (filed Mar. 12, 2021)(21-15440)

Status: Briefing Complete; Case Pending

This case involves the question of whether an adult non-cohabitating sibling can bring a claim under the First Amendment for loss of an intimate relationship. In the case, Sacramento police officers shot and killed Joseph Mann. Mr. Mann’s father, as his next of kin and on behalf of his estate, brought suit against the City under Section 1983 and the City settled the case with Mr. Mann’s father. Several months after the settlement, three non-cohabitating siblings brought suit under Section 1983, claiming a right under the First Amendment based on their intimate relationship with the decedent. The federal trial court concluded that “at least in certain circumstances, the right of siblings to intimately associate falls within the First Amendment’s ambit.” The court went on to find that plaintiffs were able to show a sufficiently personal and intimate relationship with their deceased brother to warrant protection under the First Amendment. The city has appealed, and CSAC has filed an amicus brief in support of the City.

County of Santa Clara v. Superior Court (AT&T Mobility)

Writ Petition Pending in the Sixth Appellate District (filed June 4, 2021)(H049161)

Status: Writ Petition Pending

A number of telephone utilities (AT&T, Pac Bell, T-Mobile and Sprint) filed tax refund lawsuits in over 20 counties challenging the property tax rates that were used to determine their tax bills for 2014-2015, 2015-2016, and beyond. The utilities’ tax rates were calculated by counties pursuant to the mandatory statutory formula in Revenue and Taxation Code section 100(b) (“Section 100(b”). The gravamen of plaintiffs’ cases is that Section 100(b) is unconstitutional under article XIII, section 19, of the California Constitution (“Section 19”), which purportedly requires that utility property be taxed at the exact same rate as other property. The claim filed in Santa Clara County went to trial, and the trial court ruled against the County. The county has filed a writ petition in the Court of Appeal arguing that the text and legislative history of Section 19 make clear that it does not require uniformity in property tax rates for utility and other property. Rather, Section 19 requires that utility property is subject to taxation “to the same extent” and “in the same manner” as other property. This key language only requires that utility property is assessed by the State Board of Equalization to capture its full, statewide value (“to the same extent” as other property) and then subject to ad valorem taxation on the local rolls (“in the same manner” as other property). The county argues that this interpretation of Section 19 is

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consistent with its original purpose (when it was first adopted in 1933), which was to expand the local tax base and provide tax relief to homeowners and small business. CSAC has filed a letter supporting the County's writ petition, which is pending.

Collins v. County of San Diego

60 Cal.App.5th 1035 (4th Dist. Div. 1 Feb. 17, 2021)(D077063), *petition for review denied* (June 9, 2021)(S267878)

Status: Case Closed

County sheriff deputies arrested plaintiff under suspicion of public intoxication. Upon arrival at the jail, he was seen by a nurse for a routine screening to determine whether he should be booked into jail or sent to a hospital for medical or psychiatric treatment. Plaintiff claimed no medical issues, and at the conclusion of the screening, was booked into the jail. The next morning, after falling twice in his cell, he was transferred to a hospital where doctors determined he was suffering from a severe sodium imbalance. Unfortunately, the treatment he received from the doctors (not county employees) resulted in a significant brain injury. He later settled with the hospital for \$2.7 million, but also filed claims against the County. The main issue in this case is whether Government Code section 855.6 provides immunity to the jail intake nurse against claims that he was professionally negligent in his diagnosis and treatment of plaintiff. Section 855.6 immunizes against liability for examinations or diagnoses, unless such examinations or diagnoses are "for the purpose of treatment." The appellate court determined that in this case, the nurse's examination served a dual purpose—it was not just intended to evaluate fitness for jail, but also to determine whether plaintiff needed medical treatment. For that reason, the court determined that Section 855.6 did not apply. San Diego County sought Supreme Court review, but review was denied.

In re Christopher L. (Los Angeles County Department of Children and Family Services v. Carlos L.)

56 Cal.App.5th 1172 (2d Dist. Nov. 2, 2020)(B305225), *petition for review granted* (Feb. 17, 2021)(S265910)

Status: Amicus Brief Due August 27, 2021

Father challenged a juvenile court order terminating his parental rights. He argued that some of the proceedings were erroneously held in his absence and without his counsel present, though he did engage in many other proceedings and with counsel present for over a year before his rights were terminated. The Court of Appeal found that the Father was correct that he should have been allowed to participate in the earlier hearings, but concluded that the error did not require automatic reversal. Rather, the court concluded the errors, though serious, were harmless in this case because the record clearly established that the outcome would have been no different had the Father been allowed to participate in the earlier hearings. Because the error was harmless and reversal would only serve to delay finality for the minor, the court did not reverse the orders terminating parental rights. The California Supreme Court has granted review. CSAC will file a brief in support.

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Kinney v. Superior Court (County of Kern)

Writ Petition Pending in the Fifth District Court of Appeal (filed June 1, 2021)(F082845)

Status: Writ Petition Pending

This Public Records Act case involves the interplay of two seemingly contradictory provisions. Government Code § 6254, subd. (f) mandates disclosure of “[t]he full name and occupation of every individual arrested by the agency, the individual’s physical description including date of birth, color of eyes and hair, sex, height and weight, the time and date of arrest, the time and date of booking, the location of the arrest” On the other hand, Government Code, § 6254, subd. (k) exempts from disclosure those records the “disclosure of which is exempted or prohibited pursuant to federal or state law” and Penal Code § 13302 makes it a misdemeanor to produce information “pertaining to the identification and criminal history of any person, such as name, date of birth, physical description, dates of arrests, arresting agencies and booking numbers, charges, dispositions, and similar data about the person.” Here, petitioner filed a Public Records Act request seeking the names and other information about individuals arrested for a DUI one year prior. In other words, the request was not for contemporaneous information (along the lines of what may be discoverable in an online inmate search), but for historical information that is nearly a year old. Kern County denied the request, arguing the public is only allowed to have contemporaneous, but not historical, arrest records. The trial court agreed with the County. A writ petition is pending in the Court of Appeal. CSAC will file an amicus brief if the court issues an order to show cause.

LA Alliance for Human Rights v. City of Los Angeles

Pending in the Ninth Circuit Court of Appeals (filed Apr. 22, 2021)(21-55395)

Status: Case Fully Briefed and Pending

Judge Carter in the Central District Court of California issued a preliminary injunction against both the City and County of Los Angeles ordering extensive homelessness remediation measures. The court found that homelessness presented a “known and obvious danger,” and the city and county showed a deliberate indifference to the consequences of their discriminatory policies, evidenced by “decades long inaction by the City and County[.]” The court found that the ‘containment policy’ that led to the creation of Skid Row triggered an affirmative duty under the special relationship exception to the Fourteenth Amendment. Additionally, “[w]hen state inaction has become so egregious, and the state so nonfunctional, as to create a death rate for Black people so disproportionate to their racial composition in the general population, [] state inaction has become state action that is strongly likely in violation of the Equal Protection Clause.” The court also found violations of the ADA and Welfare and Institutions Code 17000. The court cited these various constitutional and statutory grounds as the basis for invoking its broad equitable authority, and issued an injunction requiring the City and County to place \$1 billion in funds earmarked for homelessness in escrow and prepare reports and audits of homelessness funds and those receiving the funds. The injunction further requires the City and County to identify all potentially available land, ceases the sale or transfer of all municipal properties, and orders them to provide housing for all Skid Row residents, with specific services ordered where necessary, within 180 days without the involuntary displacement of the residents. The City and County have appealed, and CSAC filed an amicus brief in support.

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People v. Accredited Surety & Casualty Company

65 Cal.App.5th 122 (5th Dist. May 7, 2021)(F080431), *request for publication granted* (June 4, 2021)

Status: Case Closed

In this action, the criminal court released a criminal defendant on consent under the “early-out” provisions of Penal Code section 1269b, which allows for a quick release from jail with bail set according to a county’s bail schedule. After the criminal defendant failed to appear at his arraignment, surety sought to set aside forfeiture of the bond, arguing that the bail was unconstitutional. The Court of Appeal upheld the forfeiture in an unpublished opinion. The court found the amount of bail was not unconstitutionally high on its face, and that the criminal defendant had meaningful opportunities to address the amount of the bail bond by raising the issue at his initial court appearance and by motion. Finally, the court determined that even if there were a constitutional violation in setting bail, that violation does not render the bail bond unenforceable as to the surety. CSAC supported Stanislaus County’s request for publication, which the court granted.

People v. Wheeler

Pending in the Second Appellate District (filed Jan. 25, 2021)(B310024)

Status: Amicus Brief Filed August 11, 2021

This case involves a prosecution under the City of Los Angeles municipal code, which states that it is unlawful to “lease, rent to, or otherwise allow an Unlawful Establishment to occupy any portion of parcel of land.” “Unlawful Establishment” is defined as “any Person engaged in Commercial Cannabis Activity if the Person does not have a City issued Temporary Approval or License.” The defendant, who is the subject of an enforcement action for allowing unlicensed commercial cannabis activity on their property, is challenging the legality of the city’s code, claiming it is preempted by Health and Safety Code section 11366.5. That code section prohibits renting or leasing a building or room for the purpose of manufacturing, sale, etc. controlled substances (including cannabis). The city argues the ordinance is not preempted based on Business and Professions Code section 26200, which gives local jurisdictions the authority to control cannabis activities in their borders, as well as *City of Riverside v. Inland Empire Patients Health & Wellness Center, Inc.* (2013) 56 Cal. 4th 729, which held that there was no preemption of Riverside’s zoning regulations declaring medical marijuana dispensaries to be prohibited uses. The trial court and Court of Appeal agreed with the City, but the Supreme Court granted review and sent the case back to the Court of Appeal for further consideration. CSAC filed a brief in support of the City to emphasize the importance of local control.

Prang v. Amen Family Trust

58 Cal.App.5th 246 (2d. Dist. Dec. 7, 2020)(B298794), *petition for review granted* (filed Mar. 17, 2021)(S266590)

Status: Briefing Complete; Case Pending

This case involves Revenue and Taxation Code section 62(a)(2), known as the proportional ownership interest transfer exclusion. Generally, real property is reassessed upon a transfer. Section 62(a)(2) excludes transfers between legal entities that result solely in a change in the method of holding title. Here, real property was owned by a corporation

September 2, 2021

run by two voting stockholders and three non-voting stockholders. The two voting stockholders formed a trust, and the property was transferred from the corporation to the trust. Thus, the question in this case is whether all stock or only voting stock is considered to determine whether a property transfer is eligible for the property tax reassessment exclusion. The Court of Appeal agreed with the LA County Assessor that for purposes of the Section 62(a)(2) exclusion, “stock” means stock generally and not just voting stock. But the Supreme Court has granted review. CSAC filed an amicus brief in support of the Assessor.

Riopol v. County of San Benito

Pending in the Sixth Appellate District (filed Dec. 16, 2021)(H048681)

Status: Amicus Briefs Due September 24, 2021

Plaintiffs are retired employees of San Benito County who sued the County alleging that during their employment the County granted them a “vested contractual right” to “fully paid retiree health benefits.” They further alleged the County breached this promise when it changed retiree health plans, which create a new cost for the retirees. The trial court ruled in favor of the retired employees, finding that the evidence showed an intent to enter into an implied contract with employees that exchanged working for lower wages during active years for a promise of having their health benefits paid at the same rate as active employees during retirement. In reaching this conclusion, the court relied on testimony that was not part of the record before the Board of Supervisors, and concluded that the fact that the Board did not change retiree benefits for more than 20 years served to prove the County intended to create a vested right in the fully paid retiree health benefit. The County has appealed, arguing the trial court misapplied the presumption that a county’s statutory scheme is not intended to create private contractual or vested rights, and a party who asserts the existence of such rights has the burden of overcoming that presumption with evidence that shows clear legislative intent. CSAC will file a brief in support.

R.J. Reynolds Tobacco Co. v. County of Los Angeles

Pending in the Ninth Circuit Court of Appeals (filed June 1, 2020)(20-55930)

Status: Briefing Complete; Case Pending

Last year, Los Angeles County enacted an ordinance prohibiting the sale of all flavored tobacco products, including e-cigarettes, smokeless products, and menthol-flavored products. Plaintiffs immediately filed this challenge alleging that the Tobacco Control Act (TCA) expressly preempts state and local governments from regulating the ingredients and additives that go into tobacco products, and the ordinance is impliedly preempted because the TCA charges the FDA with promulgating tobacco product standards. The district court granted the County’s motion to dismiss, finding that “the Ordinance is not expressly preempted by the TCA because it does not regulate tobacco product standards and therefore is protected by the Preservation Clause, which permits states and localities to prohibit the sale of tobacco products even if those sales bans are stricter than federal law.” The court also found that the ordinance is not impliedly preempted by federal law because the statute “expressly gives state and local governments the power to prohibit the sale of tobacco products.” CSAC has filed a brief in support of the County.

September 2, 2021

Sandoval v. County of San Diego

985 F.3d 687 (9th Cir. Jan. 13, 2021)(18-55289), *petition for rehearing denied* (Mar. 25, 2021)

Status: Amicus Brief Due September 23, 2021

A probationer was arrested on a probation check for drug possession, and unbeknownst to the arresting deputies, he swallowed a substantial amount of methamphetamine to prevent its discovery by the officers. Once booked in jail, he had health symptoms and was placed in a medical observation cell. Ultimately, he became unresponsive and died of a drug overdose during transport to the hospital. His wife then brought this action against the County's jail nurses for failing to provide adequate medical care. The trial court ruled in the County's favor, but the Ninth Circuit reversed. The main question in the case is what standard applies to inadequate medical care claims brought by pre-trial detainees: "deliberate indifference" or "objective reasonableness." The Ninth Circuit applied the easier "objective reasonableness," a standard that was not in effect at the time the death occurred. The court went on to conclude that the nurses' conduct was not objectively reasonable. Judge Collins dissented, concluding that the "majority errs—and expressly creates a circuit split—in reaching the oxymoronic conclusion that a county employee who did not even violate the law at the time he or she acted can nonetheless be said to have violated clearly established law at that time." San Diego County will seek U.S. Supreme Court review, and CSAC will file a brief in support.

Tansavatdi v. City of Rancho Palos Verdes

60 Cal.App.5th 423 (2d Dist. Jan. 29, 2021)(B293670), *petition for review granted* (Apr. 21, 2021))(S267453)

Status: Amicus Brief Due September 29, 2021

Plaintiff sued the City after her son was killed after being struck by a truck at an intersection with no bike lane. She alleged the absence of a bike lane was a dangerous condition that led to her son's death, and that the City failed to warn bicyclists of the absence of a bike lane. The Court of Appeal found that the city was entitled to design immunity against dangerous condition claims. However, the court remanded the case to the trial court to determine whether the City was entitled to summary judgment for failure to warn of the bike lane's absence, even while the court acknowledged that it did not know what sort of warning would be appropriate. The court concluded that establishing design immunity does not preclude liability for failure to warn of a dangerous condition. The Supreme Court has granted review to the following issue: Can a public entity be held liable under Government Code section 830.8 for failure to warn of an allegedly dangerous design of public property that is subject to Government Code section 830.6 design immunity? CSAC will file a brief in support of the City.



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"Success is not final; failure is not fatal: it is the courage to continue that counts." – Winston Churchill

Schedule at a Glance

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CSAC William "Bill" Chiat

Institute for Excellence in County Government

Course Guide

Summer-Fall 2021

Recommended Classes to Attend:

Every County or public entity requires the effective procurement of goods and services in order to Successfully achieve its mission
392 Effective Performance and Outcome Based Contracting
 Thursday, July 22, 2021

New! Self-care is allowing yourself to pause
385 Sustainable Self Care for Leaders
 Thursday, July 29, 2021

New! Storytelling is one of life's most powerful skills
378 Story-Telling - A Powerful Way to Communicate and Lead
 Tuesday, August 27, 2021

Context, structure, and funding of realignment in California
307 Realignment 101: The Basics of 1991 and 2011 Realignments
 Thursday, October 28, 2021 - Day 1

Context, structure, and funding of realignment in California
307 Realignment 101: The Basics of 1991 and 2011 Realignments
 Friday, October 29, 2021 - Day 2

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California State Association of Counties

California Counties
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JULY

Whether you realize it or not, you negotiate every day.

137 Initiating, Navigating, and Negotiating the Dynamics of Change in County Government

Thursday, July 15, 2021 • 9:00 am - 1:30 pm

This course focuses on changing policy and administrative approaches in county government. The course discussion explores a six-part framework developed from change processes in children's services, health services, homelessness, and other issues for undeserved or vulnerable communities challenging county governments in California. The class experience is highly interactive, with participants applying to change model steps to their specific challenges. The discussion specifically addresses moving from current path dependencies and problem identification, with processes for redesigning institutions, policies, and organizational structures. The course is applied not theoretical; county focused, not general.

The course has two parts: one, individually, prior to class, watching a one-hour documentary that was broadcast on PBS on the career of a county supervisor which will be discussed in part two, as a group, meeting for a three-hour class. The material includes worksheets for participants. The course intends to help participants to initiate, as well as navigate and negotiate the dynamics of change in county government.

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

Manage county resources effectively and efficiently.

392 Effective Performance and Outcome based Contracting – Procuring the Right Goods/Services; Ensuring Accountability and Preventing Fraud

Thursday, July 22, 2021 • 9:00 am - 1:30 pm

This session will outline and discuss the essential considerations and best procurement practices to ensure you are acquiring the highest quality and right products and services; within the times needed; and at fair and reasonable prices; to best support your public service mission. Discussion will cover Statement of Work development which includes establishing appropriate measurable performance and outcomes and to achieve desired results; planning and implementing sound procurement & solicitation practices; and implementing effective contract monitoring techniques to ensure that contracted supplies and services are properly delivered/achieved. This session will also discuss specific examples of procurement fraud and provide effective approaches to prevent fraud and identify vulnerable areas in your procurement activities.

Instructor: Jack Pellegrino, CPCM is the Director of Purchasing and Contracting for the County of San Diego and an Instructor at San Diego State University. He is a Certified Contracts Manager. Mike Derr is the Purchasing and Contracting Officer of Monterey County. He is the Immediate Past President of California Association of Public Procurement Officials, Inc.

Together Everyone Achieves More

377 Building and Maintaining a Strong Work Team

Friday, July 23, 2021 • 9:00 am - 1:30 pm

Concerned about staff morale and productivity? Want to improve confidence levels and ownership of work products? Curious about how to strengthen trust and respect among team members? A great team is not just a group of great individuals but, more importantly, how they work together. A cohesive team can make the difference not only between success and failure to achieve organizational goals, but also between a work environment where staff take pride or feel resigned. Creating a sense of team has never been more challenging resulting from a combination of dramatic changes in the work setting due to COVID19, unprecedented job losses, the impact of the national racial reckoning and polarized political environment, leaving many feeling isolated and uncertain even when employed. This workshop will help you to work with staff in: identifying and building on their own strengths; setting a vision and purpose to achieve a clear sense of teamwork; creating a safe environment where team members feel comfortable and confident enough to take risks and learn from mistakes. The session is designed around an asset-based approach and will support team leaders in employing coaching strategies towards building a cohesive group.

Instructor: Adèle James, M.A., Certified Professional Coach and has over 20 years of experience in the nonprofit and philanthropy sectors, and has commissioned and/or facilitated grant programs totaling \$173 million throughout California.

New! *Self-care is allowing yourself to pause*

385 Sustainable Self Care for Leaders

Thursday, July 29, 2021 • 9:00 am - 1:30 pm

Self-care isn't selfish, in fact it's essential to ensure we have the emotional and physical bandwidth to help others. That's just one of the reasons why airline pre-flight safety instructions tell us to put our own oxygen masks on first before aiding children or others. We need to secure our own ability to breathe before helping others amidst troublesome turbulence. Beyond the pre-flight instructions, this familiar metaphor illuminates the need for work/life balance. But how do we secure our oxygen or balance our lives amidst competing pandemics which have almost without detection merged our professional and personal selves? As the world prepares to "open up," let us take this opportunity to establish a sustainable "new normal" that centers self-care as pivotal to effective leadership. In this interactive class, we will formulate a sustainable plan for regular self-care that manages stress, prevents burnout, and creates productive and energized teams and organizations.

Instructor: Vanessa Monroe, engineer, attorney, and pastor. Advises corporate and faith-based professionals on law, leadership, and spirituality. Vanessa is the author of *Securing the Sacred* and various legal and theological articles.

AUGUST

Create better value for – and relationships with – IT customers

342 IT Performance Metrics and Customer Value Management

Thursday, August 12, 2021 • 9:00 am - 1:30 pm

Country governments create value for citizens through the services they deliver. Doing so effectively and efficiently not only requires a keen understanding of how government service quality is impacted by the internal systems and processes which enable them, but also requires establishing metrics around these systems and processes in order to measure performance – after all if it isn't measured, it isn't managed. This facilitative course is designed to help county IT professionals understand the metrics that matter. By taking a customer-centric approach, participants will understand how to establish metrics across IT services, applications, and infrastructure, optimize performance over time, and communicate the benefits realized to the rest of the organization through a series of interactive discussions, group activities, and individual exercises.

Instructor: Mac Avancena, Chief Technology Officer for Kern County.

We can't control the filters that others choose when they look at us

135 Finding the Blind Spots: Personal & Organizational Best Practices & Strategies for Countering Implicit Bias

Thursday, August 19, 2021 • 8:30 am - 1:00 pm

Hard won gains of the civil rights movement stand as one of the defining aspects of the United States as a nation. Despite these gains, significant gaps remain when we look at outcomes in education, health, employment and wealth on the basis of race, gender, sexual orientation, disability and other demographics. So, what's going on?

In this session we will look at how implicit bias, the way we unconsciously exhibit judgements towards other individuals and groups, may also impact organizations, institutions and systems where fairness is critical. This session will focus on finding these blind spots and identifying both individual and organizational best practices and strategies that support an equitable approach to service provision.

Instructor: Adèle James, M.A., Certified Professional Coach and has over 20 years of experience in the nonprofit and philanthropy sectors, and has commissioned and/or facilitated grant programs totaling \$173 million throughout California.

New! *Storytelling is one of life's most powerful skills*

378 Story-Telling - A Powerful Way to Communicate and Lead

Friday, August 27, 2021 • 9:00 am - 1:30 pm

Story-telling is a key leadership competency. It is the most powerful way to communicate and inspire people to act.

This interactive class incorporates mini-presentations, videos, small group discussions, critiques of stories, and participant sharing.

The class content includes how stories help win the hearts and minds of others, the elements of powerful stories, the structure of classic stories, how stories or personal experiences can enhance technical presentations, and tips for enhancing one's story-telling abilities. The class will conclude with each participant developing and sharing a first-draft story related to their professional work.

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

SEPTEMBER

Nature and dimensions of leadership in effective organizations

120 The Art and Practice of Organizational Leadership

Thursday, September 2, 2021 • 9:00 am - 1:30 pm

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

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

Juggling a workforce with teens to seniors – leadership for everyone

129 Intergenerational Leadership

Thursday, September 16, 2021 • 9:00 am - 1:30 pm

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

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

Budgeting = Awareness

381 Creative Budget Solutions and Innovative Service Design

Thursday, September 23, 2021 • 9:00 am - 1:30 pm

Given mandated services, citizen expectations and the continuing and lasting scope of the economic meltdown, California counties cannot simply cut their way out of their deep budget challenge. This interactive course will explore the paradoxes and dilemmas of typical budget cutbacks, a menu of creative budget solutions, practical tools for departments, and leadership approaches. Class highlights innovative approaches to redesigning service delivery. Two county case studies are used to identify innovative approaches and lessons learned. Course participants will also contribute case examples of service redesign as well as effective tools.

Instructor: Instructors: Dr. Frank Benest is former city manager of Palo Alto and a noted expert in organizational leadership and management and Robert Bendorf, retired Yuba County CAO.

Proper preparation prevents poor performance

313 Performance and Accountability in a Virtual World

Friday, September 24, 2021 • 9:00 am - 1:30 pm

With so many employees working remotely, how can managers and leaders monitor performance? What does accountability look like in a socially distanced work environment? Are we monitoring people or outcomes? And what if virtual work becomes the norm? The pandemic has created challenges and tremendous opportunities for rethinking these topics. This course examines how to adjust our understanding of accountability and performance to meet the new normal.

LEARNING OBJECTIVES

Upon completion of this course, participants will be able to:

Define performance that is not tied to “face” or “seat” time

Consider what accountability looks like in a virtual world

Work more intentionally on creating an accountable culture in a “new normal”

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

OCTOBER

We can't control the filters that others choose when they look at us

135 Finding the Blind Spots: Personal & Organizational Best Practices & Strategies for Countering Implicit Bias

Thursday, August 19, 2021 • 8:30 am - 1:00 pm

Hard won gains of the civil rights movement stand as one of the defining aspects of the United States as a nation. Despite these gains, significant gaps remain when we look at outcomes in education, health, employment and wealth on the basis of race, gender, sexual orientation, disability and other demographics. So, what's going on?

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Instructor: Adèle James, M.A., Certified Professional Coach and has over 20 years of experience in the nonprofit and philanthropy sectors, and has commissioned and/or facilitated grant programs totaling \$173 million throughout California.

Overview of county budgeting and financial management

116 County Budgeting and Financial Planning

Friday, October 8, 2021 • 9:00 am - 1:30 pm

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

Instructors: Robert Bendorf, retired Yuba County CAO and Mona Miyasato, is the current County Executive Officer of Santa Barbara County.

Nature and dimensions of leadership in effective organizations

120 The Art and Practice of Organizational Leadership

Thursday, October 14, 2021 • 9:00 am - 1:30 pm

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

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

How to figure out where you are going

339 IT - Define and IT Strategy Roadmap

Thursday, October 14, 2021 • 9:00 am - 1:30 pm

Most IT departments struggle to develop a strategic IT plan that aligns with their organization, understood outside of IT, and demonstrates ROI and the value that IT provides. This course will look at a visual approach to developing an IT strategy. One based on mandate and organizational context that will ensure IT departments meet the rapidly changing needs of the organization and articulated in terms the organization understands.

Instructor: Liza Massey, Chief Information Officer for Marin County.

Context, structure, and funding of realignment in California

307 Realignment 101: The Basics of 1991 and 2011 Realignments - Day 1

Thursday, October 28, 2021 • 9:00 am - 1:30 pm

Confused about Realignment and how it all started? This course examines the history and rationale for establishing Realignment in 1991; why programs were included, what was learned, and the expansion to realignment in 2011 – all updated with program and funding changes through 2020. Instructors will present a high-level overview of Realignment by examining the establishment of the 1991 Realignment and discusses details of the impacts on health and human services and behavioral health programs, funding, and the current status of changes. In addition, the course explores the 2011 Realignment, – changes impacting 1991 Realignment, and the funding impacts. For a highly comprehensive study of the mechanics and the inner workings of the 1991-2011 Realignment be sure to register for 307 Realignment 101: The Basics of 1991 and 2011 Realignments - Day 2.

Instructor: Diane Cummins former Special Advisor to Governor Brown for state and local finances and has worked in both the executive and legislative branches on the budget; Robert Manchia, San Mateo County Chief Financial Officer; Ardee Apostol, Acting Assistant Finance Director, San Diego County Health and Human Services Agency; Monica Bentley, Assistant Director of Finance, Riverside County Department of Public Social Services; and Josh Gauger, Administration of Justice Legislative Representative, California State Association of Counties.

Context, structure, and funding of realignment in California

307 Realignment 101: The Basics of 1991 and 2011 Realignments - Day 2

Friday, October 29, 2021 • 9:00 am - 1:30 pm

This course will dive deeper into the complexities of Realignment in 1991. The day will delve into navigating the dollars, this course requires basic knowledge of the history and structure of Realignment as this section will only focus on the inner workings of Realignment by examining in detail: fiscal issues; structure and allocation of local funds; the flow of funds in human services, public safety, health, behavioral health, and other programs; forecasting and tracking Realignment sales tax, VLF and Prop 172 funds; fund growth; and other fiscal issues. The course takes a viewpoint on budgeting Realignment and opportunities for funding maximization, tools for tracking, monitoring, and forecasting. To learn about the history and structure from a high-level overview of 1991-2011 Realignment be sure to register for 307 Realignment 101: The Basics of 1991 and 2011 Realignments - Day 1.

Instructors: Robert Manchia, San Mateo County Chief Financial Officer; Ardee Apostol Acting Assistant Finance Director, San Diego County Health and Human Services Agency; and Monica Bentley, Assistant Director of Finance, Riverside County Department of Public Social Services.

NOVEMBER

Create customer satisfaction in a county setting

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

Thursday, November 4, 2021 • 9:00 am - 1:30 pm

Improving customer experience drives better outcomes for government agencies. Strategies to enhance the customer service culture in your agency, including responding to evolving societal changes, is the focus of this course for managers and executives.

Participants will engage in interactive conversations and assess their current customer service (CS) environment, identify strengths, barriers to becoming more service oriented, and to consider improvements. Participants will:

1. Explore what a good customer service (CS) culture looks like in your County or agency.
2. Consider ways to lead a proactive CS culture and how to address challenges in service delivery, including in times of uncertainty and systems change.
3. Explore CS metrics and actions to improve customer experience and service delivery while meeting county and state regulations and requirements.
4. Identify how to support and recognize good CS, including those in regulatory environments.

In this virtual course, tools and exercises will be used to actively engage and involve participants.

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

New! *Yesterday's adaptations are today's routines*

115 Adaptive Leadership

Thursday, November 18, 2021 • 9:00 am - 1:30 pm

Adaptive leadership is a practical approach to solving business issues throughout organizations. The process guides leaders at all levels on how to identify and focus on the what's important when facing changes or challenges in their business environment. The Adaptive Leadership theory was introduced by Harvard professors Marty Linksy and Ronald Heifetz, with the belief that businesses are constantly changing and adapting to these changes involves diagnosing, interrupting, and innovating as a means of creating capabilities that align with the aspirations of an organization. The model allows leaders to go beyond simply addressing issues by finding creative ways to solve them utilizing the skills and talents of all employees throughout all levels of an organization. This course is a combination of pre-work, live content delivery, and workshops.

Instructor: Nancy Young is an Encore Fellow, at the American Leadership Forum.

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

156 California Local Government 101

Friday, November 19, 2021 • 9:00 am - 1:30 pm

California local governments manage and deliver a vast and complex assortment of public services throughout the state. There are 58 counties, 482 cities, and thousands of special districts that all play a role in public policy and service delivery! Cities, counties, special districts, LAFCo, COG's, JPA's what do they all do? What is the difference between county and city authority and services? It can be difficult to understand or explain the broad responsibilities counties have in providing services to constituents. During this interactive course, you will learn the history, structure, and responsibility of local governments and how the various agencies relate to counties. The use of case studies will provide participants an opportunity to demonstrate understanding of the various local agencies and their relationship to counties.

Instructor: Jason Britt is the County Administrative Officer of Tulare County.

DECEMBER

Enhance interpersonal leadership skills

128 Leading with Emotional Intelligence

Thursday, December 2, 2021 • 9:00 am - 1:30 pm

What characteristics and practices distinguish great from good performers? What evidence based practices should be part of your daily routine to be a high performer? We will answer these questions from a 30 year data base and research of top performance as we dive into the four areas of Emotional Intelligence (EI): 1) Understanding Yourself, 2) Managing yourself, 3) Understanding Others and 4) Managing Others. You will take an assessment to determine your EI strengths. Hands on tools to enhance your EI will be explored. Emotional Intelligence is a prime factor to one's success when compared to Intelligence Quotient (IQ) and technical expertise. Business simulations, practice sessions, videos and group discussions will help participants enjoy, engage and learn more.

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

New! *Great leaders empower people to accomplish their goals in uncertainty*

349 IT Leadership, Dealing with a Volatile, Uncertain, Complex and Ambiguous World

Thursday, December 9, 2021 • 9:00 am - 1:30 pm

In today's constantly shifting VUCA (Volatile, Uncertain, Complex and Ambiguous) world, IT departments have struggled to overcome some entrenched approaches to leadership, and in understanding how to drive success in an always changing 'new normal'. This course covers key areas of focus for IT leadership to be adaptable to drive better leadership, better outcomes, and strong support for new ways of working.

Instructor: Nate Greenberg, Information Technology Director for Mono County

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LEARN . GROW . ACHIEVE

A good half of the art of living is resilience

379 Beyond Survival: Best Practices for Personal Readiness and Resilience

Thursday, December 16, 2021 • 9:00 am - 1:30 pm

This interactive session will be facilitated by two long-standing faculty in the CSAC Institute for Excellence in County Government. The discussion focuses on best practices for working in this COVID-19 environment of uncertainty and ambiguity. The interactive seminar with present relevant knowledge and tools for going beyond merely surviving to thriving in the context of global pandemics, civil protest, outreach to underserved communities, wildfires and the daily challenges of county government.

The significant uncertainty in county government calls for a combination of survival skills coupled with connecting to deeply human values. We are, at the very least, human beings being human. The interactive session, with small group discussions, will suggest best practices for “Deep Survival,” moving to the concept of being “Antifragile” while staying authentic to our personal values and unique selves. The faculty draw on proven approaches for helping you and those you work with in county government, and the communities you may be working with to:

- identify what staff are looking for,
- understand how professionals experience ambiguity,
- share information and connect with others,
- develop processes for questioning assumptions,
- learn self-care, mental discipline tools,
- stay effective while working through adversity, and
- identify and carry forward lessons learned.

The session is designed for participants to develop their own individualized game plan for applying the discussion to their work, as well as to learn from other participants.

Instructor: Laree Kiely, Ph.D. is president and CEO of We Will, Inc. and professor at the USC Marshall School of Business. Dr. Rich Callahan, Associate Professor of Management, University of San Francisco.

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

396 State Budget 101: What Counties Need to Know

Friday, December 17, 2021 • 9:00 am - 1:30 pm

Did you ever wonder how the Governor made that budget decision or why it changed it in May? Or do you want to find out how the Legislature changes the Governor’s proposal or how counties can influence either the Governor or the Legislature? This is the class where you can learn the budget basics and answers to those questions and so much more. Learn about who influences – and how they do it – the state budget process, policy and politics. It’s an inside look at a complex process which influences virtually every aspect of county operations. Learn about how to find and interpret budget information and a few tips about influencing the budget decisions.

Instructors: Diane Cummins former Special Advisor to Governor Brown for state and local finances and has worked in both the executive and legislative branches on the budget and Josh Gauger CSAC Legislative Representative in the area of Administration of Justice.

Cost-Effective Solution for County Succession Planning and Executive Development

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

COURSE SCHEDULE INDEX
Institute Courses by Topic

COURSE	PAGE
LEADERSHIP COURSES	
115 Adaptive Leadership	6
120 Art & Practice of Organizational Leadership	3
128 Leading with Emotional Intelligence	6
129 Intergenerational Leadership	3
135 Finding the Blind Spots	3
137 Initiating, Navigating & Negotiating	2
313 Performance and Accountability in a Virtual World	4
354 Customer Service in the Public Sector	5
377 Building and Maintaining a Strong Work Team	2
378 Story-Telling - A Powerful Way to Communicate and Lead	3
379 Beyond Survival: Best Practices	7
381 Creative Budgeting	4
385 Sustainable Self Care for Leaders	2
POLICY & GOVERNANCE COURSES	
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156 California Local Governments 101	6
307 Realignment 101: The Basics of 1991 and 2011 Realignments - Day 1	5
307 Realignment 101: The Basics of 1991 and 2011 Realignments - Day 2	5
339 IT Define an IT Strategy and Roadmap	5
342 IT Performance Metrics and Customer Value Management	3
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ABOUT

CSAC William "Bill" Chiat Institute

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

Course Registration and Fees

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

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

Cancellations and Substitutions – Substitutions may be made at no charge. Registrations may be cancelled by e-mail or calling up to seven days in advance of the class. Refunds are subject to a \$20 handling fee. There are no refunds or credits for cancellations within seven days of a class or no-show the day of the class.

Contact Us

Director of Operations & Educational Programs
Chastity Benson cbenson@counties.org

CSAC Institute Program Administrative Assistant
Olviya Vataman ovataman@counties.org

916/327-7500 or info@csacinstitute.org

www.csacinstitute.org Visit the Institute website for updated information, course schedules and resource materials, including materials from many of the Institute’s most popular classes.





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Graham Knaus

September 2, 2021

TO: CSAC Board of Directors

FROM: Manuel Rivas, Jr., Deputy Executive Director of Operations & Member Services
Jenny Tan, Senior Manager of Public Affairs
Porsché Green, Meeting Planner

SUBJECT: Sites for the 2023 & 2024 CSAC Annual Meetings – INFORMATION ITEM

This is to advise the Board that in order to secure the best suitable venues and most favorable rates for our members, CSAC staff conducted Requests for Proposals and actively researched sites for the 2023 and 2024 Annual Meeting. Our findings and recommendations were presented to the CSAC Executive Committee on August 12, 2021, which approved the sites for the 2023 and 2024 Annual Meeting to be held in Alameda County and Los Angeles County, respectively.

The Oakland Marriott City Center in Alameda County has CSAC and members preferred dates available, is near public transportation and the airport, and has many nearby attractions. The last CSAC Annual Meeting held there was in 2007.

For Los Angeles County, the Pasadena Convention Center and the Sheraton have CSAC and members preferred dates available, can accommodate all meetings in one location, offer economical and attractive room rates, and are within walking distance to activities and attractions.

Both of these locations also met the Annual Meeting Policy criteria, objectives, and CSAC budget requirements for 2023 and 2024.

Staff also evaluated other venues in California counties, including Napa, Riverside, San Diego, and Santa Clara. However, these other venues did not have the preferred dates available, were more expensive, required multiple sites or hotels, and/or recently hosted past Annual Meetings.

For reference, the 2021 Annual Meeting will be held in Monterey County and the 2022 Annual Meeting will be held in Orange County.

CSAC staff is available to address any questions or provide additional information regarding the site selections for the 2023 and 2024 Annual Meetings.

Attachment 1: CSAC Annual Meeting Policy

Attachment 1: CSAC Annual Meeting History

CSAC Annual Meeting Policy

The site selection criteria in the CSAC Annual Meeting Policy states:

- The CSAC Annual Meeting will alternate between Northern and Southern California. When feasible, CSAC will utilize as many counties as possible over a period of time to celebrate our members' diversity and uniqueness.
- Nearby hotel facilities must have approximately 500 sleeping rooms available for up to four nights.
- The conference facility must be within short walking distance of hotels.
- The conference facility must be able to house the vast majority of CSAC and affiliate meetings (i.e., 50,000 square feet of meeting space). Overflow meeting space must be available at a close-by facility.
- The conference facility must have space to house an exhibit hall for approximately 120 booth spaces.
- Meeting facility costs (including conference space, meals, and hotels) must be within CSAC budget requirements to ensure that conference registration fees are kept reasonable.

CSAC Annual Meetings History

Year	Region	County	City	Venue
2021	North	Monterey	Monterey	Conference Center, Marriott & Portola
2020 (Cancelled)	South	Los Angeles	Los Angeles	The Westin Bonaventure Hotel
2019	North	San Francisco	San Francisco	Hilton San Francisco Union Square
2018	South	San Diego	San Diego	Marriott Marquis San Diego
2017	North	Sacramento	Sacramento	Convention Center & Hyatt Regency
2016	South	Riverside	Palm Springs	Convention Center & Renaissance
2015	North	Monterey	Monterey	Marriott and Portola
2014	South	Orange County	Anaheim	Disneyland Hotel
2013	North	Santa Clara	San Jose	Convention Center & Marriott
2012	South	Los Angeles	Long Beach	Convention Center & Hyatt Regency
2011	North	San Francisco	San Francisco	Hilton San Francisco Union Square
2010	South	Riverside	Riverside	Convention Center & Marriott
2009	North	Monterey	Monterey	Convention Center & Marriott
2008	South	San Diego	San Diego	Grand Hyatt
2007	North	Alameda	Oakland	Marriott Oakland City Center
2006	South	Orange County	Anaheim	Disneyland Hotel
2005	North	Santa Clara	San Jose	Convention Center & Marriott
2004	South	San Diego	San Diego	San Diego Concourse, Westin & US Grant
2003	North	Monterey	Monterey	Convention Center, Doubletree & Marriott
2002	South	Los Angeles	Pasadena	Pasadena Center & Hilton
2001	North	Sacramento	Sacramento	Convention Center, Sheraton & Hyatt Regency



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MUNICIPAL MANAGEMENT ASSOCIATION OF NORTHERN CALIFORNIA LIAISON
Monica Davis
Vice President

Update on Activities September 2021

Local government plays an integral part in shaping a thriving community. That's why ensuring that local government leaders have the best resources, connections, and knowledge available is essential for their success. With a 65-year+ history of serving the needs of local governments in California, the Institute for Local Government (ILG) supports city, county and special district officials in tackling the state's most pressing and evolving issues.

Close alignment with our three affiliates – CSAC, the League of California Cities and the California Special Districts Association (CSDA) -- is critical to our success. Together with these local government partners, ILG maintains continued engagement with local leaders that affords us the opportunity to empower and educate them with real-world expertise.

We are a mission-driven nonprofit organization that is also non-partisan. And -- since ILG is not focused on advocacy -- we have the flexibility to serve as an objective third-party convener that helps cities, counties, and special districts navigate complex issues crossing multiple local and state agencies.

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

2021 Webinars and Trainings

ILG continues to provide timely training and webinars for our local government partners.

Public Engagement Training: TIERS Workshop: Think – Initiate – Engage – Review – Shift

Thursday, September 9 & Friday, September 10, 2021, 10:00 a.m. - 3:00 p.m.

County leaders are invited to join the ranks of California local government staff and elected officials trained in the TIERS Public Engagement Framework. This two-day virtual training gives you a step-by-step framework that helps local agencies master the public engagement process and build trust in their communities. This training will help you operationalize your outreach and engagement efforts in a more sustainable and collaborative way and provide you with resources and digital tools to authentically engage your community.

TIERS is a comprehensive training that is open to any local government agency in California and is applicable for a variety of ongoing public engagement initiatives ranging from housing and climate change to budgeting and public safety. [Find out more and register here.](#)

Webinars

Since the April Board meeting, ILG has hosted the following webinars s:

Advancing Equity in Transportation: Research revealed to inform local and state policy recommendations

President Biden just announced goals towards a clean transportation future, but local governments in California are still sorting through post-COVID scenarios and struggling to make transportation programs more equitable. ILG and the UC Davis Institute for Transportation Studies hosted a panel of transportation experts from California's top universities who will share project findings and policy recommendations to inform transportation choices in disadvantaged communities.

Panelists addressed three areas of the state (Bay Area, Central Valley and Southern California) and covered the following topics: neighborhood impacts of freight movement, the role of ride hailing in urban neighborhoods and potential for mobility as a service in rural areas. [Access the slide deck and recording here.](#)



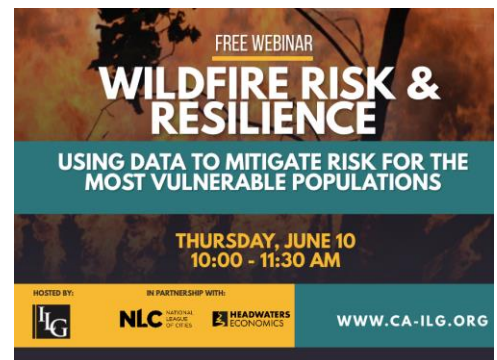
Recovery or Relapse? Tools to Help Local Governments Navigate Financial Realities of COVID

The COVID-19 pandemic has created challenges for many local governments' revenues and budgets. As California begins to reopen, local agencies are assessing their options to be able to continue to provide essential services and programming. This webinar shared an update on the state of local government finances and discussed creative options available to local governments to bolster revenues including tax measures, EIFDs, and other available tools. [Access the slide deck and recording here.](#)



Wildfire Risk & Resilience Using Data to Mitigate Risk for the Most Vulnerable Populations

Wildfires have become more expensive and damaging in recent decades, costing billions of dollars every year. Since 2005 more than 89,000 structures have been destroyed by wildfire. In the last 20 years, wildfires threatened nearly 2,000 U.S. communities. Unfortunately, the long-term impacts of wildfire disasters are felt most acutely at the local level with more than 45% of recovery and restoration costs borne by cities, counties, small businesses, and property owners. This webinar featured a guided tour of a new [Wildfire Risk to Communities](#) tool and an in-depth discussion with local officials about their wildfire adaptation experience. [Access the slide deck and recording here.](#)



Webinar Series - Leading Local

2020 was fraught with unprecedented challenges ranging from a global pandemic to extreme natural disasters to a divisive and polarizing election cycle. Local government leaders are being asked to step up in entirely new ways. How can they serve as role models for their communities and their peers in these ever-changing times?



LEADING LOCAL is a new thought leadership forum from ILG that is focused on addressing complex topics and issues local government leaders face. Session topics will cover a wide range of issues and challenges like leading through conflict, civility and ethics, building personal resilience, and more. All LEADING LOCAL sessions will be specially curated with content for elected officials and staff at California cities, counties, and special districts.

ILG hosted the first webinar in the series in March, “The Role of Local Government in Times of Crisis,” which featured four local government icons discussing how best to tackle topics like social justice, equity, COVID response, and the growing polarization in our communities. The second session “Addressing Hate Crimes” covered how local leaders can tackle complicated issues like race-based violence and hate crimes. Attendees heard from elected officials and non-profit leaders about how they are navigating the complexity of this topic and gained timely tips about how to #stopAAPIhate, discuss discrimination, and do more than just issue a public statement.

In August, ILG hosted two sessions – one on bridging divides and one that tackled “Reopening Anxiety” and the best way for local leaders to address the personal and professional challenges of related to reopening. [Find out more.](#)

Webinar Series - Tackling California’s Housing Crisis

California’s housing crisis is growing. To help city and county leaders better navigate complex housing issues in their communities, ILG launched a free webinar series featuring subject matter experts on land use and housing, legal regulations and parameters, and community engagement. The series is providing information and best practices, facilitating discussion, and answering questions to help local governments better address housing issues in our communities. The series kicked off in April and has seen significant participation from local agency leaders. Below is a list of past webinars and recordings:



- Exploring New Housing Laws and Ordinances - [access the recording and slide deck here.](#)
- Rental and Mortgage Assistance, Tenant Protection and Other Tools to Support Residents During the COVID-19 Pandemic - [access the recording and slide deck here.](#)
- Effective Leadership in Housing and Development – [access the recording and slide deck here.](#) (Sincerest thanks to Graham Knaus for providing welcoming remarks on the webinar.)
- Equity in Housing: Meeting and Exceeding California’s Fair Housing Requirements - [access the recording and slide deck here.](#)
- Strategies to Engage Your Community on Housing Issues – [access the recording and slide deck here.](#)

Future webinar topics will include:

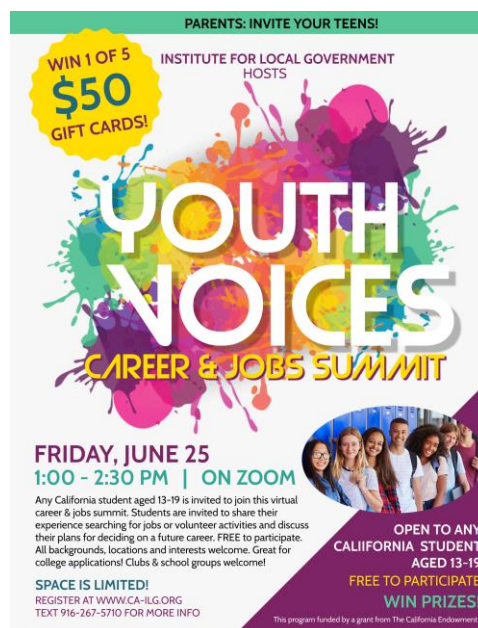
- Climate-Resilient Land Use & Housing Policies (*featuring CSAC Board President Supervisor James Gore*)
- Housing Strategies to Help Address the Homelessness Crisis
- New Housing Laws and New Funding

[Find out more about the series here.](#)

Toolkits & Resources

Toolkit: Building a Workforce of the Future: Youth Engagement Toolkit for Local Gov't

ILG is excited to have received a grant from the California Endowment to develop a recruitment toolkit for local governments seeking to attract and retain the next generation of its workforce. To develop the toolkit, ILG worked closely with students, young professionals, youth development experts, local government leaders, and marketing professionals. ILG hosted a variety of focus groups, workshops, listening sessions, and other activities to gather input from key stakeholders to inform the resource. The digital toolkit will be available in early Fall and will be free to download.



Handbook: Planning Commissioners Handbook Update and Training

ILG is in the process of updating our flagship Planning Commissioners Handbook. Currently, we have several versions in different formats that are over a decade old. However, the handbook remains one of the most requested and most accessed resources at ILG.

The handbook is being updated for accuracy and relevance and will also be reflective of the emerging needs around the housing crisis, equity and justice, sustainability, resilience, and a number of other topics that have become front and center for local governments.

ILG engaged with a working group of subject matter experts, planning commissioners, elected officials, nonprofit partners, and state and local agencies to update the handbook, which we expect to have complete in Q3. The handbook will cover such topics as the role of a planning commissioner and how to hold effective meetings, as well as the planning framework, housing law and policies, environmental issues, legal and fiscal considerations, public participation, a planning glossary, and more.

In conjunction with this update, ILG will also be designing and hosting regional Planning Commissioner trainings. Those trainings are expected to begin in Fall 2021 and continue through 2022.

Contact Melissa Kuehne (mkuehne@ca-ilg.org) or Karalee Browne (kbrowne@ca-ilg.org) for more information about ILG's housing work.

Reports

ILG Releases BOOST Best Practices Report

In May, ILG and the California Strategic Growth Council (SCG) announced the successes of the BOOST Pilot Program designed to help California local governments advance climate and equity goals. The program recap report details the key learnings of the 18-month pilot program.

BOOST was designed to provide flexible and responsive technical assistance to under-resourced local governments by helping them address their varying and evolving capacity challenges, while also sharing best practices and lessons learned to help inform future state programs. ILG and SGC selected ten cities and two regions to participate in the pilot program and developed customized work plans with each community based on self-identified needs.

The BOOST Pilot Program helped communities:

- Build awareness of funding opportunities to address climate action;
- Organize projects to be best positioned to meet their goals;
- Optimize existing resources and build more capacity;
- Strengthen relationships with key stakeholders and identify new opportunities for regional engagement and collaboration; and
- Transform their approach to addressing climate action.

Through the BOOST Program, ILG:

- Provided grant writing assistance for 59 grants totaling almost \$50 million, including \$42,918,714 in California Climate Investment (CCI) funding opportunities and \$6,630,000 in SB2/LEAP grants to support planning, affordable housing, equitable transportation, and climate mitigation and resilience projects;
- Facilitated discussions between local agency partners, state agency staff and technical assistance providers working on 12 grant programs from five different state agencies;
- Provided strategic counsel, allocated funding, secured resources, and/or identified expert consultants to help develop six Climate Action and/or Resiliency Plans;
- Trained 72 local agency staff on authentic public engagement strategies through numerous customized capacity-building workshops; and
- Strengthened local planning projects by facilitating discussions and building relationships with community-based organizations and advocates that provided valuable input to support more equitable planning to address the needs of vulnerable populations.

Find out more and access the report at www.ca-ilg.org/BOOST.

ILG also participated in a webinar hosted by SGC “Beyond BOOST: Advancing Climate and Equity Goals” that shared best practices and lessons learned from the program. You can access that recording here: www.ca-ilg.org/webinar/beyond-boost-advancing-climate-and-equity-goals.



ILG Board Meeting

ILG's Board of Directors met on August 20 to hear mid-year financial updates and discuss strategic planning and priorities for the remainder of 2021. The final two Board meetings will take place in November and December, but those dates are pending.

INSTITUTE FOR LOCAL GOVERNMENT

Promoting Good Government at the Local Level



About the Institute for Local Government

The Institute for Local Government (ILG) is a nonprofit organization that has served and supported California’s local government leaders for over 65 years. Our mission is to empower local government leaders and deliver real-world expertise to help them navigate complex issues, increase their capacity and build trust in their communities. We work with local agency staff and elected officials to help them build a strong foundation of good government – trust, accountability, responsiveness and transparency – and respond to emerging and emergent events.

ILG is the official nonprofit affiliate of the League of California Cities, the California State Association of Counties and the California Special Districts Association. That unique relationship allows us to keep a pulse on the needs, challenges and opportunities facing local governments statewide. These relationships provide both a network of local government expertise to draw upon, as well as a statewide platform to share resources, best practices and lessons learned. We regularly communicate with more than 2,500 local agencies, which provide the vast majority of government leadership throughout the state. ILG corporate partners receive unique access and promotional visibility to thousands of leaders at California’s cities, counties and special districts.

Program Areas

ILG provides education and training to local government leaders in the form of webinars, workshops, consulting services and written resources. We are experts in technical assistance, facilitation, capacity-building, hosting convenings and more. All our work is guided by our core values of **collaboration, service, commitment, equity, inclusion** and **trust**. Our education and training programs cover four main pillars of work:



LEADERSHIP & GOVERNANCE



PUBLIC ENGAGEMENT



SUSTAINABLE & RESILIENT COMMUNITIES



WORKFORCE & CIVICS EDUCATION

At ILG, we envision a California where all local government leaders are trusted by the people they serve because of excellent leadership and the endless pursuit towards thriving and resilient communities. We are honored to partner with like-minded organizations to provide California public servants with the support and resources they need to navigate their complex and evolving leadership roles. ■ ■ ■

2021 Webinar, Workshop & Training Topics

Tentative List

LEADING LOCAL Webinar Series

2020 was fraught with unprecedented challenges ranging from a global pandemic, to extreme natural disasters, to a divisive and polarizing election cycle. Local government leaders are being asked to step up in entirely new ways. How can they serve as role models for their communities and their peers in these ever-changing times?

LEADING LOCAL is a new thought leadership forum from ILG that is focused on addressing difficult topics and sensitive issues local government leaders face. Sessions will cover a wide range of issues and challenges like leading through conflict, civility and ethics, building personal resilience and more. All LEADING LOCAL sessions will be specially curated with content for elected officials and staff at California cities, counties and special districts.

Session topics will include:

- **Modeling Leadership** (e.g. The Role of Local Gov't in Times of National Crisis. Confirmed for March 11, 2021)
- **Building Personal Resilience** (e.g. Avoiding Professional Burnout When Handling Back to Back Crises)
- **Leading through Conflict** (e.g. Calm Down! Tips for De-escalating Tense Situations)
- **Building Bridges & Bridging Divides** (e.g. How to Unify Your Community During Times of Division)
- **Implicit Bias** (e.g. Am I a Racist? Understanding Racism and Implicit Bias in a Complex Society)
- **Equity** (e.g. Exploring Equity in Your Agency & Community)
- **Civility & Ethics** (e.g. Staying Above the Fray: Modeling Civility and Ethics In Difficult Times)
- **Collaboration across Boundaries & Jurisdictions**

Other Pillar-Specific Workshops, Trainings & Webinars Planned for 2021

Leadership & Governance

- Budgeting
- Effective Boards & Councils
- Legal Considerations for Social Media
- Municipal Finance
- Navigating Reopening Local Governments
- Planning Commissioners Training
- Redistricting
- Public Safety/Police Reform

Public Engagement

- Balancing Online & In-Person Engagement
- Public Engagement 101 and 201
- Reaching Hard to Reach Populations

Sustainable & Resilient Communities

- Climate & Resilience Planning
- EVs & Electrification
- Housing Solutions

Workforce & Civics Education

- How Local Government Works
- How to Create a Workforce that Reflects Your Community
- Workforce Solutions: Apprenticeships

Contact ILG for More Information about Becoming a Partner!

Please contact **Erica L. Manuel**, CEO & Executive Director, emanuel@ca-ilg.org, for more information about creative partnerships with ILG! ■ ■ ■

**California State Association of Counties
2021 Calendar of Events**

JANUARY

- 1 New Year's Day
- 14 CSAC Executive Committee Meeting | Virtual
- 18 Martin Luther King, Jr. Day

FEBRUARY

- 11 CSAC Board of Directors Meeting | Virtual
- 15 Presidents Day

MARCH

- 11 CSAC Executive Committee Meeting | Virtual
- 8 - 12 NACo Policy Steering Committee Meetings | Virtual
- 19 NACo Board of Directors Meeting | Virtual
- 24 - 26 NACo Legislative Conference | Virtual
- 31 Cesar Chavez Day

APRIL

- 8 CSAC Diversity, Equity & Inclusion Forum | Virtual
- 21 - 22 CSAC Legislative Conference | Virtual
- 22 CSAC Board of Directors Meeting | Virtual

MAY

- 31 Memorial Day

JUNE

- 2 - 4 CSAC Executive Committee Leadership Forum | San Diego
- 3 - 4 CSAC Finance Corporation Annual Meeting | San Diego
- TBA CSAC Regional Meeting | TBA

JULY

- 2 Independence Day (observed)
- 9 - 12 NACo Annual Conference | Prince George's County, Maryland

AUGUST

- 12 CSAC Executive Committee Meeting | Sacramento
- 13 Regional Meeting on Homelessness | Sacramento

SEPTEMBER

- 2 CSAC Board of Directors Meeting | Sacramento
- 6 Labor Day

OCTOBER

- 11 Indigenous Peoples Day
- 13 - 15 Executive Committee Retreat | Sonoma County

NOVEMBER

- 11 Veterans Day
- 25 Thanksgiving Day
- 29 - Dec 3 CSAC 127th Annual Meeting | Monterey County

DECEMBER

- 2 CSAC Board of Directors Meeting | Monterey County
- 15 - 17 CSAC Officers Retreat | Napa County
- 24 Christmas Day (observed)
- 31 New Year's Day (observed)

California State Association of Counties 2022 Calendar of Events

JANUARY

- 17 Martin Luther King, Jr. Day
- 27 CSAC Executive Committee Meeting | Sacramento

FEBRUARY

- 1 – 4 Executive Committee Leadership Forum | San Diego
- 12 – 16 NACo Legislative Conference | Washington DC
- 21 Presidents Day

MARCH

- 3 CSAC Board of Directors Meeting | Sacramento
- 24 CSAC Executive Committee Meeting | Sacramento
- 31 Cesar Chavez Day
- TBA CSAC Regional Meeting | TBA

APRIL

- 7 - 8 CSAC Finance Corp. Spring Meeting | Napa County
- 20 - 21 CSAC Legislative Conference | Sacramento
- 21 CSAC Board of Directors Meeting | Sacramento

MAY

- 18 – 20 Western Interstate Region (WIR) Conference | Anchorage, Alaska
- 30 Memorial Day

JUNE

- TBA CSAC Regional Meeting | TBA

JULY

- 4 Independence Day
- 21 - 24 NACo Annual Conference | Adams County - Aurora, Colorado

AUGUST

- 11 CSAC Executive Committee Meeting | Sacramento

SEPTEMBER

- 1 CSAC Board of Directors Meeting | Sacramento
- 5 Labor Day
- TBA CSAC Regional Meeting | TBA

OCTOBER

- 5 - 7 Executive Committee Retreat | TBA
- 6 Executive Committee Meeting | TBA
- 10 Indigenous Peoples Day

NOVEMBER

- 11 Veterans Day
- 14 - 18 CSAC 128th Annual Meeting | Orange County
- 17 CSAC Board of Directors Meeting | Orange County
- 24 - 25 Thanksgiving Holiday

DECEMBER

- 7 - 9 CSAC Officers Retreat | TBD
- 26 Christmas Day (observed)