

CSAC BOARD OF DIRECTORS

BRIEFING MATERIALS

Thursday, April 13, 2023

1:00 pm - 4:30pm



SAFE Credit Union Convention Center | Ballroom B05/07/09

Zoom: <https://us02web.zoom.us/j/82150707088?pwd=SWxSbWJhaWx5QUs2YzBuMHdoNHMrdz09>

Conference Line: (669) 900-6833 | Meeting ID: 821 5070 7088 | Password: 490257

California State
Association of Counties



CALIFORNIA STATE ASSOCIATION OF COUNTIES
BOARD OF DIRECTORS
Thursday, April 13, 2023 | 1:00 pm – 4:30 pm
SAFE Credit Union Convention Center | Ballroom B05/07/09
1400 J Street, Sacramento

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AGENDA

Presiding: Chuck Washington, President

THURSDAY, APRIL 13

1:00 PM PROCEDURAL ITEMS

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

1:15 PM SPECIAL PRESENTATIONS

3. CEO's Report *Page 4*
 - *Graham Knaus | CEO*
4. Joint Session Debrief & Next Steps *Pages 5-15*
 - *Graham Knaus | CEO*
 - *Jacqueline Wong-Hernandez | Chief Policy Officer*
5. California Counties Foundation Report *Pages 16-17*
 - *Chastity Benson | Chief Operating Officer, CA Counties Foundation*
 - *Brian Rutledge | Grants Program Director*
 - *Sunne McPeak | California Emerging Technology Fund (CETF)*

1:45 PM ACTION ITEMS

6. Approval of Minutes from March 2, 2023 *Pages 18-20*
7. Approval of IRS Form 990 – Tax Year 2021 *Pages 21-22*
 - *Supervisor Vito Chiesa | Treasurer*
 - *Graham Knaus | CEO*
 - *Kelsey Nolan | Financial Controller*
8. Approval of 2023-24 Budget & Salary Schedule *Pages 23-32*
 - *Supervisor Vito Chiesa | Treasurer*
 - *Graham Knaus | CEO*
 - *Kelsey Nolan | Financial Controller*

2:15 PM INFORMATION AND DISCUSSION ITEMS

9. Legislative Update & Policy Committee Reports *Pages 33-41*
 - *Jacqueline Wong-Hernandez | Chief Policy Officer*

Administration of Justice

 - *Supervisor Oscar Villegas | Chair, Yolo County*
 - *Ryan Morimune | Legislative Advocate*
 - *Stanica Boatner | Legislative Analyst*

Agriculture, Environment & Natural Resources

- *Supervisor Chris Howard | Chair, Del Norte County*
- *Catherine Freeman | Senior Legislative Advocate*
- *Ada Waelder | Legislative Advocate*
- *Amber Rossow | Legislative Analyst*

Government, Finance & Administration

- *Supervisor Amy Shuklian | Chair, Tulare County*
- *Kalyn Dean | Legislative Advocate*
- *Brian Cote | Senior Legislative Analyst*

Health & Human Services

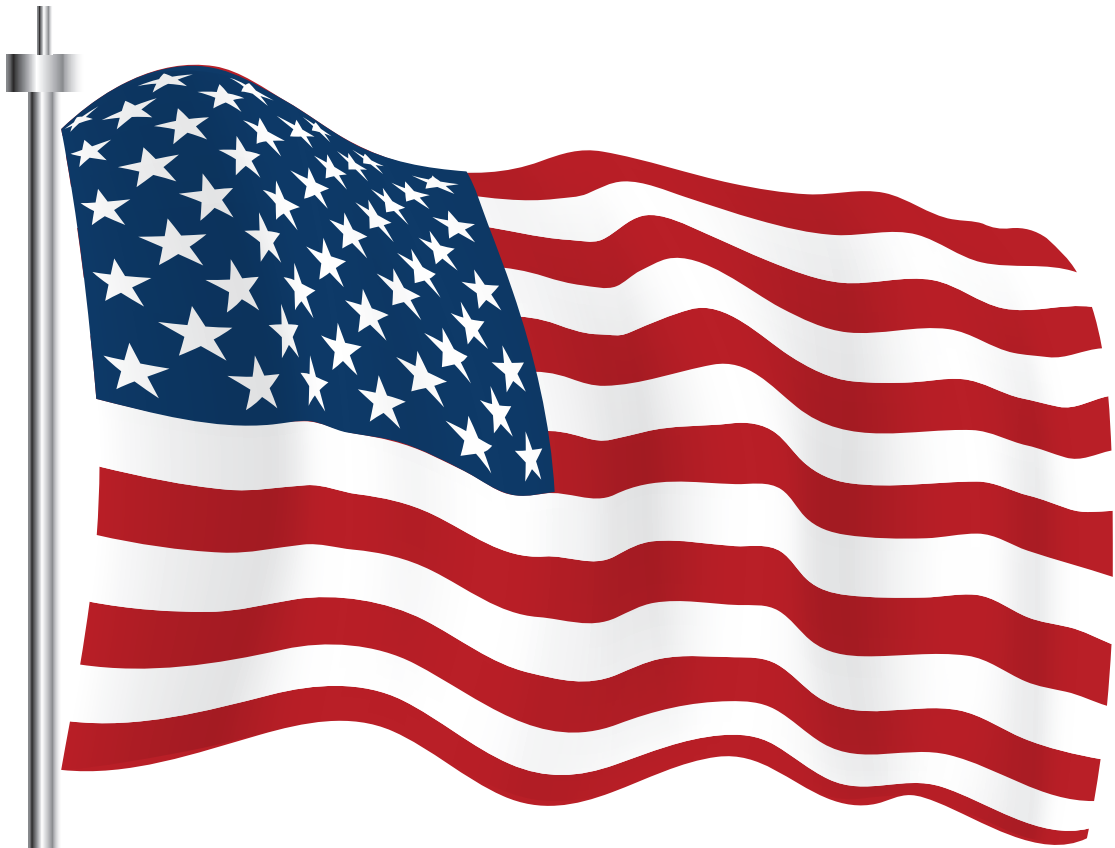
- *Supervisor Zach Friend | Chair, Santa Cruz County*
- *Jolie Onodera | Senior Legislative Advocate*
- *Justin Garrett | Senior Legislative Advocate*
- *Danielle Bradley | Legislative Analyst*

Housing, Land Use & Transportation

- *Supervisor Jennifer Kreitz | Chair, Mono County*
- *Mark Neuburger | Legislative Advocate*
- *Kristina Gallagher | Legislative Analyst*

- 2:45 PM 9. Federal Priority Issues Update
➤ *Joe Krahn | Paragon Government Relations*
- 3:00 PM 10. CSAC Finance Corporation Report *Pages 42-54*
➤ *Alan Fernandes | Chief Executive Officer, CSAC FC*
➤ *Jim Manker | Director of Business Development, CSAC FC*
➤ *Corporate Partner Presentation: Nationwide*
11. Operations and Member Services Report *Pages 55-58*
➤ *Farrah McDaid Ting | Director of Public Affairs*
➤ *Derrick Winrow, Sr. | Management Analyst*
12. Informational Items without Presentation
➤ *CSAC Litigation Coordination Program* *Pages 59-62*
➤ *CSAC Institute Course Guide* *Pages 63-74*
➤ *Institute for Local Government (ILG) Reports* *Pages 75-82*
➤ *2023 Calendar of Events* *Page 83*
- 3:30 PM 13. Minute Mics: Board of Directors Roundtable
• *What's going on in your county? – in one minute*
- 4:30 PM 14. Public Comment

ADJOURN



United States of America
Pledge of Allegiance



California State Association of Counties®

CALIFORNIA STATE ASSOCIATION OF COUNTIES
 Board of Directors
 2022-2023

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R=Rural	Immediate Past President:	Ed Valenzuela, Siskiyou

Members of the CSAC Executive Committee are highlighted for your reference

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CEO

Graham Knaus

April 13, 2023

TO: CSAC Board of Directors

FROM: Graham Knaus | CEO

SUBJECT: CEO'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.

Homelessness is THE humanitarian crisis of our time. Despite significant investments by the state and local governments, California lacks a comprehensive plan to address it effectively and equitably. The current approach to helping those who are unhoused is fragmented and lacks clear lines of responsibility, accountability and sustainability. This must change.

To make meaningful progress in helping those who are unhoused, the California State Association of Counties (CSAC) offers the 'AT HOME' Plan. Counties are determined to work with our federal, state and local partners, and in partnership with the Governor and the Legislature, to implement this comprehensive plan to help those who are unhoused or at risk of becoming unhoused in our communities.

A CCOUNTABILITY



Clear responsibilities aligned to authority, resources, and flexibility for all levels of government

No one level of government is solely responsible for the homelessness crisis. We need to develop a comprehensive and coordinated plan that includes all levels of government. The undertow of massive economic and systemic inequities, as well as a tangled web of decisions made by well-intentioned policies and programs built over decades, continues to stymie efforts to support those who are unhoused or at risk of becoming unhoused.

- Clearly define city and county roles for siting and supporting shelters, siting permanent supportive housing, encampment outreach, and encampment clean-up.
- Commit ongoing funding – one-time funding is neither sustainable nor conducive to maintaining programs.
- Work with the state and cities from start to finish, require the submission of countywide or regional plans with established, clear goals and responsibilities.
- Allocate funding commensurate with the responsibilities each entity has within the plan and provide for maximum local flexibility to be used in accordance with established goals and outcomes.

T RANSPARENCY



Integrate and expand data to improve program effectiveness

Current data systems and data sharing do not support an integrated case management approach to helping those who are unhoused or at risk of becoming unhoused.

- Integrate and expand data systems to enhance transparency and allow for data-driven decision making.
- Enhance existing health, social services and state and local criminal justice data systems to provide more robust data on the immediate and long-term needs of individuals and better manage institutional discharges.

H OUSING



Increase and maintain housing units across the spectrum

There is a significant shortage of housing in California, especially affordable housing to support aged, disabled and very low-income residents.

- Increase resources needed to acquire, build and operate housing solutions across the full housing continuum, especially permanent supportive housing for individuals with complex needs.
- Increase flexibility and streamlining to generate more affordable housing projects.
- Create flexible housing subsidies and modify federal Housing Choice Vouchers to help more individuals utilize rental assistance to maintain housing.

O UTREACH



Develop sustainable outreach systems and increase workforce to support these systems

There is a significant shortage of Health and Human Services (HHS) workers to manage the programs and services that assist with addressing homelessness in California. In addition to identifying ways to support and build this workforce, new classifications that leverage lived experience and support housing navigation are also needed. To further strengthen and stabilize this system, federal funding should be obtained for many of these critical activities.

- Recruit, train and retain a robust HHS workforce and consider new certifications for workers in housing and other fields.
- Leverage additional federal funding for outreach and rapid response.
- Expand training and quality improvement incentives for law enforcement and probation responding to unhoused individuals.

M ITIGATION



Strengthen safety net programs

Counties run or administer most health and human services programs on behalf of the state. These programs serve as the safety net in California, and we must strengthen these programs to prevent individuals from becoming homeless.

- Provide adequate funding for county administration of safety net programs to ensure eligible individuals can be enrolled and receive the services they need timely.
- Increase the availability of and access to programs and services that provide screening, treatment, and recovery services for substance use disorder.
- Increase flexibility for county behavioral health funding to maximize federal Medi-Cal funds and expand the reach of county behavioral health investments for the unsheltered population.

E CONOMIC OPPORTUNITY



Create employment and education pathways, as well as supports for basic needs

Specialized education and career programs and services are needed to support the economic opportunity and long-term self-sufficiency of those who are formerly homeless or at risk of experiencing homelessness, including justice-involved individuals, veterans, older Californians, and former foster youth.

- Update local workforce development and investment boards to address employment for unhoused populations and work with California Community Colleges to develop programs that support the formerly unhoused.
- Increase accessible programs for justice-involved individuals to receive training and overcome employment barriers.
- Continue and expand efforts to assist more qualifying aged, blind, and disabled persons to obtain SSI/SSP benefits and expand subsidized housing placements for these populations.

3/10/23

FOR MORE INFORMATION, CONTACT:

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A CCOUNTABILITY



Clear responsibilities aligned to authority, resources, and flexibility for all levels of government

Counties and cities across California are leading and collaborating to provide solutions to homelessness. Many counties and cities have already forged countywide plans that bring together cities, tribal governments, continuums of care, housing authorities, managed care plans, and community based organizations. To effectively address homelessness statewide and increase accountability, partnerships and plans are necessary. This will involve cities and counties coming together with clearly defined roles, responsibilities, and actions needed to address homelessness.

The state can support local governments by aligning fiscal incentives in a way that supports defined responsibilities and collaboration. The Homeless Housing, Assistance and Prevention (HHAP) grants have been an important flexible funding source to support local efforts to address homelessness and recent distributions have encouraged the submission of joint plans for overlapping jurisdictions. More state actions that further local coordination are warranted.

In order to build a comprehensive and accountable system, not only must there be plans with clearly defined roles, responsibilities, and actions, but there also must be ongoing funding from the state. Local governments have made significant investments to address homelessness. However, counties and cities are not able to make long-term commitments to a comprehensive system of care with one-time state funding and will not be able to maintain the level of services temporarily supported by the federal COVID-19 related funding and HHAP funding. Sustained state funding, paired with local flexibility and technical assistance, is necessary to achieve continued and sustained progress on homelessness and to meet measurable goals aligned to investments and authority.

Current state and federal funding streams that support homelessness efforts are fraught with complexity and support a patchwork of programs administered by different governmental entities. This has often resulted in actions by different entities that are not aligned and accountable to measurable goals. The current funding structure has led to fractured decision making and administrative convolution that hinder progress in addressing homelessness.

TO IMPROVE ACCOUNTABILITY, THE FOLLOWING ACTIONS ARE RECOMMENDED:

- Consolidate HHAP grant and reporting countywide or within a multi-county region to support a countywide or regional plan with one fiscal agent. In some instances, such as large counties with big cities, a countywide plan with multiple fiscal agents may be accommodated. Allocations through the fiscal agent will be determined by the agreed upon plan and commensurate with the level of roles and responsibilities that each county and city has within the plan. Continuums of care would also be allocated funding through the fiscal agent consistent with assigned responsibilities under the countywide plan. It is critical that these plans are built and approved by counties and cities that are ultimately responsible and accountable to constituents for the implementation of the plan and have unique authority to site required infrastructure.

- Provide HHAP funding ongoing to support one countywide or regional plan to address homelessness.
- As a condition of receiving HHAP funding, counties and cities must agree to a defined set of roles and responsibilities related to homelessness that shall minimally include, unless otherwise determined:
 - Counties have the responsibility for health and social safety net programs on behalf of the state and administer these services in a manner that reaches individuals at risk of or experiencing homelessness.
 - Counties have the responsibility to provide specialty mental health and substance use disorder services to low-income persons and administer these services in a manner that reaches individuals at risk of or experiencing homelessness.
 - Cities shall be responsible for siting, funding, and supporting shelters for the unsheltered population within their jurisdiction. Counties shall be responsible for siting, funding, and supporting shelters for the unsheltered population within the unincorporated areas of the county. Shelter beds needed shall be determined by the concentration of homelessness in each incorporated and unincorporated jurisdiction.
 - Cities shall be responsible for siting permanent supportive housing within their jurisdiction. Counties shall be responsible for siting permanent supportive housing within the unincorporated areas of the county.
 - Cities shall be responsible for clean-up and sanitation of encampments within their jurisdiction. Counties shall be responsible for clean-up and sanitation of encampments in unincorporated areas of the county. These responsibilities are done with an understanding of state and federal responsibility for clean-up and sanitation of encampments on state-owned properties and federal lands, respectively.
 - Clearly define responsibilities for cities and counties related to encampment outreach.
- Funded entities must submit a local homelessness action plan that includes clear outcome goals on a range of metrics, including how the plan addresses equity. Funded entities can be held accountable to these goals only to the extent that the state provides sufficient funding for the reasonable costs of the interventions identified to achieve those goals.
- Maximize local flexibility for uses of this funding in order that funded entities have the ability to best utilize this funding at the local level to achieve the goals of the homelessness action plan. Improve flexibility and understanding of diverse local conditions in designing requirements for local plans.
- Provide enhanced technical assistance, especially to those jurisdictions with limited resources, staffing, and community partners.
- Provide performance-based funding for countywide plans that meet metrics in reducing homelessness. Funded entities should be rewarded for aggressive goals and achieving success.
- Establish a minimum county amount to ensure that smaller counties can sufficiently support staffing and programs. Relying on Point-in-Time (PIT) counts solely for allocations can negatively impact counties with severe winter weather. Minimum allocations are a consistent feature of many health and human services programs.
- Consider consolidating or redesigning other related programs and funding streams that support homelessness efforts, such as rental assistance and encampment resolution, to further simplify and streamline funding.

3/10/23

FOR MORE INFORMATION, CONTACT:**Danielle Bradley****CSAC Legislative Analyst for Health, Human Services and Homelessness****dbradley@counties.org**


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T RANSPARENCY

 Integrate and expand data to improve program effectiveness

An accountable system to address homelessness requires transparency. Current data systems and data sharing are fragmented and do not support case management-type approaches for addressing homelessness. Improved data systems are important to improve effectiveness of countywide systems. Some counties have used temporary federal and state funds to support new data systems to better serve the unhoused population.

In addition, there is currently considerable inefficiency in delivering services to homeless individuals who are in and out of institutional settings. One new opportunity for improvement is the Data Exchange Framework (DxF) under the California Health and Human Service Agency, which requires certain health care entities, and encourages county health, public health, and social services, to participate in better data sharing across health and human services to serve the needs of the whole person.

Without meaningful data systems it will be challenging for the state and local governments to demonstrate transparency about progress and improve outcomes, especially given the myriad of entities that support local efforts to reduce homelessness.

TO IMPROVE TRANSPARENCY, THE FOLLOWING ACTIONS ARE RECOMMENDED:

- Provide funding and technical assistance to support more robust data systems with case management and secure data sharing capabilities, including the infrastructure needed to integrate to the DxF.
- Standardize data collection and planning around institutional discharge.
- Pursue enhancements to existing health, social services, and state and local criminal justice data systems to provide more robust data on the immediate and long-term housing needs of individuals.
- Increase the number of users with Homeless Data Integration System (HDIS) access in each local jurisdiction and support expanded users county-wide that can input into local Homeless Management Information Systems (HMIS).

3/10/23

H HOUSING



Increase and maintain housing units across the spectrum

There is a significant housing shortage across the full housing continuum in California and the supply of permanent, affordable housing continues to be a considerable challenge to addressing homelessness. This is especially true for affordable housing to support Californians who are aged, disabled, justice involved, and/or have significant mental health or substance use disorder needs. Many jurisdictions also lack the infrastructure needed to provide basic shelter or interim housing to the unhoused population. In response to the COVID-19 pandemic, significant temporary federal and state funds were invested to increase capacity and provide housing and income protections to very low-income Californians, but many of those sources have expired or are expiring.

Siting shelters and supportive housing often draws significant resistance from community members, and counties and cities must continue to work to remove these barriers and identify and support the development of infrastructure needed to address homelessness. However, local governments do not have the tools and funding needed to develop these units to scale. Low-income housing projects are most often financed with a combination of tax-exempt bonds, federal and state tax credits, as well as other local funding sources. The state and federal sources of funding are significantly oversubscribed, which is limiting the number of projects that can go forward, especially in areas of the state that do not have large contributions from philanthropy for this purpose. Local governments have all too often seen projects stalled when local communities object to new housing, particularly for the most vulnerable populations.

TO ACCELERATE THE DEVELOPMENT OF HOUSING AND SHELTERS NEEDED TO ADDRESS HOMELESSNESS AND HELP INDIVIDUALS MAINTAIN THEIR HOUSING, THE FOLLOWING ACTIONS ARE RECOMMENDED:

- Advocate for more federal and state support to build and maintain housing for low-income Californians and develop creative financing models to increase the feasibility of more projects.
- Increase the development and operational support of permanent supportive housing and other housing tailored to support individuals with complex/high needs, including individuals with behavioral health needs, or justice involvement, including recovery residences.
- Create and fund flexible housing subsidies to supplement existing rental assistance efforts that could be targeted toward specific populations, such as older adults, individuals with disabilities, and individuals with behavioral health conditions.
- Increase the value, portability, and number of federal Housing Choice Vouchers. This could also include flexibility to serve individuals with unique challenges including behavioral health conditions. This could be achieved through a California or multi-state demonstration project or other action by the federal Department of Housing and Urban Development (HUD) or Congress.
- Provide separate and sufficient funding for housing for CARE Act participants.


- Provide alternate funding mechanisms to reduce local development and construction fees, such as the state’s Infill Infrastructure Grant Program.
- Address significant barriers of well-intentioned tools and processes being used to block projects or create local challenges to growth.
- Categorically exempt all permanent supportive housing, shelters, and transitional housing that meet specified criteria from CEQA review.
- Combine and streamline the variety of existing state housing programs to focus these resources on creating permanent affordable housing. For example, the Department of Housing and Community Development has approximately 20 active state housing-related grant programs in 12 categories. Consolidating existing programs and adjusting statutory eligibility requirements can help focus these streams of funding to address the most critical aspects needed to construct permanent housing to address and prevent homelessness.
- Streamline a variety of existing development and construction-related statutes and codes to reduce the complexity of planning, permitting, and constructing affordable housing. This should focus on ensuring statutory requirements in Government, Public Resources, Health and Safety Codes as well as the Building Standards Code regulations work coherently to incentivize and streamline the delivery of affordable, equitable and safe housing.
- Pursue policies that allow additional temporary safe parking, gathering sites, and other non-traditional, innovative housing options.
- Remove additional state requirements for non-entitlement jurisdictions for HOME Investments Partnerships Program (HOME) and the Community Development Block Grant (CDBG) program funding.
- Advocate for flexibility in county social safety net programs to support housing stability and prevent homelessness.
- Advocate for several policy changes at the federal level:
 - Restore the 12.5 percent federal Low-Income Housing Tax Credits that expired at the end of 2021.
 - Lower the 50 percent test to 25 percent to decrease the amount of private activity bonds needed to access the housing tax credit.
 - Increase the statutory cap of Project-Based Vouchers (PBVs) from 20 percent to 50 percent.
 - Replace Fair Market Rental formulas with reasonable rate rental formulas.

FOR MORE INFORMATION, CONTACT:**Danielle Bradley****CSAC Legislative Analyst for Health, Human Services and Homelessness****dbradley@counties.org**

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UTREACH

 Develop sustainable outreach systems and increase workforce to support these systems

Addressing homeless encampments shifted considerably after the *Martin v. City of Boise* decision and during the COVID-19 pandemic with public health guidance issued by both the federal and state governments. Working to connect individuals living in homeless encampments with services and housing requires considerable efforts by counties, cities, and other partners. However, outreach and casework around encampments are not covered activities under any of the state and federal entitlement programs, including Medi-Cal. Many successful local efforts have been implemented using one-time state and federal funding to coordinate the outreach and casework needed to transition persons living in encampments into housing, and continuing those efforts is critical.

County governments and other levels of government are currently facing the most difficult labor market in decades. There are significant and well documented challenges to recruiting, training, and retaining qualified staff especially in behavioral health and social worker classifications. These types of workers, as well as leveraging lived experience and creating new trained classifications, are necessary to expand the service and provider network sufficiently to support comprehensive homelessness services, especially to support housing navigation.

THE FOLLOWING ARE RECOMMENDED ACTIONS TO IMPROVE OUTREACH AND RESOLUTION TO HOMELESS ENCAMPMENTS:

- Develop statewide street outreach through a new pre-approved Medi-Cal Administrative Activities Plan and structure to maximize federal reimbursement for these activities, as well as pursue other avenues for federal funding for outreach, rapid response, follow up, and individual retention activities.
- Expand training incentives for law enforcement and probation related to responding to individuals experiencing homelessness.
- Identify the specific skills that are needed for a homeless response system workforce and develop training, coaching, and support programs. This includes leveraging lived experience and developing skills that are needed to help individuals navigate the housing landscape.
- Consider creation of certification for workers in the housing field and homelessness navigator field. Professionalizing work on housing and homelessness would help highlight the specialized knowledge required to be effective practitioners helping individuals with housing issues. This could be achieved through a state, community college, local government, and health plan partnership.
- Support the integration of the new community health worker benefit through the managed care plans with the homelessness outreach system and county behavioral health.
- Provide support for regional hubs for training and workforce resources statewide.

3/10/23

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MITIGATION



Strengthen safety net programs

Counties run or administer eligibility for most health and human services programs on behalf of the state and federal governments. The major programs include CalWORKs, Medi-Cal, mental health and substance use disorder services, In-Home Supportive Services, Child Welfare Services, Adult Protective Services, and CalFresh. Counties also are responsible for administering a General Assistance program for indigent individuals who are not eligible for the state CalWORKs program. Successful implementation of these core health and social services programs are the front lines of preventing homelessness. This is the safety net in California.

State supports and initiatives are essential for effective health and human services programs. However, funding is often prescriptive and not aligned to the cost of service delivery through a skilled and trained workforce or reflective of actual county costs. Furthermore, the infrastructure grants and other state grant opportunities are often complex and challenging for counties to maximize, especially smaller counties. The state should make efforts to maximize federal resources through Medi-Cal that can be deployed to support serving individuals experiencing homelessness. The state should also consider streamlining reporting and providing additional flexibility when allocating funding to counties to allow for additional local efforts that will focus on preventing homelessness across the programs administered by the counties. Ensuring counties have sufficient resources to administer these key programs will help individuals maintain their health, self-sufficiency, and housing.

THE FOLLOWING ARE RECOMMENDED ACTIONS TO IMPROVE MITIGATION EFFORTS FOR INDIVIDUALS EXPERIENCING HOMELESSNESS AND TO PREVENT INDIVIDUALS FROM BECOMING HOMELESS:

- Increase flexibility for county behavioral health funding to maximize federal Medi-Cal funds and expand the reach of county behavioral health investments for the unsheltered population.
- Ensure adequate funding and resources for county administration of key safety net programs to ensure eligible individuals can be enrolled and receive the services they need timely.
- Pursue opportunities to obtain matching federal funds including Medi-Cal Administrative Activities and claiming for social services, health, and behavioral health activities to help stretch investments.
- Continue support and partnership on the California Behavioral Health Community-Based Continuum Demonstration federal waiver request (Institutions for Mental Disease or IMD) to increase reimbursement for short-term inpatient costs.
- Leverage funding and coordination opportunities with the recent approval of the federal Medicaid 1115 demonstration waiver that will establish a coordinated community reentry process and provide for a targeted set of Medi-Cal services to youth and adults in state prisons, county jails, and youth correctional facilities for up to 90 days prior to release.

- Provide state funding for county conservatorship activities, which are currently underfunded. There is a growing demand for these services and resources must also be provided for any expanded duties or increased populations served.
- Increase opportunities for counties to participate in California Advancing and Innovating Medi-Cal (CalAIM) for homelessness supports.
- Seek federal approval to make housing support services a guaranteed Medi-Cal benefit that managed care plans must offer within CalAIM.
- Increase the payment levels for individuals with a mental health condition residing in board and care facilities and other applicable facilities.
- Increase state funding to expand availability of and access to programs and residential treatment that provide recovery services for substance use disorder.

3/10/23

FOR MORE INFORMATION, CONTACT:**Danielle Bradley****CSAC Legislative Analyst for Health, Human Services and Homelessness****dbradley@counties.org**

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E CONOMIC OPPORTUNITY



Create employment and education pathways, as well as supports for basic needs

To address homelessness over the long-term, there must be a goal and focus on employment, self-sufficiency, and the ability to cover basic needs for formerly homeless individuals. Specialized education and career supports are needed for formerly homeless, including justice-involved individuals, veterans, and former foster youth, to help support economic stability and opportunity.

Counties need additional support to build these programs. These efforts should be in collaboration with the key entities that provide services to and employ individuals. Finally, programs must recognize the unique challenges individuals face and provide supports for their needs and help them maintain employment.

TO DEVELOP AND SCALE THESE PROGRAMS, THE FOLLOWING RECOMMENDATIONS SHOULD BE CONSIDERED:

- Require local workforce development/investment boards to update plans to address this population in coordination with counties and cities.
- Work with California Community Colleges to develop programs that support those who are currently or formerly unsheltered.
- Support accessible programs for formerly homeless justice-involved individuals to receive training and overcome employment barriers.
- Provide resources for supported education and employment model programs.
- Encourage investment in statewide peer support services and certification to employ individuals who are formerly homeless to assist in outreach, recovery, treatment, and case management.
- Support efforts that strive to create economic opportunities for all populations, including urban, suburban, rural, and disadvantaged communities.
- Continue and expand efforts to assist more qualifying aged, blind, and disabled persons obtain SSI/SSP benefits and expand subsidized housing placements for these populations.

3/10/23

FOR MORE INFORMATION, CONTACT:

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California State Association of Counties

April 13, 2023

TO: CSAC Board of Directors

FROM: Chastity Benson, Chief Operating Officer
Brian Rutledge, Grants Program Director

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 Grants Initiative, California Emerging Technology Fund Partnership 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.

California Emerging Technology Fund Partnership

We are pleased to announce that the California Counties Foundation (CCF) and the California Emerging Technology Fund (CETF) have recently partnered to increase Affordable Connectivity Program (ACP) enrollment and provide county leaders the opportunity to provide input on the Broadband Access Equity Development (BEAD) Plan.

CETF was established in 2005 by the California Public Utilities Commission. Their mission is to “close the digital divide by accelerating the deployment and adoption of broadband.” In 2022, as a member of the California Broadband Council, CETF organized 49 ACP enrollment events throughout the state of California. The Council developed local partnerships to promote and host events to enroll low income households in ACP. CSAC’s Governance, Finance and Administration (GF&A) team assisted with this effort and organized a webinar for county leaders to encourage their promotion and participation in ACP enrollment events. The webinar was a tremendous success with 19 counties participating. The GF&A team continued to support CETF’s efforts through engaging in statewide planning meetings, promoting ACP enrollment through CSAC’s various modes of communication and connecting CETF partners with county leaders.

The GF&A team’s continuous support of CETF led to larger conversations between CSAC CEO Graham Knaus and CETF CEO Sunne McPeak related to establishing a formal partnership to ensure ongoing coordination and collaboration between the two entities continues. Both CSAC and CETF leadership quickly agreed that achieving digital equity is an opportunity to provide a pathway for economic opportunity for all Californians. This shared understanding and commitment resulted in CETF awarding CCF a \$250k grant to provide general overall support to build capacity and address broadband issues by developing and implementing an outreach communications plan to assist CETF with:

- a) Coordinating webinars featuring county leaders who enjoy a high success rate in ACP enrollment.
- b) Distributing CETF customized toolkits for county ACP events.
- c) Encouraging county personnel to participate in CETF training on ACP enrollments.
- d) Distributing the state online survey and asset mapping to inform and increase access to affordable broadband through ACP enrollment.

The agreement was signed last week. Staff will keep you updated as we solidify plans for this exciting initiative.

CSAC Grants Initiative

In March, the CSAC Grants Initiative (Initiative) entered an exciting new phase with the expansion of access to no-cost member resources and the launch of affordable premium services. Counties are invited to participate by taking the following actions:

Submit project ideas—no matter how preliminary—to the [Project Ideas Portal \(Portal\)](#) to receive consultations, grant guides, and other no-cost supports. Brian Rutledge, CSAC’s new Grants Program Director, has recently begun to systematically encourage counties to leverage the Portal as a way of ensuring they maximize access to all available benefits. The Portal is an easy-to-use online form where counties can share local needs and the Initiative’s experts can respond with grant advice and resources. Increasing use of the Portal is expected to increase member access to Initiative resources.

Attend educational events for process-oriented insights on leveraging the Initiative and content-oriented insights on crafting successful grant applications. Our newest webinar—Maximizing CSAC Resources + Seeking Homelessness and Housing Grants—was held on March 30th and is now available on the Initiative’s website. Future webinars will include a Transportation and Water Infrastructure Grants Webinar in June and a Technology, Broadband, and Cybersecurity Grants Webinar in September.

Review the Initiative’s newly available [Annual Packages and flat-fee A La Carte Services](#) and consider going premium to add grant-related capacity. In March, 2023, CSAC activated a Master Services Agreement with The Ferguson Group (TFG) that allows counties to contract with the California Counties Foundation (Foundation) for packages and services selected from a menu of premium options. The Annual Packages are divided into four tiers, range in price from \$50,000 to \$500,000, and include a curated bundle of grant consulting services. The new premium options are affordable since counties receive a negotiated 10% discount; efficient since counties leverage the Foundation’s existing contract; and flexible since counties can allocate their consulting hours however they choose.

For more information—and to see pricing and other details on the Annual Packages and A La Carte Services—visit CSACgrantsinitiative.org or email Brian at CSACgrantsinitiative@counties.org.

CALIFORNIA STATE ASSOCIATION OF COUNTIES
BOARD OF DIRECTORS

March 2, 2023

The Library Galleria | 828 I Street, Sacramento, CA 95814

Zoom: <https://us02web.zoom.us/j/85623762792?pwd=WTRkZXc5ZDBHWW0rbVE3K1hTR3RDdz09>

Conference Line: (669) 900-6833 | Meeting ID: 856 2376 2792 | Password: 473246

MINUTES

1. Roll Call

OFFICERS

Chuck Washington | President
Bruce Gibson | 1st Vice President
Jeff Griffiths | 2nd Vice President
Ed Valenzuela | Immediate Past President

CSAC STAFF

Graham Knaus | CEO
Jacqueline Wong-Hernandez | Chief Policy Officer

ADVISORS

Rubin Cruse, County Counsels | Shasta
Wendy Tyler | California Association of County Executives President

EX OFFICIO MEMBER

Vito Chiesa | Treasurer, Stanislaus County

Alameda	–	Keith Carson	Orange	–	Doug Chaffee
Alpine	–	Terry Woodrow	Placer	–	Bonnie Gore
Amador	–	Jeff Brown (alternate)	Plumas	–	<i>Absent</i>
Butte	–	Tod Kimmelshue	Riverside	–	Chuck Washington
Calaveras	–	<i>Absent</i>	Sacramento	–	Rich Desmond
Colusa	–	Kent Boes	San Benito	–	Bea Gonzales
Contra Costa	–	John Gioia	San Bernardino	–	Jesse Armendarez
Del Norte	–	Chris Howard	San Diego	–	Nora Vargas
El Dorado	–	John Hidahl	San Francisco	–	<i>Absent</i>
Fresno	–	Buddy Mendes	San Joaquin	–	Robert Rickman
Glenn	–	Grant Carmon	San Luis Obispo	–	Bruce Gibson
Humboldt	–	Michelle Bushnell	San Mateo	–	<i>Absent</i>
Imperial	–	<i>Absent</i>	Santa Barbara	–	Das Williams
Inyo	–	Trina Orrill	Santa Clara	–	Susan Ellenberg
Kern	–	Zack Scrivner	Santa Cruz	–	Bruce McPherson
Kings	–	Doug Verboon	Shasta	–	Tim Garman
Lake	–	Bruno Sabatier	Sierra	–	Lee Adams
Lassen	–	<i>Absent</i>	Siskiyou	–	Ed Valenzuela
Los Angeles	–	<i>Absent</i>	Solano	–	Wendy Williams (alternate)
Madera	–	Leticia Gonzalez	Sonoma	–	James Gore
Marin	–	<i>Absent</i>	Stanislaus	–	Vito Chiesa
Mariposa	–	Miles Menetrey	Sutter	–	Karm Bain
Mendocino	–	John Haschak	Tehama	–	<i>Absent</i>
Merced	–	Scott Silveira	Trinity	–	<i>Absent</i>
Modoc	–	Ned Coe	Tulare	–	Amy Shuklian
Mono	–	John Peters	Tuolumne	–	Ryan Campbell
Monterey	–	Luis Alejo	Ventura	–	Kelly Long
Napa	–	Ryan Gregory	Yolo	–	Lucas Frerichs
Nevada	–	Heidi Hall	Yuba	–	Don Blaser

2. CEO's Report

Graham Knaus provided a brief update on the state of the Association, the current status of the COO recruitment, and provided several staff updates. He also gave a brief presentation on the responsibilities of being a CSAC Board Member.

3. CSAC Grants Initiative

Brian Rutledge, CSAC Grants Program Director, gave a presentation explaining the CSAC Grants Initiative.

4. Approval of Minutes from November 17, 2022

A motion to approve the minutes from November 17, 2022, was made by Supervisor Coe; second by Supervisor Garman. Motion passed unanimously.

5. 2026 Annual Meeting Site Selection

CSAC Staff recommended hosting the 2026 CSAC Annual Meeting in San Diego County at the Gaylord Pacific Resort and Convention Center, which will open in 2025.

A motion to approve the 2026 CSAC Annual Meeting Site was made by Supervisor Vargas; second by Supervisor Williams. Motion carried unanimously.

6. CSAC Legislative Platform

A motion to approve the California County Platform for the 2023-24 Legislative Session was made by Supervisor Ellenberg; second by Supervisor Alejo. Motion passed unanimously.

7. Caucus Report-Outs

Suburban

Supervisor Bruce Gibson, Suburban Caucus Chair, provided a brief update on the Suburban Caucus meeting.

Rural

Supervisor Jeff Griffiths, Rural Caucus Chair, provided a brief update on the Rural Caucus meeting.

Urban

Supervisor Chuck Washington, Urban Caucus Chair, provided a brief update on the Urban Caucus meeting.

8. CSAC Finance Corporation Report

Alan Fernandes, Finance Corporation CEO, gave a report on the status of the Finance Corporation as well as a presentation on Easy Smart Pay.

Jim Manker, Director of Business Development, introduced CSAC Corporate Partner, James Greaves, CEO, Persimmonny, who provided a brief presentation to the board.

9. Operations and Member Services Report

Farrah McDaid Ting, Director of Public Affairs, gave a report on the progress of the Operations and Member Services team and their efforts.

10. California Counties Foundation Report

Chastity Benson, Chief Operating Officer, provided an update on the Foundation.

11. Homelessness Strategy Session

Graham Knaus, CEO, Keely Bosler, Political & Policy Consultant, and Justin Garrett, Senior Legislative Advocate, gave a presentation on the work of the Homelessness Action Team (HAT) and the Homelessness Policy Solutions Group (HPSG), and engaged the Board in a conversation around homelessness.

The next Board of Directors Meeting will be held on April 13th, 2023, in Sacramento.



OFFICERS

President

Chuck Washington
Riverside County

1st Vice President

Bruce Gibson
San Luis Obispo County

2nd Vice President

Jeff Griffiths
Inyo County

Past President

Ed Valenzuela
Siskiyou County



CEO

Graham Knaus

April 13, 2023

TO: CSAC Board of Directors

FROM: Supervisor Vito Chiesa, CSAC Treasurer
Graham Knaus, CEO
Kelsey Nolan, Financial Controller

SUBJECT: Approval of Internal Revenue Service Form 990 – Tax Year 2021 (FY 2021-22)

This memorandum is to recommend approval of Internal Revenue Service (IRS) Form 990 for Tax Year 2021. The IRS requires form 990 to be filed annually by nonprofit mutual benefit corporations such as CSAC. The purpose of the submission is for the IRS to collect information pertaining to revenues, expenses, and qualified activities to ensure continued status as a tax-exempt entity.

Form 990 is completed annually and the IRS recommends its review and approval as a good governance action. In particular, the IRS considers Board of Directors review as a proactive, informed and engaged act to ensure that the organization continues to be structured and operated exclusively for tax-exempt purposes.

CSAC has no net tax liability for Tax Year 2021. The California Counties Foundation, as a 501(c)(3) nonprofit organization, will file separate tax returns and submit its own Form 990 reflecting corresponding revenue, expenses, and tax-exempt activities. The Foundation Board is scheduled to consider approval of its Form 990 in April 2023.

In addition to the tax components included in Form 990, CSAC is required to declare the number of hours that the President, Officers, Executive Committee, and the Board devote to the organization. The estimated number of weekly hours reported is:

President:	8.0 hours
Officers:	8.0 hours
Executive Committee:	1.5 hours
Board:	0.5 hours

Recommendation: Approve the CSAC IRS Form 990 for Tax Year 2021

The complete Form 990 is available upon request.

Form **990**

Return of Organization Exempt From Income Tax

OMB No. 1545-0047

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

2021

Department of the Treasury
Internal Revenue Service

▶ Do not enter social security numbers on this form as it may be made public.

▶ Go to www.irs.gov/Form990 for instructions and the latest information.

Open to Public Inspection

A For the 2021 calendar year, or tax year beginning **JUL 1, 2021** and ending **JUN 30, 2022**

B Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Final return/terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	C Name of organization COUNTY SUPERVISORS ASSOCIATION OF CALIF. Doing business as CALIFORNIA STATE ASSOC OF COUNTI Number and street (or P.O. box if mail is not delivered to street address) Room/suite 1100 K STREET, SUITE 101 City or town, state or province, country, and ZIP or foreign postal code SACRAMENTO, CA 95814 F Name and address of principal officer: GRAHAM KNAUS SAME AS C ABOVE	D Employer identification number 94-6000551 E Telephone number 916 327-7500 G Gross receipts \$ 10,552,865. H(a) Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No H(b) Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list. See instructions H(c) Group exemption number ▶
I Tax-exempt status: <input type="checkbox"/> 501(c)(3) <input checked="" type="checkbox"/> 501(c) (4) ◀ (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527		
J Website: ▶ WWW.CSAC.COUNTIES.ORG		
K Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ▶		
L Year of formation: 1911		M State of legal domicile: CA

Part I Summary

	1 Briefly describe the organization's mission or most significant activities: TO REPRESENT COUNTY GOVERNMENT BEFORE THE CALIFORNIA LEGISLATURE, ADMINISTRATIVE AGENCIES AND		
	2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.		
Activities & Governance	3 Number of voting members of the governing body (Part VI, line 1a)	3	62
	4 Number of independent voting members of the governing body (Part VI, line 1b)	4	62
	5 Total number of individuals employed in calendar year 2021 (Part V, line 2a)	5	134
	6 Total number of volunteers (estimate if necessary)	6	0
	7 a Total unrelated business revenue from Part VIII, column (C), line 12	7a	12,331.
	b Net unrelated business taxable income from Form 990-T, Part I, line 11	7b	0.
	Revenue	8 Contributions and grants (Part VIII, line 1h)	Prior Year
9 Program service revenue (Part VIII, line 2g)		5,200,000.	5,100,000.
10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)		4,671,038.	5,205,301.
11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)		39,404.	35,791.
12 Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)		25,759.	28,699.
		9,936,201.	10,369,791.
Expenses		13 Grants and similar amounts paid (Part IX, column (A), lines 1-3)	403,000.
	14 Benefits paid to or for members (Part IX, column (A), line 4)	0.	0.
	15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	5,727,487.	5,905,119.
	16a Professional fundraising fees (Part IX, column (A), line 11e)	0.	0.
	b Total fundraising expenses (Part IX, column (D), line 25) ▶	0.	
	17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	1,438,150.	2,544,622.
	18 Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	7,568,637.	8,889,241.
19 Revenue less expenses. Subtract line 18 from line 12	2,367,564.	1,480,550.	
Net Assets or Fund Balances	20 Total assets (Part X, line 16)	Beginning of Current Year	End of Year
	21 Total liabilities (Part X, line 26)	13,363,882.	15,025,671.
	22 Net assets or fund balances. Subtract line 21 from line 20	1,809,018.	2,104,563.
		11,554,864.	12,921,108.

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here	Signature of officer GRAHAM KNAUS, CEO Type or print name and title	Date _____			
Paid Preparer Use Only	Print/Type preparer's name LAUREN A. HAVERLOCK	Preparer's signature LAUREN A. HAVERLOCK	Date 03/16/23	Check if self-employed <input type="checkbox"/>	PTIN P00545829
	Firm's name ▶ MOSS ADAMS LLP	Firm's EIN ▶ 91-0189318		Phone no. 916-503-8100	
	Firm's address ▶ 2882 PROSPECT PARK DR, STE 300 RANCHO CORDOVA, CA 95670				

May the IRS discuss this return with the preparer shown above? See instructions Yes No



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Past President

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Siskiyou County



CEO

Graham Knaus

April 13, 2023

TO: CSAC Board of Directors

FROM: Supervisor Vito Chiesa, CSAC Treasurer
Graham Knaus, CEO
Kelsey Nolan, Financial Controller

SUBJECT: Adoption of the CSAC Proposed Budget and Salary Schedule for FY 2023-24

Recommendation

On March 23, 2023, the Executive Committee approved the Proposed Budget and Salary Schedule for FY 2023-24, and it is hereby presented to the CSAC Board for consideration and final adoption.

The FY 2023-24 Proposed Budget reflects the necessary revenue and expenditure appropriations to advance the Association’s mission to serve California’s 58 Counties by effectively advocating and partnering with State and Federal agencies to protect counties interests and pursue, develop and implement appropriate policies, laws, and secure adequate resources; develop and equip county leaders to better serve their communities; and communicate the value of the critical work and services provided by counties.

Additionally, in order to comply with CalPERS requirements, we are recommending approval of the corresponding Salary Schedule for FY 2023-24. The proposed Salary Schedule reflects changes from the March 2023 Moss Adams Compensation Benchmark Study.

The CalPERS retirement system requires the formal adoption of the CSAC Salary Schedule to allow eligible retiring employees to receive earned benefits from CalPERS or from other public retirement systems. CSAC employees participate in the San Bernardino County Employee Retirement System (SBCERA) which has a reciprocal agreement with CalPERS to honor retirement benefits for participating employees.

Recommendation: Adoption of the CSAC Proposed Budget and Salary Schedule for FY 2023-24

Budget Overview

Over the past several years, CSAC has developed and operated prudent budget plans that derived from conservative revenue and expenditure projections as a safeguard from the impact of the COVID-19 pandemic, increasing operational costs, and risk concerns from rising inflation and potential economic downturns. The current year spending plan included essential budget adjustments to address revenue fluctuations and to adequately fund operational expenses and unavoidable cost increases. This approach has proven to be key since FY 2019-20 because despite the statewide shutdown, ups and downs from the pandemic, and concerns over the economy, CSAC has effectively managed its resources resulting in a solid financial footing. This was accomplished by taking a prudent budget approach through closely monitoring

day-to-day expenditures and addressing revenue reductions through savings from operational efficiencies and by proactively implementing cost containing measures. Due to this approach CSAC has grown reserve levels beyond the required 6-month level, and is able to use some of those funds as one-time expenditures in the current and next fiscal year to help support County priority initiatives.

In consultation with Treasurer Chiesa, CSAC staff used a similar approach in the development of the FY 2023-24 Proposed Budget by recommending a spending plan based on effectively supporting operational needs and addressing rising costs and high inflation rates, while ensuring readiness for unexpected emergencies or other potential impacts from an economic downturn.

The FY 2023-24 Proposed Budget continues to build on policy initiatives implemented over the past couple of years with the overall goal to ensure that the Association's fiscal condition is further strengthened. As reflected in the projections for CSAC Operational Reserves and the Capital Improvement Fund (attached), the adherence and execution of these fiscal policies has enabled the organization to be better prepared and support the needs of all 58 counties.

The budget plan is prepared to meet the following organizational priorities:

- Align the Association's expenditures with projected revenues while meeting critical objectives across all areas including advocacy, communications, member services and the CA Counties Foundation;
- Support organizational needs, advocacy priorities, conferences, county visits and regional meetings, the Challenge Awards program, and provide financial support to the California Counties Foundation to continue the success of the CSAC Institute and its satellite campuses;
- Implement the annual 3% Cost of Doing Business (CODB) adjustment as approved by the Board of Directors on December 2, 2021. The CODB will be allocated to help offset operational cost increases and CSAC will assist counties that request financial support or need flexibility to make payments;
- Establishment of a 5% budget appropriation to allow for an operating margin to address the impact of rising costs, higher inflation and/or unforeseen impacts from an economic downturn;
- Continue to adhere to the policy of utilizing one-time funding for one-time purposes to support counties priorities and organizational objectives such as pursuing a strategic communications initiative to renew the Drive to Serve campaign, and the establishment of a grant program to support counties secure and leverage funding opportunities at the State and Federal level; and

CSAC staff will closely monitor and analyze budget expenditures and revenues to identify and address concerns as they arise. In close coordination with the Treasurer and the CEO, we will make sure to keep CSAC Officers and the Executive Committee apprised of any significant developments.

FY 2023-24 Proposed Budget Highlights

Revenues

- A 3% Cost of Doing Business adjustment is included in the Proposed Budget to be effective July 1, 2023. Membership dues represent approximately 31.6% of total revenues to support CSAC operations.
- The Finance Corporation contribution to CSAC is budgeted at an increased level of \$4.8 million.
- Corporate Associates Program is projected to generate \$400,000 in net revenue.
- Appropriates \$500,000 in one-time funding to support county priority initiatives for FY 2023-24.
- Establishes a 5% contingency appropriation to allow for an operating margin to address unanticipated operational needs during the budget year.

Expenses

- Appropriates a net 6.2% increase to Salaries & Employee Benefits to fund cost of living adjustments, retirement contribution rates and unavoidable employee benefit costs (health, dental, vision, unemployment, workers comp., etc.). Authorizes the CEO to approve salary increases as merited.
- Reflects \$150,000 to the California Counties Foundation for the ongoing support of the grant program to support counties secure and leverage funding opportunities at the State and Federal level.
- Reflects \$150,000 for strategic communications to continue the Driven to Serve campaign.
- Allocates \$124,000 for the CSAC Employee Professional Development Program to invest in staff retention efforts, training, continuing education, and professional growth opportunities.
- Includes \$39,000 to fund cost of living increases to support the continued growth of the CSAC Institute and its satellite campuses across the State.

Reserves

- The Operating Reserve at the end of FY 2023-24 is projected to be \$9.1 million.
- The Capital Improvement Fund (CIF) balance at the end of FY 2023-24 will be \$1.5 million.
- Operating and CIF reserve projections meet and exceed CSAC's 6-month reserve policy target.

Salary Schedule

The Salary Schedule provides a list of all the CSAC Board-approved staff positions and the corresponding salary range for each one of those job classifications. Adoption of the Salary Schedule is required each year for compliance with CalPERS requirements to enable eligible retiring CSAC employees to receive earned benefits from CalPERS, or from other participating public retirement systems. CSAC employees are members of the San Bernardino County Employee Retirement System (SBCERA) which has a reciprocal retirement system agreement with CalPERS. The proposed Salary Schedule FY 2023-24 reflects changes from the March 2023 Moss Adams Benchmark Compensation Study.

Attachments

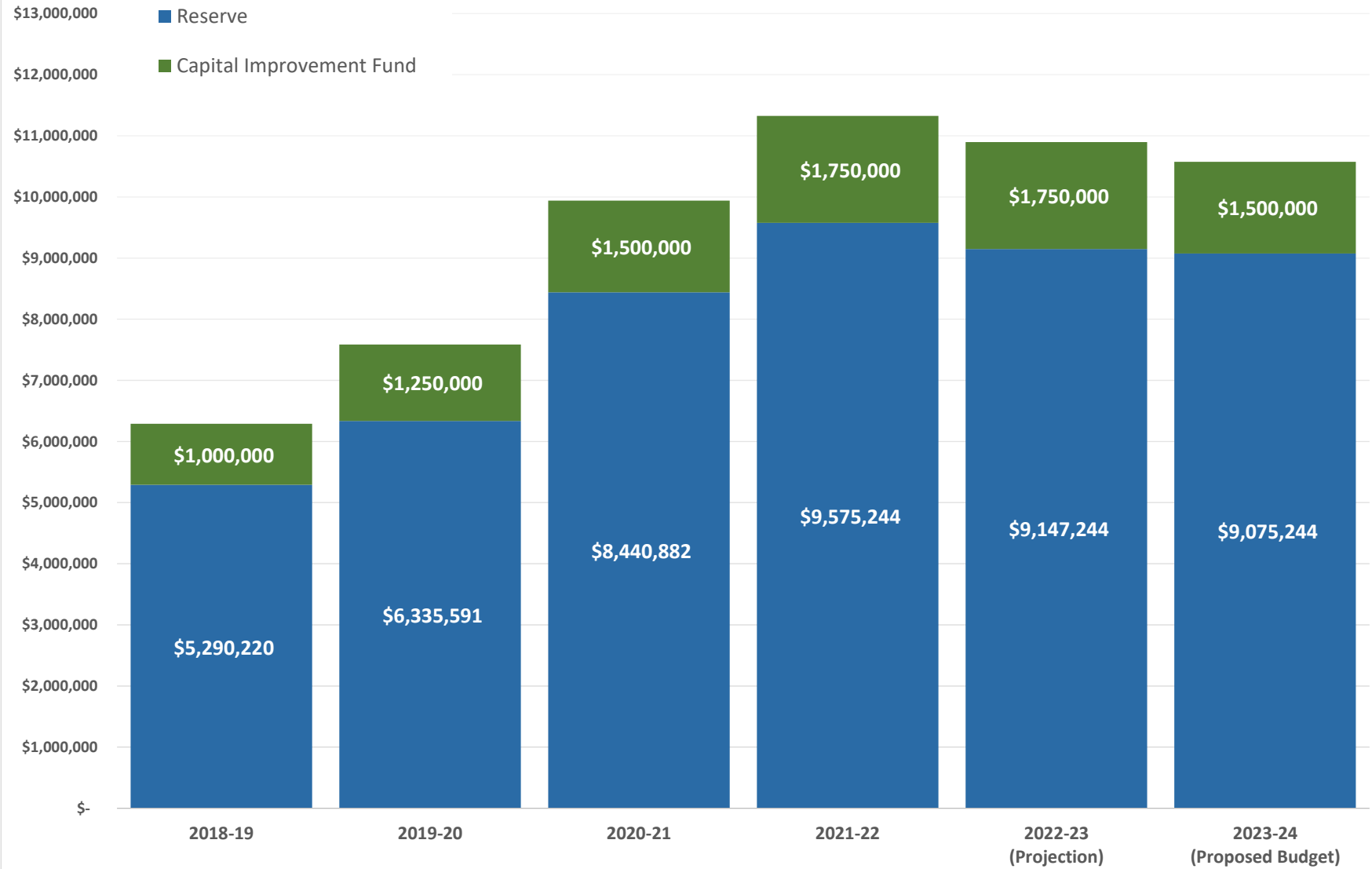
1. FY 2023-24 Proposed Budget
2. Year-end Reserves and Capital Improvement Fund Chart
3. FY 2022-23 Budget Status Report (current year)
4. FY 2023-24 Salary Schedule
5. Definitions and explanation of budget accounts

California State Association of Counties®
FY 2023-24 Proposed Budget

	FY 2021-22 Adopted Budget	FY 2022-23 Adopted Budget	FY 2022-23 Projected Year End	FY 2023-24 Proposed Budget
Revenues:				
Membership Dues	\$ 3,430,000	\$ 3,533,000	\$ 3,533,000	\$ 3,638,990
Finance Corp Participation	4,500,000	4,700,000	4,700,000	4,800,000
Finance Corp Corporate Associates	400,000	400,000	400,000	400,000
Rental Income	189,000	189,000	190,300	196,609
Administrative Miscellaneous	820,000	836,000	900,000	927,440
CSAC Conferences	500,000	581,000	655,000	581,000
Domestic Violence Grant Program ⁽¹⁾	135,000	135,000	90,000	383,146
Litigation Program	478,000	508,000	507,500	557,499
Appropriation for County Priority Initiatives	0	428,000	0	500,000 ⁽²⁾
Appropriation from Capital Improvement Fund	0	0	0	250,000 ⁽³⁾
Operating Margin Carryover	515,000	510,000	0	527,000 ⁽²⁾
Total Revenues	\$ 10,967,000	\$ 11,820,000	\$ 10,975,800	\$ 12,761,684
Expenditures:				
Salaries & Employee Benefits	\$ 6,357,000	\$ 6,780,000	\$ 6,649,800	\$ 7,228,412
County Visits & Outreach	182,000	182,000	100,000	174,000
Leadership Outreach	160,000	160,000	160,000	160,000
NACo Meetings & Travel	155,000	155,000	155,000	224,000
Public Affairs/Communications	57,000	242,000	210,000	221,150
Conferences & Regional Meetings	620,000	808,000	825,000	813,850
Facilities	344,000	295,000	295,000	347,430
Office Operations	298,000	573,000	550,000	779,345 ⁽⁴⁾
Organizational Partnerships	93,000	130,000	100,000	180,000
Outside Contracts	845,000	806,000	800,000	639,900 ⁽⁴⁾
Domestic Violence Grant Program ⁽¹⁾	135,000	135,000	90,000	383,146
Litigation Program	478,000	508,000	505,000	508,451
California Counties Foundation/Institute	344,000	536,000	536,000	575,000
Operating Margin Carryover	515,000	510,000	0	527,000 ⁽²⁾
Total Expenditures	\$ 10,583,000	\$ 11,820,000	\$ 10,975,800	\$ 12,761,684
YEAR END FUND BALANCE	\$ 384,000	\$ -	\$ -	\$ -
Capital Improvement Fund	\$ 250,000	\$ -	\$ -	\$ -
Contribution to the Operating Reserve	\$ 134,000	\$ -	\$ -	\$ -

- (1) Domestic Violence Program is fully-funded by grants from Blue Shield of CA.
- (2) Appropriation of 5% of revenues for an operating margin to address unanticipated impacts from an economic downturn, and a reappropriation from FY 22/23 for County priority initiatives.
- (3) One time funds from the Capital Improvement Fund to cover building costs.
- (4) Reflects IT Services being moved from Outside Contracts to Office Operations for FY 23/24.

CSAC YEAR-END RESERVES FY 2018-19 THROUGH FY 2023-24



California State Association of Counties Budget Status Report

July 2022 thru December 2022

	<u>FY 2022-23 Adopted Budget</u>	<u>Year to Date Actual Through 12/31/22</u>	<u>YTD % of Budget (Dec = 50%)</u>
Revenues:			
Membership Dues	3,533,000	3,533,421	100%
Finance Corp Participation	4,700,000	2,346,000	50%
Finance Corp - Corporate Associates	400,000	-	0% ⁽¹⁾
Rental Income	189,000	96,285	51%
Administrative Miscellaneous	836,000	524,297	63%
CSAC Conferences	581,000	523,170	90%
Domestic Violence Grant Program	135,000	153,947	114% ⁽²⁾
Litigation Program	508,000	253,749	50%
Appropriation for County Priority Initiatives	428,000	-	0%
Operating Margin Carryover	510,000	-	0%
Total Revenue	\$ 11,820,000	\$ 7,430,870	63%
Expenditures:			
Salaries & Employee Benefits	6,780,000	3,116,338	46%
County Visits & Outreach	182,000	39,115	21%
Leadership Outreach	160,000	116,375	73%
NACo Meetings & Travel	155,000	119,101	77%
Public Affairs/Communications	242,000	52,046	22%
Conferences & Regional Meetings	808,000	683,148	85%
Facilities	295,000	160,750	54%
Office Operations	573,000	291,114	51%
Organizational Partnerships	130,000	82,926	64%
Outside Contracts	806,000	393,551	49%
Domestic Violence Grant Program	135,000	153,947	114% ⁽²⁾
Litigation Program	508,000	252,934	50%
California Counties Foundation/Institute	536,000	404,225	75%
Operating Margin Carryover	510,000	-	0%
Total Expenditures	11,820,000	5,865,571	50%
YTD Net Income	\$ -	\$ 1,565,299	

(1) Revenue from the Corporate Associates Program is reconciled and posted at the end of the fiscal year.

(2) Reflects Blue Shield of CA grant funding received and expended for the DV Program. No impact on CSAC General Fund.

CALIFORNIA STATE ASSOCIATION OF COUNTIES

FY 2023-24 Proposed Budget

Salary Schedule

Position Title	Salary Range ⁽¹⁾	
	Minimum	Maximum
Chief Executive Officer/Executive Director	\$ 300,000	\$ 400,000
Chief Operating Officer/Deputy Executive Director	\$ 200,000	\$ 300,000
Chief Policy Officer/Deputy Executive Director	\$ 200,000	\$ 300,000
Director of Public Affairs and Member Services	\$ 150,000	\$ 200,000
Foundation Chief Operating Officer	\$ 150,000	\$ 200,000
Chief Financial Officer	\$ 150,000	\$ 200,000
Senior Legislative Advocate/Representative	\$ 150,000	\$ 200,000
Foundation Director of Operations & Educ. Programs	\$ 100,000	\$ 150,000
Legislative Advocate/Representative	\$ 100,000	\$ 150,000
Program Director	\$ 100,000	\$ 150,000
Principal Policy & Fiscal Analyst	\$ 90,000	\$ 130,000
Foundation Operations Manager	\$ 90,000	\$ 130,000
Member Affairs Manager	\$ 90,000	\$ 130,000
Financial Controller	\$ 90,000	\$ 130,000
Project Manager	\$ 90,000	\$ 130,000
Management Analyst	\$ 90,000	\$ 130,000
Senior Legislative Analyst	\$ 70,000	\$ 105,000
Executive Assistant	\$ 70,000	\$ 105,000
Program Manager	\$ 70,000	\$ 105,000
Senior Accountant	\$ 70,000	\$ 105,000
Communications Manager	\$ 70,000	\$ 105,000
Meeting Planner	\$ 70,000	\$ 105,000
Print Services Manager	\$ 70,000	\$ 105,000
Legislative Analyst	\$ 60,000	\$ 90,000
Senior Administrative/Legislative Assistant	\$ 60,000	\$ 90,000
Training Program Coordinator	\$ 60,000	\$ 90,000
Video Production Supervisor	\$ 60,000	\$ 90,000
Accountant	\$ 60,000	\$ 90,000
Grants Coordinator	\$ 60,000	\$ 90,000
Graphics Designer	\$ 60,000	\$ 90,000
Marketing & Technology Program Specialist	\$ 60,000	\$ 90,000
Facilities Specialist/Maintenance Manager (P/T) ⁽²⁾	\$ 60,000	\$ 90,000
Administrative Assistant	\$ 45,000	\$ 70,000
Legislative Assistant	\$ 45,000	\$ 70,000
Video Production Specialist	\$ 45,000	\$ 70,000
Accounting Technician	\$ 45,000	\$ 70,000
Administrative and Meetings Assistant	\$ 45,000	\$ 70,000
Office Assistant/Database Specialist	\$ 45,000	\$ 70,000
Print Services Assistant	\$ 35,000	\$ 50,000

CSAC Litigation Coordination Program - County Counsels' Association

Executive Director/Litigation Counsel	\$ 200,000	\$ 300,000
Membership Director/Associate Counsel	\$ 90,000	\$ 130,000
Membership Services Coordinator	\$ 60,000	\$ 90,000
Administrative Assistant	\$ 45,000	\$ 70,000

(1) Recommended salary range based on March 2023 Compensation Benchmark Study by CSAC Audit Firm - Moss Adams.

(2) Part-Time position that works 50% of Full-Time Equivalent position. Recommended salary range reflects full-time

California State Association of Counties®
FY 2023-24 Proposed Budget

ACCOUNT	EXPLANATIONS
<u>REVENUE:</u>	
MEMBERSHIP DUES	ANNUAL DUES FROM COUNTIES. AS APPROVED BY THE CSAC BOARD, A 3% COST OF DOING BUSINESS ADJUSTMENT WILL BE APPLIED ANNUALLY.
FINANCE CORPORATION PARTICIPATION	CSAC FINANCE CORPORATION CONTRIBUTIONS TO CSAC.
CORPORATE ASSOCIATES PROGRAM	CORPPORATE ASSOCIATES PROGRAM NET REVENUE.
RENTAL INCOME	RENTAL INCOME FOR LEASED SPACE AT THE CSAC BUILDING - 1100 K STREET.
ADMINISTRATIVE MISCELLANEOUS	1) ADMINISTRATION FEES COLLECTED FROM CSAC AFFILIATES FOR PAYROLL AND BENEFIT SERVICES; 2) SALES FOR CSAC ROSTERS, MAILING LIST AND LABELS; 3) PRINTING AND COPYING REVENUE GENERATED FROM THE CSAC PRINTSHOP; 4) INTEREST INCOME FROM BANK AND CALTRUST ACCOUNTS; 5) CONTRACT FOR COMPUTER SERVICES WITH LA COUNTY; 6) FEES FROM JOB ADVERTISING ON CSAC WEBSITE; 7) ADVOCACY SERVICES; 8) CHALLENGE AWARDS.
CSAC CONFERENCES	REGISTRATION FEES FOR CSAC ANNUAL CONFERENCE AND LEGISLATIVE CONFERENCE.
DOMESTIC VIOLENCE GRANT PROGRAM	PURSUANT TO AB 372 CSAC SECURED GRANTS FROM BLUE SHIELD OF CALIFORNIA.
LITIGATION PROGRAM	FUNDED BY A SEPARATE FEE TO SUPPORT CSAC'S ADVOCACY IN STATE AND FEDERAL COURTS, AND TO COORDINATE LITIGATION INVOLVING MULTIPLE COUNTIES. INCLUDES A \$1100,000 TRANSFER FROM CSAC GENERAL FUND FOR IN-HOUSE GENERAL COUNSEL LEGAL SERVICES.
<u>EXPENDITURES:</u>	
SALARIES/BENEFITS	1) SALARIES REFLECT A COLA AND AUTHORITY FOR POTENTIAL MERIT INCREASE; 2) EMPLOYEES THAT ARE TIER 1 PAY ABOUT 20% OF THE EMPLOYEE PORTION OF SBCERA; TIER 2 EMPLOYEES PAY 100% OF THE EMPLOYEE PORTION; 3) BENEFITS TO INCLUDE HEALTH, DENTAL, VISION, LIFE INSURANCE EAP AND WORKERS COMP; 4) PAYROLL TAX; 5) AUTO ALLOWANCE; 6) PARKING; 7) 50% OF WELLNESS PROGRAM.
COUNTY VISITS & OUTREACH	INCLUDES ALL IN AND OUT-OF-TOWN BUSINESS EXPENSES FOR LEGISLATIVE AND ADMINISTRATIVE STAFF.
LEADERSHIP OUTREACH	ALL BUSINESS EXPENSES FOR CSAC BOARD OF DIRECTORS, OFFICERS AND EXECUTIVE COMMITTEE.
NACO MEETINGS & TRAVEL	COSTS ASSOCIATED FOR ALL LEGISLATIVE, ADMINISTRATIVE STAFF AND BOARD MEMBERS TO ATTEND NACO SUPPORTED EVENTS.
PUBLIC AFFAIRS/COMMUNICATIONS	1) ALL COSTS ASSOCIATED WITH PRODUCING & DISTRIBUTING THE ROSTER; 2) CHALLENGE AWARDS; 3) LEGISLATIVE BULLETIN; 4) WEBSITE; 5) WRITTEN, AUDIO AND VIDEO COMMUNICATIONS.

**California State Association of Counties®
FY 2023-24 Proposed Budget**

ACCOUNT	EXPLANATIONS
CSAC CONFERENCES & REGIONAL MEETINGS	ALL COSTS ASSOCIATED WITH ANNUAL AND LEGISLATIVE CONFERENCES AND REGIONAL MEETINGS.
FACILITIES	ALL COSTS ASSOCIATED WITH THE MAINTENANCE OF 1100 K STREET. COSTS INCLUDE REPAIRS, UTILITIES, INSURANCE, JANITORIAL, AND PROPERTY TAXES.
OFFICE OPERATIONS	ALL COSTS ASSOCIATED WITH OPERATIONS SUCH AS 1) INTERNET; 2) PHONE SYSTEM 3) CELL PHONES; 4) MEMBERSHIP FEES; 5) OFFICE SUPPLIES; 6) POSTAGE/DELIVERY; 7) R&M AND PURCHASES OF COMPUTERS AND EQUIPMENT; 8) COPIERS AND BUSINESS EQUIPMENT; 9) ANNUAL EMPLOYEE WORKSHOP; 10) PROFESSIONAL DEVELOPMENT INITIATIVE; 11) IT SERVICES.
ORGANIZATIONAL PARTNERSHIPS	CONTRIBUTIONS TO INSTITUTE FOR LOCAL GOVERNMENT(ILG), CSAC RESEARCH AFFILIATE. ALSO INCLUDES CONTRIBUTIONS IN SUPPORT OF COUNTY GOVERNMENT.
OUTSIDE CONTRACTS	LEGAL, CONSULTING , ACCOUNTING SERVICES AND PROFESSIONAL SERVICES SUCH AS FEDERAL ADVOCACY SERVICES.
DOMESTIC VIOLENCE GRANT PROGRAM	PURSUANT TO AB 372 CSAC SECURED GRANTS FROM BLUE SHIELD OF CALIFORNIA.
LITIGATION PROGRAM	ALL COSTS ASSOCIATED WITH THE LITIGATION COORDINATION PROGRAM, AND IN-HOUSE GENERAL COUNSEL LEGAL SERVICES.
CALIFORNIA COUNTIES FOUNDATION/INSTITUTE	CONTRIBUTION TO CALIFORNIA COUNTIES FOUNDATION INSTITUTE AND GRANTS INITIATIVE TO ASSIST IN THE FACILITATION OF THE PROGRAMS.
<u>ADDITIONAL INFORMATION</u>	
CAPITAL IMPROVEMENT FUND	RESERVE FUND CREATED SPECIFIC FOR CSAC'S FACILITY CAPITAL IMPROVEMENTS TO BE PREPARED FOR MAJOR RENOVATIONS, MAINTENANCE REPAIRS AND/OR UNEXPECTED FACILITY COSTS DURING THE YEAR.
OPERATING RESERVES	CSAC GENERAL RESERVE FUND POLICY REQUIRES A MINIMUM OF 6-MONTHS OF THE OPERATING BUDGET.
SALARY SCHEDULE	CSAC SALARY SCHEDULE REFLECTS SALARY RANGES FOR APPROVED BUDGETED STAFF POSITIONS. APPROVAL OF THE SALARY SCHEDULE IS REQUIRED FOR COMPLIANCE WITH RECIPROCAL RETIREMENT AGREEMENTS BETWEEN PARTICIPATING RETIREMENT SYSTEMS.



Administration of Justice Policy Committee Meeting
CSAC Legislative Conference
Wednesday, April 12, 2023 • 9:30 am – 11:00 am
SAFE Credit Union Convention Center
1401 K Street • Ballroom B3
Sacramento County, California

Supervisor Oscar Villegas, Yolo County, Chair
Supervisor Rosemarie Smallcombe, Mariposa County, Vice Chair
Supervisor Rich Desmond, Sacramento County, Vice Chair

9:30 a.m.

I. Welcome and Introductions

- *Supervisor Oscar Villegas, Yolo County, Chair*
- *Supervisor Rosemarie Smallcombe, Mariposa County, Vice Chair*
- *Supervisor Rich Desmond, Sacramento County, Vice Chair*

9:35 a.m.

II. Sacramento County: Jail Diversion Treatment and Resource Center (JDTRC)

- *LeeAnn McCluskey, Chief Deputy of Adult Community Corrections, Sacramento County Probation*
- *Amanda Massimini, Assistant Public Defender, Sacramento County Office of the Public Defender*
- *Nina Acosta, LCSW, Division Manager, Behavioral Health Services-Mental Health Services, Sacramento County*
- *TJ Harp, IT Business Systems Analyst II, Sacramento County*

10:10 a.m.

III. Public Safety Grants

- *Ricardo Goodridge, Deputy Director, Corrections Planning and Grant Programs, Board of State and Community Corrections*

10:35 a.m.

IV. Public Safety Legislative Update

- *Ryan Morimune, AOJ Legislative Advocate*
- *Stancia Boatner, AOJ Legislative Analyst*

11:00 a.m.

V. Adjournment



Agriculture, Environment & Natural Resources Policy Committee
CSAC 2023 Legislative Conference
Wednesday, April 12, 10:00 a.m. – 11:30 a.m.
Meeting Room 9/10/11, Safe Credit Union Convention Center
Sacramento County, California

Supervisor Chris Howard, Del Norte County, Chair
Supervisor Heidi Hall, Nevada County, Vice Chair
Supervisor Daron McDaniel, Merced County, Vice Chair

- 10:00 a.m. I. Welcome and Introductions**
Supervisor Chris Howard, Del Norte County, Chair
Supervisor Heidi Hall, Nevada County, Vice Chair
Supervisor Daron McDaniel, Merced County, Vice Chair
- 10:10 a.m. II. Legislative Perspective**
The Honorable Senator Melissa Hurtado (Invited)
Representing the Counties of Kern, Tulare, Fresno, & Kings
The Honorable Assemblymember Eduardo Garcia (Invited)
Representing the Counties of Imperial, Riverside, & San Bernardino
Introduction by Supervisor Daron McDaniel, Merced County, Vice Chair
- 10:25 a.m. III. State and Local Fire Responsibility Area Planning**
Chief Daniel Berlant, Acting State Fire Marshal / Deputy Director of
Community Wildfire Preparedness and Mitigation
Moderator: Supervisor Heidi Hall, Nevada County, Vice-Chair
- 10:45 a.m. IV. Water, Agriculture and Economics—the PPIC Perspective**
Dr. Caitlin Peterson, Associate Director, Public Policy Institute of
California (PPIC) Water Center
Moderator: Supervisor Chris Howard, Del Norte County, Chair
- 11:05 a.m. V. Agriculture, Environment & Natural Resources Legislative Update**
Catherine Freeman, CSAC Senior Legislative Advocate
Ada Waelder, CSAC Legislative Advocate
Amber Garcia Rossow, CSAC Legislative Analyst
- 11:15 a.m. VI. Supervisors Roundtable**
Moderator: Supervisor Heidi Hall, Nevada County, Vice Chair
- 11:30 a.m. VII. Adjourn**
Supervisor Chris Howard, Del Norte County, Chair



® Government Finance and Administration Policy Committee Meeting
CSAC Legislative Conference
Wednesday, April 12, 2023 — 10:30 am – 12:00 pm
SAFE Credit Union Convention Center, Ballroom B2
Sacramento County, California

Supervisor Amy Shuklian, Tulare County, Chair
Supervisor Ryan Campbell, Tuolumne County, Vice Chair
Supervisor Mani Grewal, Stanislaus County, Vice Chair

- 10:30 am I. Welcome and Introductions**
- 10:35 am II. Ballots, Returns, and Results, Oh My!**
Roles and Responsibilities of County Elections Offices
Assemblymember Gail Pellerin, 28th Assembly District
Supervisor Angela Curro, San Benito County
Steven Bennett, Regional Manager, Dominion Voting Systems
- 11:20 am III. Get Connected California!/Affordable Connectivity Program**
Help Increase Broadband Access for All
Sunne Wright McPeak, President and CEO, California Emerging Technology Fund
Charles Gardiner, Principal, The Catalyst Group, Inc.
- 11:40 am V. Legislative Update**
Kalyn Dean, CSAC Legislative Advocate
Brian Cote, CSAC Senior Legislative Analyst
- 12:00 pm VI. Adjournment**



® Health and Human Services Policy Committee Meeting
CSAC Legislative Conference
Wednesday, April 12, 2023 — 10:30 am – 12:00 pm
SAFE Credit Union Convention Center, Ballroom B4
Sacramento County, California

Supervisor Zach Friend, Santa Cruz County, Chair
Supervisor Belia Ramos, Napa County, Vice Chair
Supervisor Doug Chaffee, Orange County, Vice Chair

- 10:30 am I. Welcome and Introductions**
Supervisor Zach Friend, Santa Cruz County, Chair
Supervisor Belia Ramos, Napa County, Vice Chair
Supervisor Doug Chaffee, Orange County, Vice Chair
- 10:35 am II. Legislative Health and Human Services Budget Priorities**
Caroline Menjivar, Senator, California State Senate
- 10:50 am III. CARE Act: Planning and Implementation Update**
Stephanie Welch, Deputy Secretary of Behavioral Health, California Health and Human Services Agency
Charlene Depner, Director, Center for Families, Children & the Courts, Judicial Council of California
Ivan Bhardwaj, Chief, Medi-Cal Behavioral Health Policy Division, Department of Health Care Services
- 11:35 am IV. Master Plan for Aging: CA 2030 Steering Committee**
Susan DeMarois, Director, California Department of Aging
Supervisor Rosemarie Smallcombe, Mariposa County
- 11:50 am V. 211 California: Connecting to Critical Services**
Alana Hitchcock, Executive Director & CEO, 211 California
- 12:00 pm VI. Closing Comments and Adjournment**
- Informational Item: 2023 Legislative and Budget Update**



Housing, Land Use and Transportation Policy Committee Meeting
CSAC Legislative Conference
Wednesday, April 12, 2023 — 9:30am – 11:00 am
In-person: SAFE Credit Union Convention Center
Meeting Room: Ballroom B1
Sacramento County, California

Supervisor Jennifer Kreitz, Mono County, Chair
Supervisor Bonnie Gore, Placer County, Vice Chair
Supervisor Nora Vargas, San Diego County, Vice Chair

- 9:30 am** **I. Welcome and Introductions**
Supervisor Jennifer Kreitz, Mono County, Chair
Supervisor Bonnie Gore, Placer County, Vice Chair
Supervisor Nora Vargas, San Diego County, Vice Chair
- 9:35 am** **II. HCD Efforts that Enable the Construction of Affordable Housing**
Dori Ganetsos, Senior Specialist – Special Projects, Housing Policy Division
California Housing and Community Development Department (HCD)
- 9:45 am** **III. Addressing Housing Infrastructure Needs**
James Corless, Executive Director, Sacramento Area Council of
Governments (SACOG)
Todd Smith, Planning Director, Sacramento County
Shawna Purvines, Deputy County Executive Officer (DCEO), Placer County
Executive Office
Attachment One: Green Means Go Fact Sheet – Accelerating Infill
Development Across the Sacramento Region
- 10:25 am** **IV. Housing Choice Voucher Program**
Peter Ragsdale, Executive Director of the Housing Authority of the County
of San Joaquin
- 10:45 am** **V. Legislative and Budget Update**
Mark Neuburger, Legislative Advocate, CSAC
Kristina Gallagher, Legislative Analyst, CSAC
Attachment Two: 2023 Housing, Land Use and Transportation Committee
Legislation
Attachment Three: CalMatters Article – Transit Ridership Falters, Posing a
'Fiscal Cliff'
- 11:00 am** **VI. Closing Comments and Adjournment**



2023 Advocacy Priorities

California State Association of Counties

Homelessness. Counties are at the forefront of responding to California’s growing homelessness crisis. Although state and local governments have made significant investments in housing and homelessness programs over the last few years, California still lacks a comprehensive, holistic strategy that provides sustained funding and clear levels of responsibility for all levels of government. CSAC is embarking on a major policy initiative through the newly created Homelessness Policy Solutions Group to develop policy solutions that map out a comprehensive system to address homelessness. Working with guidance from the CSAC Homelessness Action Team and CSAC Board-adopted Homelessness Principles, CSAC will also continue our advocacy on policies that address the causes of homelessness, calling for ongoing and flexible funding for the ongoing costs associated with providing services to unhoused residents and those at risk of homelessness, and prioritizing the development of an adequate housing continuum accessible to all Californians.

CalAIM Implementation. California Advancing and Innovating Medi-Cal (CalAIM) is a multi-year initiative to enhance care coordination and improve health outcomes through state and federal proposals to simplify the Medi-Cal program. CalAIM has significant implications for many county health and human services functions, including behavioral health services, social services eligibility, county public hospitals, and cross-sector initiatives for foster youth and those who are homeless or justice-involved. CSAC will continue to focus on the federal, state, and local finance implications, as well as the impacts on county operations, programs, and the people served. Additionally, CSAC will continue to advocate for prioritization and funding of counties to provide services that leverage counties’ existing expertise, and for the state to consult with counties in formulating and implementing all changes of this initiative.

Behavioral Health. The state is making significant investments in behavioral health housing, children’s behavioral health services, and CalAIM. To successfully harness these investments to make transformative change requires addressing underlying county mental health plan funding shortfalls, and the expanding set of roles and responsibilities on these agencies continues to create challenges for successful progress. CSAC will advocate for behavioral health workforce assistance and adequate, sustained funding to match new services and administration expectations.

Workforce Challenges. Counties are facing significant workforce challenges, even as California has regained most of the nonfarm jobs lost due to the COVID-19 pandemic. While the workforce challenges are particularly acute for county health and human services and public safety agencies, nearly all county departments face recruitment and retention challenges. CSAC will engage on opportunities for increased investments to support the county workforce, as well as policies that can help counties more effectively recruit, hire, and retain qualified and talented workers.

Drought. As California continues to experience extreme drought, the need for state and federal investments has become more important than ever. CSAC will support counties through advocacy for diversified regional water investments, continued watershed restoration and improved management of local water supplies. CSAC will emphasize core county roles including groundwater management, dry well monitoring and support, and water projects with co-benefits. This includes dam retrofits, flood and

water-recharge investments, and support for low-income communities. CSAC will support efforts to bring options to areas with lower water availability through funding and actions with state agencies.

Wildfire. Hand in hand with drought comes extreme fire. CSAC will continue efforts to reduce wildfire risk through active participation in partnerships such as the Forest Management Task Force and land stewardship actions. CSAC will support efforts to increase prescribed burning with best available practices, appropriate insurance risk, and training. In addition, it is critical to invest in programs that have co-benefits of reduced community wildfire risk and watershed conservation, advocate for regional wildfire and watershed program actions, community wildfire insurance, and wildland fire risk reduction through public and private working lands.

Cannabis. Throughout 2022, CSAC worked to update the County Platform to better reflect the ever-changing world of cannabis. CSAC will use the newly approved language to further our advocacy. The state must invest in resources to combat illegal cannabis and give counties the tools to ensure that they are able to appropriately address the fallout from unlicensed activity. However, cannabis is a major economic driver for many counties and CSAC's advocacy will go beyond enforcement to support the licensed market in new and creative ways.

Easing Administration of the Public Records Act (PRA). Counties and other local governments have faced an enormous increase in the number and size of PRA requests over the past few years. The intensive work required to review records and redact the material that is exempt or prohibited from disclosure has grown exponentially. Further compounding this problem is that counties must make tough judgment calls on whether to release some records, especially when doing so is specifically prohibited, for example because doing so would violate privacy laws or employee confidentiality. Counties have also seen an increase in vexatious litigants using the PRA to grind government work to a halt. CSAC will develop proposals that seek to reduce the impact of these growing issues.

Available, Accessible & Affordable Housing. The need for increased production of permanent housing in the state continues to be an issue of great importance. Addressing California's housing production challenges is also now broadly recognized as an important component of the state's efforts to address the rising rates of homeless and housing vulnerable families and individuals. In recent years, the state has created a variety of programs and allocated funding to improve the housing availability and affordability. Unfortunately, many of these programs often have narrow eligibility standards and cumbersome administrative processes for counties to access and administer. CSAC will continue efforts to find reasonable modifications to these programs that address local needs, as well as additional resources to assist counties in their efforts to address the housing challenges they face.

Protecting Local Revenues. The Legislature, for a variety of reasons, has for the past few years been reexamining some aspects of who should bear the costs of funding government. CSAC will advocate for decisions about local revenues to be made by local agencies, not the state, and will oppose legislation that would reallocate revenues away from counties or would reduce county revenues.

CARE Court Funding/Implementation. SB 1338, the Community Assistance, Recovery, and Empowerment (CARE) Act, includes a requirement that the state consult with county stakeholders in developing a state allocation to counties to implement the CARE Act process. CSAC will advocate to secure adequate, flexible, and sustained funding across all impacted local agencies to support counties' efforts in this new statewide initiative. Additionally, CSAC will advocate for any necessary changes related to implementation as planning efforts progress for all counties.

Aging Programs. As implementation of California’s Master Plan for Aging moves forward, CSAC will continue to engage directly on opportunities to strengthen and enhance services for older adults. One key area of focus remains the local leadership structure for aging services. The state’s newly formed CA 2030 Steering Committee includes two CSAC representatives, and is charged with examining local governance, geography, funding formulas, core services, and performance measures. CSAC will advocate for county priorities throughout this process and engage on other aging initiatives, legislation, and budget investments to help better serve the growing and more diverse aging population in our state.

Broadband Implementation. CSAC will continue to focus its advocacy on successful implementation of historic state investments in broadband, to ensure Californians across the state can access, adopt, and meaningfully use broadband service.

Juvenile Justice Realignment. Implementing juvenile justice realignment will remain a priority for years to come. Ongoing funding will be critical for the outcome of our youth and overall county success. This includes building off the \$100 million secured in last year’s budget to address treatment and secure residential capacity, as well as modernizing county-operated juvenile facilities with an emphasis on creating environments that support trauma-informed care, restorative justice, and rehabilitative programming. CSAC will continue advocating for funding so counties are in a position to implement infrastructure plans that meet the short-term and long-term, individualized needs of youth. Further, CSAC will remain involved with efforts of the County Probation Consortium, designed to tackle the most complex challenges of the realigned population through direct inter-county collaboration.

Federal Priorities

Resilience. Counties continue to prepare for and respond to increasing numbers of extreme weather events and natural disasters. CSAC will continue to work with federal agencies to implement key programs under the Infrastructure Investment and Jobs Act and the Inflation Reduction Act, and to work closely with the California congressional delegation to pursue additional investments and reforms to various disaster preparedness, mitigation, and response programs.

Housing and Homelessness. California’s affordable housing and homelessness crises continue to impact counties statewide. CSAC will continue to work with key members of the California congressional delegation, several of whom have championed a series of association-supported housing and homelessness initiatives. CSAC also will work to protect and enhance funding for key housing and homelessness programs administered by the U.S. Department of Housing and Urban Development.

Protecting and Strengthening the Social Safety Net. Entitlement reform and potential discretionary budget cuts are expected to be hot-button issues during the 2023 legislative session and beyond. As lawmakers consider the possibility of a wide-ranging budget and debt-ceiling package, CSAC will work with allies to protect key county-administered safety net programs.

Rural Development and Public Lands. With the current farm bill set to expire at the end of fiscal year 2023, Congress will focus on reauthorizing the law. CSAC will advocate for a robust rural development title and will seek to maintain and expand funding and eligibility for key nutrition programs, including SNAP/CalFresh. In addition, and as Congress considers modifying federal forest management policy, CSAC will support efforts to enhance wildfire protection, preparedness, and forest resiliency. Finally, CSAC will advocate for a long-term reauthorization of both the Payments in Lieu of Taxes program and the Secure Rural Schools program, including support for the National Center for Public Lands Counties.

2023 Public Affairs and Member Services Priorities

CSAC Website Redesign. The CSAC website was last updated in 2012 and its usability and accessibility has eroded, rendering it unusable on many mobile devices. Goals for the new website include usability, efficiency, user-friendliness – especially for tablet and mobile phones – and accessibility, including ensuring it is ADA-compliant and visitors can easily locate the information they are seeking.

CSAC is currently in the initial stages assessing and interviewing design companies to determine which content management system and ongoing maintenance model best meets our members’ needs. We will also be undertaking stakeholder surveys to help guide the project. This project will span the 2022-23 fiscal year with a launch planned for the fall of 2023.

Advocacy on Homelessness/Driven to Serve Campaign. A major project undertaken this year and continuing into 2023 is positioning counties as leaders in combatting homelessness and seeking solutions to the crisis.

This entails building upon the policy work of the advocacy team and CSAC leadership, cultivating media sources to include the county perspective on homelessness, and executing a full-scale media campaign in support of a potential Homelessness Initiative/package throughout 2023. The CSAC Public Affairs and Member Services team will utilize every communication and advocacy tool in support of this priority in 2023.

CSAC Social Media Strategy. The CSAC Public Affairs team is steering the Association’s social media footprint toward a more timely and vocal presence across social media platforms despite turmoil within some of those platforms.

This includes leveraging our video capability to produce short, quick-hitting videos on county priorities and highlighting local county efforts. The primary goal is to ensure that CSAC’s social media channels serve as an up-to-the-minute resource on county priority issues and to elevate the Association’s position as a trusted source for all county-related legislative, budget and member services information.



April 13, 2023

To: CSAC Board of Directors

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

RE: CSAC Finance Corporation Report

CSAC Finance Corporation Board of Directors

The CSAC Finance Corporation (CSAC FC) Board of Directors is preparing for its Annual Spring Meeting on May 4-5, 2023. This annual meeting is critical as it entails the election of the CSAC FC Officers, CSAC FC Budget Development, updates by the CSAC FC Business Partners and various other valuable programmatic updates. The CSAC FC Board will also be welcoming Supervisor Kathryn Barger, Los Angeles County, to her first Annual Spring CSAC FC Board meeting.

CSAC Finance Corporation Financial Position

Over the last 7 plus years the CSAC FC has continually increased its contribution to CSAC and has become a larger percentage of CSAC's overall revenue budget.

The CSAC FC will be reviewing its annual budget this May for the purpose of determining the financial priorities of the organization while ensuring a consistent revenue stream to CSAC. The financial position of the CSAC FC remains strong as overall revenues continue to come in over budget due to the success of our business partnerships and our Corporate Associates Program. CSAC FC is also working with its business partners in developing budgets for the 2023/24 fiscal year.

Staff continues to refine and expand these partnerships for the purposes of increasing relevant and added value/service for the Counties it supports.

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

Easy Smart Pay

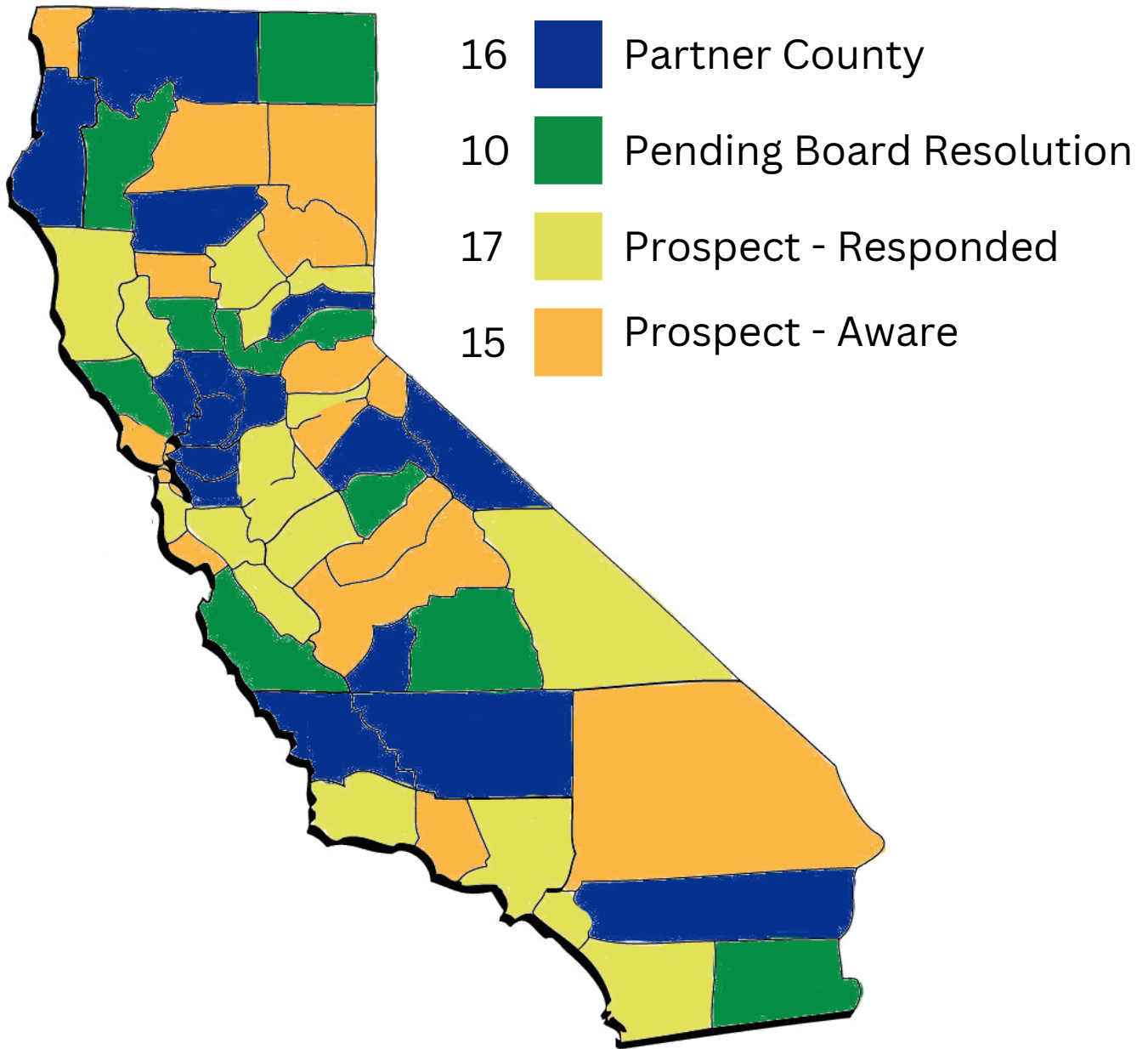
CSAC Finance Corporation is pleased to report that membership in the Easy Smart Pay (ESP) Corporation has grown yet again. Napa County is the latest county to become an ESP member, marking the 16th county to join with additional counties prepared to join in relatively short order. Attached is a visual representation indicating the status of county involvement with ESP throughout the state. As the Board will recall, ESP was created to save taxpayers money and help ease the process of paying property taxes in the most efficient and cost-effective way possible. CSAC Finance Corporation looks forward to additional counties utilizing this beneficial service for their taxpayers. For more information regarding ESP please visit: www.easysmartpay.net, contact Alan Fernandes (alan@csacfc.org) or Chase Broffman (chase@csacfc.org) if you have any questions or interest in learning more about this exciting program.

Corporate Associates Program

The Corporate Associates Program continues to grow with 71 partners across the three levels. The CSAC Finance Corporation Corporate Associates Program has also recently executed a new consulting contract with the Nevada Association of Counties.

The most updated Business Program Summary and Corporate Partnership Program roster is attached. For more information regarding the CSAC FC Corporate Associates Program 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).

County Onboarding March 2023



Modernizing the process of paying government

The CSAC Finance Corporation offers value-added products and services to California's counties, their employees and residents as well as to 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 value and the revenue generated by the CSAC Finance Corporation supports CSAC's advocacy efforts on behalf of California's counties.

Business Program Summary

Financing

CSCDA

Cathy Barna

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 530 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. To date, CSCDA has issued more than \$70 billion in tax exempt bonds helping 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 34 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!

Property Tax Payment Portal

Easy Smart Pay

Alan Fernandes

www.easysmartpay.net



Easy Smart Pay is a product of Smart Easy Pay, a corporation formed by the CSAC Finance Corporation for the purpose of improving the process of paying government. 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 used in 13 of the 58 California counties and is now available for all counties to onboard into the system.

Outreach and Enrollment Network

CCHI

Mark Diel

www.cchi4families.org



California Coverage & Health Initiatives (CCHI) is a statewide outreach and enrollment network, whose efforts ensure that all California's families are able to easily and effectively navigate into health coverage and other health services.

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.

Revenue Collection



CaITRECS

Jim Manker

www.csacfc.org

The CSAC FC has joined with NACo FSC to develop the California Tax Recovery and Compliance System (CaITRECS) 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. As Counties look at establishing or revising their cannabis licensing and taxing structure, CCA should be among the resources used to ensure a successful and robust regulatory program.

Information & Referral Services



211 California

Christy Higgins

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.

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.

Agenda Management System



CSBA GAMUT

Andrea Johnson

<https://www.csba.org/gamut>

CSAC FC has partnered with the California School Board Association (CSBA) to bring the GAMUT platform to California Counties and other public agencies that allows for a virtual meeting minutes record keeping that conforms with the Brown Act. Agencies are able to use this simple yet robust software for meetings and policies as well as provide immediate public access and translates in more than 100 languages. The platform incorporates the needs of a virtual meeting environment with online voting and remote board access. Agencies can purchase the entire suite or select the module that best suits their governance team's needs.

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

Michael Wall

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

Garrett MacDonald

www.threepusone.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.

Financial Management Services

Treasury Curve

Chase Broffman

www.treasurycurve.com

Treasury Curve was founded by a team of financial and technology innovators all-too-familiar with the pain treasury professionals face each day: How to efficiently manage both cash and investments, maximize idle cash and ensure compliance within strict investment policies. The result is a total solution designed to help you optimize your treasury, while giving you precious time back to optimize other areas in your finance and treasury areas.

Surplus Auction System

Public Surplus

Chase Broffman

www.publicsurplus.com

Public Surplus is the best government surplus auction system available. Find great deals on heavy equipment, cars, buses and even airplanes. This system was created with unique capabilities specifically for public agencies, making it much more than an auction site. The services we offer to both buyers and sellers is of the highest quality with a strong focus on customer care.



CSAC Finance Corporation

Board of Directors

- Leonard Moty** - President
- Graham Knaus**, CSAC - Vice President
- Ryan Alsop**, Kern County - Treasurer
- Kathryn Barger**, Los Angeles County
- Richard Forster**, Amador County
- Elba Gonzalez-Mares**, Public Member
- Matt Jennings**, Riverside County
- Susan Muranishi**, Alameda County
- Billy Rutland**, Public Member
- Oscar Villegas**, Yolo County
- Mary Zeeb** - Monterey County

Staff

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



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10. Coast2Coast Rx

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21. IBM

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24. Library Systems & Software

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27. OpenGov

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29. Peraton

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30. Persimmony International

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33. Qlik

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39. T-Mobile for Government

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42. Vanir Construction Management, Inc.

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4. Recology

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7. Konica Minolta

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14. PARS

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15. Precision Civil Engineering

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Bruce Gibson
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Past President

Ed Valenzuela
Siskiyou County



CEO

Graham Knaus

April 13, 2023

TO: CSAC Board of Directors

FROM: Graham Knaus, Chief Executive Officer
Farrah McDaid Ting, Director of Public Affairs
Derrick Winrow, Sr., Management Analyst

SUBJECT: Operations and Member Services Report

The CSAC Operations and Member Services team engaged in a variety of internal and external improvement efforts during the first quarter of 2023.

Activities undertaken include building improvements, staffing efficiencies, and the use of technology to increase the overall mission of the Operations and Member Services team: to support all Association activities from advocacy to member services to public affairs to finances.

PUBLIC AFFAIRS

Website Redesign. The CSAC website redesign continues apace, with content review ongoing. Maintenance of the current CSAC website necessitates significant time and effort by Public Affairs staff and the new website is on track to debut in early fall.

AT HOME. Another principal project for the Public Affairs team is coordinating a multifaceted media plan to support and advance the Association’s homelessness policy work under AT HOME.

This includes creation and distribution of AT HOME materials, interfacing with all modes of media on the AT HOME Plan and facilitating an AT HOME press briefing (March 16) and All-county webinar (March 27). The team is collaborating with Bicker, Castillo, Fairbanks and Spitz public relations firm on this top-priority effort and while maintaining the Association’s communications, products, and social media presence. Please see the attached infographic for details on all of these activities.

CSAC Roster: The 2023 CSAC Roster is complete and will be distributed to counties no later than April 30.

FACILITIES

The facilities team has made significant strides in completing several maintenance and improvement projects for the CSAC building. These include:

- Pressure washing the exterior of the building.
- Cleaning the interior and exterior windows
- Recently finishing the painting of the exterior window frames on the 2nd, 3rd, and 4th floors, resulting in a significant enhancement to the building's overall appearance
- Cleaning all carpets and waxing the floors

- Constructing a new office on the second floor for our new meeting planner.
- Installed privacy film in the 3rd floor conference room to improve confidentiality and productivity during meetings.
- We are currently installing new office door signs that display occupancy status, benefiting both occupants and visitors by improving convenience, efficiency, and promoting a more collaborative work culture through reduced communication barriers.

Projects on the horizon include:

- Constructing a small office space on the Mezzanine Floor.
- Reviewing more energy-efficient electrical lighting options.
- Assessing the interior floor plan, office configurations, and standardizing décor.
- Evaluating upgrades to the kitchen and restroom areas.

TECHNOLOGY & PRINTING

The wireless internet connection improvement project for the entire CSAC building has been successfully completed, effectively resolving slow or glitchy internet issues experienced by members and staff.

Additionally, we have upgraded the conference room laptops to enhance meeting performance and stability in conjunction with the wireless improvements.

We're discussing with our vendor to transition our older on-premises computer hardware to a secure cloud-based infrastructure. This will improve security and support capabilities, while providing us with the latest software and hardware technologies to better serve our staff.

We are also developing a standardization plan for computer hardware to improve support capabilities and streamline procurement processes.

The CSAC Print Shop remains a valuable asset to the organization, generating revenue by fulfilling printing and signage needs for local county affiliates and external organizations, while providing timely and high-quality materials for CSAC and the California Counties Foundation. The Print Shop continues to serve as our "secret weapon" in delivering excellent materials to our members and Institute participants.

MEETING AND EVENT PLANNING

New Meetings and Event Planner Debra Kurtti and Meetings Assistant Kate Poblete have been churning through the to-do lists to prepare for the 2023 Legislative Conference.

Conference amenities include on-site badge printing, a joint homelessness summit and legislative reception in conjunction with Cal Cities, improved wi-fi access and a reimagined format that provides additional networking opportunities to attendees.

The team has also secured the Safe Credit Union Convention Center for the 2024 Legislative Conference April 17-18.

Once the Legislative Conference concludes, the meetings and events team will turn to planning a successful and exciting 2023 Annual Meeting, to be held in Alameda County November 13-16. We can't wait to welcome all counties to the 129th annual meeting!

ATTACHMENTS:

- CSAC Public Affairs Infographic

Public Affairs



At a Glance - Jan. 2023 - Mar. 2023

MEDIA

20

media inquires

28

media mentions

FEATURED PUBLICATIONS:

- Associated Press
- Calmatters
- Orange County Register
- Modesto Bee
- Mercury News
- Sacramento Bee
- Capital Public Radio
- Politico
- San Diego Union-Tribune

SOCIAL MEDIA

VIDEO

FOLLOWERS	12,372	3,265	756	6 videos published
IMPRESSIONS	42k	7.2k	1.7k	58 videos produced
ENGAGEMENTS	506	236	125	

WEB/DIGITAL

AT HOME LAUNCH

241,227

website visits

122

bulletin articles

109

March 16 press
conference attendees

259

March 27 county-wide
webinar attendees

1:30 min **19,866**

avg. time on page
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County Counsels' Association of California

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MEMORANDUM

To: Supervisor Chuck Washington, President, and
Members of the CSAC Board of Directors

From: Jennifer Bacon Henning, Litigation Coordinator

Date: April 13, 2023

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 March 2023. 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 Los Angeles	Exeter Petaluma	Alameda Health System

Barajas v. City of Petaluma

Pending in the First Appellate District (filed May 24, 2022)(A165258)
Status: Amicus Brief Due on June 21, 2023

The Mitigation Fee Act (MFA) requires local agencies to adopt five-year findings to account for balances of development impact fee proceeds held for more than five years. If a local agency fails to make the required findings, the MFA provides that the agency must refund the monies held. In 2018, the City was approximately two months late in making its five-year findings under the MFA. Barajas, owner of real property in the City, brought this action alleging that the City's untimely filing required the City to refund the entire \$36 million balance of the 2018 development impact fee proceeds. The City did not dispute that the 2018 report was untimely, but argued that the MFA timing requirements were directory versus mandatory, and thus plaintiff was not entitled to the relief sought. The trial court found that the 180-day deadline is directory and that the City's late findings did not amount to a violation triggering a refund. Plaintiff has appealed. CSAC will file a brief in support of the City.

Long v. City of Exeter

April 13, 2023

Pending in the Second Appellate District (filed Nov. 15, 2021)(B316324)

Status: Amicus Brief Due May 2, 2023

This case involves a City of Exeter police officer in its canine program who was provided a dog and trained in both patrol and narcotics detection. About a year later, the officer decided to end his employment with the City and move to a different city. The City of Exeter sold him the dog. After his move, the officer kept the dog in a fenced back yard with another dog. He had a kennel, which the City had provided, but left it open so the dogs could run free in the yard. The dogs escaped the fenced back yard and attacked two neighbors. Both suffered serious injuries and one died three days after the attack. The victims' children sued the City, among other defendants, arguing that the City was liable for failure to warn the officer that the "retired" dog could not be treated as a pet, could not be "untrained" as a patrol canine, and should be kept kenneled at all times when not in his immediate control. The City argued that it owed no duty to plaintiffs in the absence of any special relationship with either the officer, who was no longer employed by the City, or the plaintiffs. Although the trial court acknowledged the lack of any special relationship, it held "other circumstances" could create a duty and sent the case to the jury. The jury returned a verdict in plaintiffs' favor and awarded \$20 million plaintiffs. The City has appealed, and CSAC will file a brief in support of the City.

Morgan v. Ygrene Energy Fund

84 Cal.App.5th 394 (4th Dist. Div. 1 Nov. 1, 2022)(D079364), *petition for review granted* (Feb. 22, 2022)(S277628)

Status: Amicus Brief Due June 9, 2023

Plaintiffs participated in a "PACE" program to finance energy and water conservation improvements to their homes. Under the program, the cost of the improvements is billed on an owner's real estate tax bill. Plaintiffs claimed that the loans should be subject to the rules for home improvement loans and that Defendants (lenders and loan administrators) engaged in unfair and deceptive business practices by violating consumer protection laws. The Court of Appeal found the liability theories "intriguing," but ultimately upheld a trial court decision sustaining a demurrer in defendants' favor, agreeing with defendants that plaintiffs failed to exhaust their administrative remedy. The court determined that because the PACE program is billed on the property tax bill, the appropriate administrative remedy was the filing of an application for reduced assessment with the County assessment appeals board (AAB). CSAC will file an amicus brief in this case.

Ray v. County of Los Angeles

52 F.4th 843 (9th Cir. Nov. 4, 2022)(20-56245), *petition for rehearing denied* (Dec. 20, 2022)

Status: Amicus Brief Due April 19, 2023

This IHSS litigation was prompted by a federal Department of Labor regulation eliminating the so-called "companion exemption," which largely exempted home care workers from overtime pay requirements. That regulation was supposed to go into effect on January 1, 2015, but due to court action and administrative delay, it did not go into effect in California until February 1, 2016. This class action lawsuit against LA County seeks back pay for overtime for IHSS providers for January 1, 2015 through February 1,

April 13, 2023

2016, which tees up the question of whether the County is the “employer” for purposes of overtime liability. The federal trial court concluded that the County is not the employer, and is therefore not liable for overtime back pay, but the Ninth Circuit reversed, holding the County is a joint employer, along with the care recipients, of IHSS providers, and could be liable under the FLSA for failing to pay overtime compensation. LA County is seeking US Supreme Court review and CSAC will file a brief in support. (Note that CSAC filed an amicus brief in support of the County in the Ninth Circuit.)

Ruelas v. County of Alameda

Pending in the California Supreme Court (Nov. 2, 2022)(S277120)

Status: Amicus Brief Due June 1, 2023

This is a class action brought by pre-trial detainees confined in Alameda County. Plaintiffs allege that they performed work for a for-profit company that contracts with the County under Proposition 139. Proposition 139 amended the California Constitution to allow for state prisons and county jails to establish prison-work programs by contract with for-profit companies. Plaintiffs claim they are entitled to minimum wages for that work under Labor Code section 1194. The County argues that Proposition 139 gives the County exclusive authority to set compensation for detainees by local ordinance and, because the County has not adopted such an ordinance, plaintiffs are not entitled to any monetary compensation. Instead, they are entitled only to the sentence reductions prescribed by the Penal Code. The trial court rejected that argument, finding that plaintiffs have a claim for minimum wages under the Labor Code in the absence of a local ordinance setting a different compensation rate. However, the court also acknowledged this was a question of first impression that would benefit from immediate review by the circuit court. The Ninth Circuit agreed to consider the following issue:

Do non-convicted incarcerated individuals performing services in county jails for a for-profit company that sells goods produced by incarcerated individuals to third parties outside of the county have a claim for minimum wages and overtime under Section 1194 of the California Labor Code in the absence of any local ordinance prescribing or prohibiting the payment of wages for these individuals?

After briefing and oral argument before the Ninth Circuit, the court decided to send the question to the California Supreme Court for resolution since it is fundamentally a question of state, rather than federal law. CSAC filed a brief in support of the County in the Ninth Circuit, and will also file a brief in support in the California Supreme Court.

Stone v. Alameda Health System

88 Cal.App.5th 84 (1st Dist. Feb. 3, 2023)(A164021), *petition for review pending* (filed Mar. 20, 2023)(S279137)

Status: Letters Supporting Review Due April 28, 2023

Plaintiffs are employees of the Alameda Health System, a public hospital authority created by the County of Alameda under Health and Safety Code section 101850. As relevant to this amicus request, plaintiffs alleged class action claims related to alleged wage and hour violations. The trial court ruled in favor of the health system, concluding that it is a “statutorily created public agency” beyond the reach of the Labor Code sections and Industrial Welfare Commission (IWC) Wage Orders invoked in the complaint. The Court

April 13, 2023

of Appeal reversed. The court applied the “sovereign powers doctrine” to conclude that application of the state’s wage and hours laws and IWC Wage Orders to the health system would not infringe on any sovereign powers. The court also found that the health system is not a “municipal corporation” for purposes of the municipal corporation exemptions from the Labor Code because it lacks essential municipal functions (power of eminent domain, elected board, ability to impose taxes, independent regulatory or police powers). However, the court did find that where the Labor Code provides an exception for public agencies, including “other governmental entities,” the health system qualifies for that exemption because that is an expansive term that encompasses the health system. CSAC will file a letter asking the Supreme Court to take the case.



Course Guide Winter-Spring 2023



California Counties
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January.....

114a Public Engagement - Involving the Community in Decisions**Friday, January 13th / 10am-3:30pm {Ventura}**

Community involvement is a key to idea generation, effective decision-making and public acceptance of decisions. But how can you engage the fullest participation and encourage a clear, civil and informed exchange of views? This course explores practical tips to maximize effectiveness of public forums, hearings, town halls and other forms of community engagement. Participants examine techniques to help the public take into account the hard choices and trade-offs in decisions, and how to demonstrate that public ideas and recommendations are taken seriously.

INSTRUCTOR:

Robert Bendorf, retired Yuba County CAO.

385 Sustainable Self Care for Leaders**Friday, January 20th / 9am-1:30pm {Virtual}**

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 in a culture where our professional and personal lives keep merging? Together we will answer this question as we map individual strategies using the Enneagram and best practices. Regular self-care manages stress, prevents burnout, and creates productive and energized teams and organizations. Are you in?

INSTRUCTOR:

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

363 Thinking and Acting Strategically in Conditions of Uncertainty**Friday, January 20th / 10am-3:30pm {Fresno}**

This seminar discusses key features for thinking and acting strategically: staff, external environmental and existing policy. The interactive exercises and discussions identify the challenges of managing in uncertainty. The course includes suggestions for best practices for leading in uncertainty as well as for developing agility to address current and enduring problems counties face. The session facilitates participants' focus on current county challenges. The seminar helps participant create new possibilities and leverage assets for problem solving. Participants and applying concepts of creative and strategic thinking to find different paths to solutions. The conversations provide approaches to question assumptions; identify the environmental issues; distinguish strategies from tactics; use team resources, and structure learning from experience.

INSTRUCTOR:

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

369 County Financial Reporting and Budgeting for Nonfinancial Professionals**Thursday, January 26th / 10am-3:30pm {Humboldt}**

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



government financial reporting. The discussion reviews terms and definitions used with government financial reporting and strategies on how to read financial statements and auditor reports to identify critical information and understand what it means ... in plain English!

INSTRUCTORS:

Robert Bendorf, retired Yuba County CAO and Leanne Link, Assistant CAO at Sutter County.

116 County Budgeting and Financial Planning

Friday, January 27th / 10am-3:30pm {Humboldt}

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 Leanne Link, Assistant CAO at Sutter County.

February.....

151 Financing California Counties: The History

Thursday, February 9th / 10am-3:30pm {Humboldt}

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

INSTRUCTOR:

Diane Cummins served as a Special Assistant to the Governor for state and local finances and has worked in both the executive and legislative branches on the budget.

115 Adaptive Leadership

Friday, February 10th / 10am-3:30pm {Ventura}

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 Linsky 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:

BJ Snowden is the Dean of the West Sacramento Center at the Sacramento City College, and is part of the 2021 Board of Director sat the American Leadership Forum.

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

Friday, February 17th / 9am-1:30pm {Virtual}

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.

116 County Budgeting and Financial Planning

Friday, February 17th / 10am-3:30pm {Fresno}

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 Leanne Link, Assistant CAO at Sutter County.

120 The Art and Practice of Organizational Leadership

Friday, February 24th / 9am-1:30pm {Virtual}

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.

March.....

130 Navigating Difficult Conversations

Friday, March 3rd / 9am-1:30pm {Virtual}

The ability to handle difficult conversations and behavior tactfully and professionally is an important skill for success in any workplace. This interactive virtual session will focus on how to apply effective techniques that will help produce desired results. Participants will learn how to use a proactive and straightforward communication approach to deal with a variety of awkward, challenging, and difficult situations. The objectives are to reduce frustration, anxiety and avoidance tendencies to enable stronger, more honest and less toxic relationships.

Topics will include: importance of timing and preparation; managing emotions; how to keep communication “open”; active listening; avoiding trigger language; finding hard to find solutions; and overall best practices.

INSTRUCTOR:

Jim Delia is a Principal Consultant with Delia and Associates consulting organization.



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

Thursday, March 9th / 9am-1:30pm {Virtual}

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 underserved 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.

358 How to Speak Confidently and Compellingly Anywhere, Anytime

Friday, March 17th / 9am-1:30pm {Virtual}

"All speaking is public speaking, whether it's to one person or a thousand." And whether you are speaking in front of a large audience, or one-on-one at the office, the situation can often be nerve-wracking, intimidating and too often unfulfilling. Do you often walk away wishing you had said something differently? Or that you had presented your position more effectively? This course will provide insight into the world of public speaking -- both in-person and virtually. Participants will learn how to prepare properly; calm their nerves; present clearly, concisely and effectively; and walk away confident their message was well presented -- whether it's for an audience of one or a thousand.

INSTRUCTOR:

David Liebler is the retired Director of Public Affairs and Member Services, a position he held for more than two decades. His career also included serving as a journalist and media relations director in the field of public relations. The recipient of dozens of state and national awards for his overall work, David has trained and prepared hundreds of individuals in the art of public speaking, from public presentations to media interviews.

115 Adaptive Leadership

Friday, March 17th / 10am-3:30pm {Fresno}

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 Linsky 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:

BJ Snowden is the Dean of the West Sacramento Center at the Sacramento City College, and is part of the 2021 Board of Director at the American Leadership Forum.

327 Coaching for Success

Thursday, March 23rd / 9am-1:30pm {Virtual}

This workshop is for the manager that wants to bring 21st century leadership skills to their team. During our time together we will cover: coaching 101; using coaching to set team vision and culture; coaching staff to accomplish their goals; and coaching through challenges. This session will be interactive and will allow participants will leave with a coaching action plan.

INSTRUCTOR:

Kelli King-Jackson is an Associate Certified Coach (ACC) with the International Coaching Federation (ICF).

April.....

307b Realignment 301: Public Safety Funds and Realignment Funding**Thursday, April 6th / 9:30am-3pm {Virtual}**

This course covers the law enforcement accounts from the 2011 Realignment. It includes a review of: statutory changes; actual revenue results; the “base” calculations for each account; how base and growth amounts are distributed to each state level account; and how amounts are distributed to counties. Important lessons about the dynamics of realignment from Health and Social Services Realignment 1991 and 2011 are shared. The course includes discussions on the risks and opportunities of realignment for law enforcement and the strategic investments counties have undertaken.

INSTRUCTORS:

County & State Experts on 2011 Realignment.

338 IT Organizational Culture**Thursday, April 13th / 9am-2:30pm {Virtual}**

Despite all the expertise, training and consulting developed over the last 20 years, we continue to struggle to implement IT initiatives, adopt activities and processes to achieve business needs. We have challenges creating buy-in, overcoming resistance and embedding changes in organizational behavior and culture. This is due to the ABC's (Attitude, Behavior and Culture) of IT. 'ABC is like an Iceberg, much of it hidden beneath the surface yet capable of causing enormous damage'. In this session we will discuss how to recognize and address BC issues within your organization.

INSTRUCTOR:

Roger Root, Information Technology Director for Tuolumne County

371 Building and Maintaining a Team Environment**Thursday, April 13th / 10am-3:30pm {Humboldt}**

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

INSTRUCTOR:

Audrey Sloofman, MSOD, Founder/Leadership & Team Specialist for Create Exceptional Leaders.

313 Performance and Accountability in a Virtual World**Friday, April 14th / 10am-3:30pm {Ventura}**

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.

INSTRUCTOR:

Mischelle Causey-Drake, JD is the General Counsel for After School Matters®.



153 Labor Relations and Negotiations in Local Government

Friday, April 21st / 9am-1:30pm {Virtual}

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

INSTRUCTORS:

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

150 Local Governance in California: All Those Agencies!

Friday, April 21st / 10am-3:30pm {Fresno}

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 for Tulare County.

356 Negotiations and Collaboration in Complex Environments

Friday, April 28th / 9am-1:30pm {Virtual}

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

INSTRUCTOR:

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

May.....

150 Local Governance in California: All Those Agencies!

Friday, May 5th / 9am-1:30pm {Virtual}

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 for Tulare County.



120 The Art and Practice of Organizational Leadership

Thursday, May 11th / 10am-3:30pm {Humboldt}

[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:

Jim Delia is a Principal Consultant with Delia and Associates consulting organization.

371 Building and Maintaining a Team Environment

Friday, May 12th / 10am-3:30pm {Ventura}

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

INSTRUCTOR:

Audrey Sloofman, MSOD, Founder/Leadership & Team Specialist for Create Exceptional Leaders.

380 Talent Development and Succession Planning

Friday, May 12th / 10am-3:30pm {Humboldt}

This interactive course will address the urgent need to attract, retain and develop talent, especially as counties transition from the pandemic. The course will explore strategies and best practices to create effective leadership development and succession planning programs in county government. The course includes case examples, small group discussions as well as presentations. Discussion highlights: workforce demographic challenges facing county government; why talent development, employee engagement and succession planning are key to building organizational capacity, especially in the post-pandemic era; the need to enhance the employee experience in county government even in time of constrained resources; steps to get started; and best practices and lessons learned from leadership development and talent development programs.

INSTRUCTORS:

Jim Delia is a Principal Consultant with Delia and Associates consulting organization; Donna Vaillancourt is former San Mateo County Human Resources Director.



380 Talent Development and Succession Planning

Friday, May 19th / 9am-1:30pm {Virtual}

This interactive course will address the urgent need to attract, retain and develop talent, especially as counties transition from the pandemic. The course will explore strategies and best practices to create effective leadership development and succession planning programs in county government. The course includes case examples, small group discussions as well as presentations. Discussion highlights: workforce demographic challenges facing county government; why talent development, employee engagement and succession planning are key to building organizational capacity, especially in the post-pandemic era; the need to enhance the employee experience in county government even in time of constrained resources; steps to get started; and best practices and lessons learned from leadership development and talent development programs.

INSTRUCTORS:

Dr. Frank Benest is former city manager of Palo Alto and a noted expert in organizational leadership; Donna Vaillancourt is former San Mateo County Human Resources Director.

371 Building and Maintaining a Team Environment

Friday, May 18th / 10am-3:30pm {Fresno}

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

INSTRUCTOR:

Audrey Sloofman, MSOD, Founder/Leadership & Team Specialist for Create Exceptional Leaders.

114a Public Engagement - Involving the Community in Decisions

Thursday, May 25th / 9am-1:30pm {Virtual}

Community involvement is a key to idea generation, effective decision-making and public acceptance of decisions. But how can you engage the fullest participation and encourage a clear, civil and informed exchange of views? This course explores practical tips to maximize effectiveness of public forums, hearings, town halls and other forms of community engagement. Participants examine techniques to help the public take into account the hard choices and trade-offs in decisions, and how to demonstrate that public ideas and recommendations are taken seriously.

INSTRUCTOR:

Robert Bendorf, retired Yuba County CAO.

June.....

123 Strategic Planning: Crafting and Leading Planning Processes

Thursday, June 1st / 9am-1:30pm {Virtual}

Thinking strategically and determining priorities are essential skills in organizations, especially during times of uncertainty. This course examines how to make a strategic plan a living document and have it mean something to those affected. Participants examine: Developing a methodology for thinking strategically using the “STEP ” model; Crafting strategic goals and plans (including with the Board of Supervisors or other governing board), including during times of uncertainty; Engaging stakeholders in the process; Determining priorities and desired outcomes Tips to prepare an actionable plan; Best practices and case examples are explore to support integration of the plan into agency operations and decision making. Discussion highlights tips for supporting strategic thinking during times of change and uncertainty.

INSTRUCTOR:

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

348 IT Extend the Service Desk**Thursday, June 8th / 9am-2:30pm {Virtual}**

All parts of an organization provide services, not just the IT department. HR performs onboarding of new employees, Facilities repairs the air conditioning, and the payroll department processes request to change tax deductions. A service is simply a means of delivering value to the customer by facilitating the desired outcome. IT Service Management practices can be applied to other lines-of-business to improve service delivery across the entire organization. This course provides an approach to ESM (Enterprise Service Management), to improve your service capability, request handling, and your tooling capabilities.

INSTRUCTOR:

Trevor Gregg is a supervisor within Tuolumne County's IT Department.

389 Communicating and Presenting Complex Issues and Data**Thursday, June 8th / 9am-1:30pm {Humboldt}**

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

INSTRUCTOR:

Deb Hunt, Ph.D. is the Chief Deputy Director for CSU-Sacramento's College of Continuing Education.

128b Emotional and Social Intelligence: The Really Hard Skills**Friday, June 9th / 9am-1:30pm {Virtual}**

You have often heard that learning sorts into two types of skill: The hard skills and the soft skills. But, if you really think about it, there is nothing "soft" about how we see ourselves and others and how we interact as humans. We are now calling the soft skills of emotional intelligence and social intelligence the "really hard skills." In this program we learn to access our own emotional and social intelligence and how to interact more effectively with others—while still being authentically our "self." We explore what makes us human, how our emotions impact our work lives, practical advice for managing difficult people and situations, empathy and its role in the workplace, and what it means to tend to our personal well-being. Workshop exercises, assessments, and tools provide new ways of thriving at work and helping others do the same.

INSTRUCTOR:

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

356 Negotiations and Collaboration in Complex Environments**Friday, June 9th / 9am-1:30pm {Ventura}**

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

INSTRUCTOR:

Mischelle Causey-Drake, JD is the General Counsel for After School Matters®.



367 Communicating for Results: A Best Practices for 21 Century Leadership

Friday, June 16th / 9am-1:30pm {Virtual}

How do you communicate to six generations and their unique forms of speaking, interpreting, and expressing themselves? How do you confront “device chaos” and “irrelevance overload”? What are the foundational and necessary skills for meaningful and productive communication both virtually and in-person? These are just a few of the searing questions leaders are faced with in a post-Covid era.

If we have learned anything over the last couple of years, we have learned that ‘communication’ is a foundational leadership quality. We have more questions about how to lead and how to use communications as a core competency as never before. There are any number of leadership best practices that must be learned. Mastering ‘communicating for results’ is foremost amongst them. This course will focus upon the necessary skills for meaningful and productive communications, including how to manage email overload and engage in difficult conversations. County leaders will engage in discussions and activities that encourage participants to speak with themselves and others with compassion, caring, and empowerment.

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.

120 The Art and Practice of Organizational Leadership

Friday, June 16th / 10am-3:30pm {Fresno}

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.

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 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 \$175/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.

REGISTRATION FEES INCLUDE PROFESSIONAL INSTRUCTION, COURSE MATERIALS, AND CERTIFICATE.

Cancellations and Substitutions

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

Contact Us

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

Training Program Coordinator
Matthew Brooks-Pritchard / mbrooks-pritchard@counties.org

Administrative Assistant
Chase Palm / cpalm@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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Campus Locations

Humboldt-Del Norte Campus
Eureka Veterans Memorial Hall
1018 H Street | Eureka, CA 95501

Fresno Campus
Fresno County DSS - Hope Plaza Center
380 W Ashlan Avenue | Clovis, CA 93612

Ventura Campus
Ventura County Human Services Agency [Peppertree Room]
855 Patridge Drive | Ventura, CA 93003





BOARD OF DIRECTORS

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Update on Activities April 2023

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 officials at special districts, counties, and cities 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 -- 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.

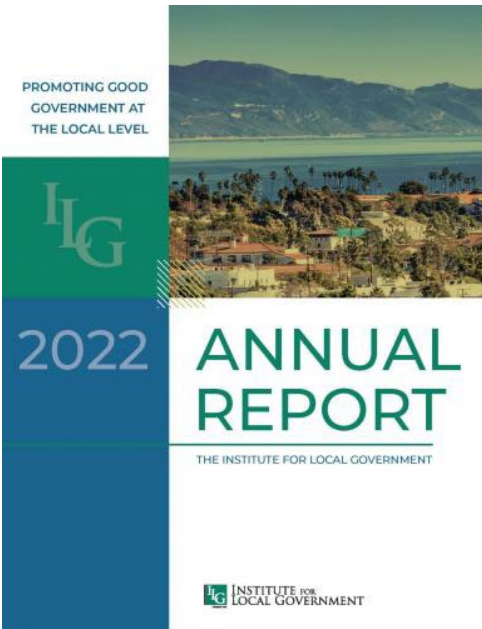
We are a mission-driven nonprofit organization that is also non-partisan. And -- since ILG is not focused on advocacy -- we have the flexibility to serve as an objective third-party convener that helps cities, counties, and special districts navigate complex issues crossing multiple local and state agencies.

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](#).

ILG Welcomes New County Board Members

ILG recently welcomed two new board members representing counties – Supervisor Rhonda Duggan of Mono County and Supervisor Jaron Brandon from Tuolumne County. Their board service was unanimously approved at the March 17 ILG Board Meeting.





ILG Releases Annual Report!

ILG just released our 2022 Annual Report. [You can find the report here](#), which details some of the activities, trainings and resources we brought forward in 2022.

2023 Webinars & Trainings

The ILG team kicked off our 2023 webinars in February. Please see below for information on recent and upcoming webinars. We are currently identifying additional topics of interest to continue our robust training offerings for 2023 and look forward to bringing our county partners unique content related to workforce development, virtual engagement, budgeting and finance, housing, local government basics and climate resilience. Contact Erica Manuel (emanuel@ca-ilg.org) or Melissa Kuehne (mkuehne@ca-ilg.org) for more information or if you have a topic you would like us to consider.

Recent Webinars

Advancing Climate Equity: State Regulations and Strategies for Local Governments

This webinar discussed how local agencies are leading the way on how to develop and implement environmental justice. Additionally, the Governor's Office of Planning and Research talked about local government's requirement to develop an Environmental Justice Element as part of their General Plan updates under California Senate Bill 1000 (Leyva, 2016). [Access the slide deck and materials here.](#)

LEADING LOCAL: Local Government Women in Leadership Virtual Panel

Leadership isn't easy, but California local governments are blessed with many phenomenal women leaders. This virtual panel highlighted some prominent women leaders across the state, including **Mono County Supervisor Rhonda Duggan**, and other experts from a range of local government jurisdictions who shared insights about their journeys through leadership.

Topics included some of the most critical issues for women in these dynamic and demanding times, including:

- Leading through crisis
- Communication strategies
- Creating work/life balance
- Building a strong network
- Making graceful transitions
- How local government employers can support women in the workplace and in elected office

[Access the slide deck and recording here.](#)

Upcoming Webinars

In April, the ILG team is planning to host webinars on budgeting and forecasting as well as the Beacon Program and innovative sustainability programs and practices. Registration for both of those will open soon!



Award Opportunities for Counties

Counties are [invited to apply](#) for ILG's Beacon Vanguard, Spotlight, and Leadership & Innovation awards from April 7 through July 7, 2023.

ILG's Beacon program helps local agencies understand the actions they can take - from clean energy to efficient transportation, adaptation planning, community engagement, and more - that

are aimed at reducing emissions, saving energy, and building resilience. Through Beacon, local agencies gain access to best practices, resources, technical assistance, and peer support, and are eligible to earn annual award recognition.

The Beacon Vanguard and Spotlight awards recognize voluntary actions to undertake climate and sustainability programming. [Learn more about each category and what data to submit for award consideration.](#)

The Beacon Leadership and Innovation awards celebrate your county's efforts to implement collaborative, inclusive, and equitable climate resilience and adaptation programming in your communities.

Whether your county is a Beacon participant or not, you are also invited to submit an innovative project, program, plan, or policy your agency has implemented for Leadership and Innovation award consideration in the following categories:

- Leadership in Climate Resilience and Adaptation
- Equity and Engagement in Climate Resilience and Adaptation
- Cross-Agency Collaboration in Climate Resilience and Adaptation
- Innovation in Energy
- Innovation in Clean Transportation

Award winners will be celebrated in front of a statewide audience at the annual Beacon Awards Ceremony and the CSAC Annual Meeting. Learn more and apply at www.ca-ilg.org/beacon-program. For questions, contact Nikita Sinha at nsinha@ca-ilg.org.

Public Engagement Training for Local Governments



T.I.E.R.S.
PUBLIC ENGAGEMENT TRAINING FOR LOCAL GOV'T

THURSDAY, MARCH 23 & FRIDAY, MARCH 24
10:00 AM - 3:00 PM
Virtual Training

SPACE IS LIMITED - REGISTER TODAY!
WWW.CA-ILG.ORG

ILG just completed the first TIERS Public Engagement Training of 2023! Dozens of local government staffers joined this two-day virtual training designed to help practitioners master equitable public engagement and build trust in their communities. We will be hosting additional public engagement trainings later this year!

ILG Wrapping Up Training Sessions for Planning Commissioners

ILG is wrapping up our year-long outreach effort hosting regional training sessions for planning commissioners. The sessions are based on content from the newly updated ILG Planning Commissioners Handbook and have taken place in-person at various locations throughout the state. Workshop topics are wide-ranging and include the role of a planning commission, how to collaborate effectively with staff and the governing board, effective community engagement, CEQA basics, required planning documents, and local and regional planning challenges and opportunities. Each session gives attendees the opportunity to engage with experts in the field and fellow planning commissioners to hear best practices, emerging trends, and lessons learned. All sessions are FREE, but space is limited and registration is required.

The final sessions include:

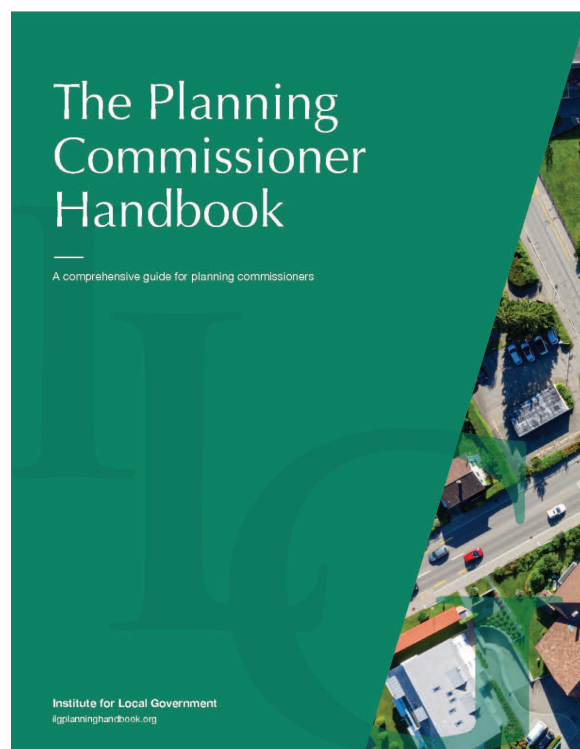
- [Tehama, Glenn, Butte, Colusa, Yuba and Sutter Counties, April 14, 2023](#)
- [Shasta, Trinity, Siskiyou, Lassen, Plumas, Modoc and Del Norte Counties, POSTPONED](#)
- Virtual Training: TBD

Past sessions included:

- Sacramento and Yolo Counties, April 22, 2022
- El Dorado, Placer and Sierra Counties, April 29, 2022
- Calaveras, Tuolumne, Mariposa, Nevada and Amador Counties, May 13, 2022
- San Joaquin, Stanislas, Merced and Madera Counties, May 20, 2022
- Imperial County, June 16, 2022
- San Diego County, June 17, 2022
- Santa Cruz, San Benito and Monterey Counties, July 22, 2022
- Sonoma, Napa, Solano and Marin Counties, July 29, 2022
- Alpine, Mono and Inyo Counties, August 12, 2022
- San Bernardino and Riverside Counties, August 26, 2022
- Los Angeles County, September 12, 2022
- San Mateo and Santa Clara, October 7, 2022
- Humboldt, Mendocino and Lake Counties, October 14, 2022
- Alameda, Contra Costa and San Francisco Counties, October 21, 2022
- Orange County, November 18, 2022
- San Luis Obispo, Santa Barbara and Ventura Counties, February 17, 2023
- Kern, Tulare, Kings and Fresno Counties, March 3, 2023

These trainings are hosted by ILG in partnership with PlaceWorks and the California Department of Housing & Community Development.

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



ILG is Helping Local Governments Build Easier Onramps Into Public Service

Innovative Pathways to Public Service

ILG continues to administer Innovative Pathways to Public Service (IPPS), a regional collaborative in the Greater Sacramento area (6 counties) that pairs local governments with partners from K12, community colleges, state agencies, workforce leaders and community-based organizations. ILG remains a key member of the IPPS Leadership Team, which is reimagining the cohort in light of the myriad of funding opportunities connected to workforce development, youth, and the great resignation.

Workforce Accelerator Fund Grant (WAF)

ILG recently secured grant funding for “IDEA: Improving Diversity, Equity and Access in Local Government Jobs.” With IDEA, ILG will help public sector employers develop solutions to hiring and retention issues by providing resources, a community of practice and a forum for planning collaborative actions that will make it easier for underrepresented communities to learn about, compete for, and thrive in local government careers.

ILG will mobilize the Innovative Pathways to Public Service (IPPS) workforce collaborative and engage our statewide network of county, city and special district employers to produce the following deliverables:

- Produce a centralized, free digital **RESOURCE HUB** of existing workforce development resources that address barriers facing LG employers, focusing on practices and lessons learned to solve recruiting and retention challenges in a post-COVID era.
- Procure a **PUBLIC SECTOR NEEDS ASSESSMENT** to provide local government sector workforce data that informs the project’s strategic direction and enables regional and statewide scalability.
- Develop new data-driven **BEST PRACTICES DIGITAL TOOLKITS** for local government employers seeking to improve hiring and retention, particularly for diverse and under-represented populations.
- Execute two **WORKFORCE PILOT PROGRAMS** to increase access to quality local government careers for historically under-represented individuals and communities. Pilot activities will help formalize an employee-informed framework for an integrated, scalable and replicable workforce development model for other local government employers and regions statewide.
 - **HIGH ROAD PUBLIC SECTOR JOBS COMMUNITY OUTREACH PILOT:** A coordinated community outreach, engagement, and capacity building pilot for Sacramento area local governments to assess a framework to expand individuals’ understanding of quality public sector careers and economic mobility opportunities.
 - **WORKFORCE SYSTEMS CHANGE PILOT:** A data-driven program framework that provides guidance, a community of practice and incentives for local government employers to revise their internal recruitment, retention and promotional practices.

The grant term begins in June 2023.

Apprenticeships

ILG is actively engaged in the local government apprenticeships dialogue statewide. Erica Manuel is the Chair of the Interagency Council on Apprenticeships Public Sector Subcommittee

and is actively representing local government interests in many statewide and national conversations about apprenticeships.

ILG is pursuing funding from the High Road Training Partnerships program and other philanthropic sources like ECMC and Irvine Foundations to advance the work.

Supporting Effective Local Leadership In Challenging Times

ILG's Leadership & Governance team now customizes in-person Leadership & Governance workshops for local government jurisdictions statewide. These sessions are available upon request and include intensive training for government bodies looking to expand their leadership skills. The offerings are specifically tailored for local agency councils and boards as well as their staff and cover a wide range of topics including the following:

- Effective Councils and Boards
- Goal Setting/Strategic Planning
- Civility in Public Meetings
- Governance Tools: Policy Handbooks and Codes of Conduct, Ethics and/or Civility Policies
- Building Trust through Public Engagement
- Roles and Responsibilities
- Team Building
- Communicating for Success

For questions or to schedule a briefing please email Taylor Buck at tbuck@ca-ilg.org.

Nominate a Local Government Champion

...ARE YOU A
**LOCAL GOV'T
CHAMPION?**
NOMINATE A
COLLEAGUE OR
YOURSELF FOR A
JOB WELL DONE.

Who's
Next?

ILG IS COLLECTING NOMINATIONS FOR OUTSTANDING LEADERS IN PUBLIC SERVICE. NOMINATIONS CAN INCLUDE ANYONE WORKING IN ONE OF CALIFORNIA'S CITIES, COUNTIES OR SPECIAL DISTRICTS - FROM STAFF TO ELECTED OR APPOINTED OFFICIALS. SELF-NOMINATIONS ARE ALSO ACCEPTED AND ENCOURAGED!

We Want to Celebrate Your Great Work!

ILG
WWW.CA-ILG.ORG

After the successful launch in 2022, the ILG team is continuing its Local Government Champions program for recognizing outstanding daily efforts of leaders in public service. We'll be celebrating champions of local government throughout the year and nominations can include anyone working in one of California's cities, counties, or special districts – from staff to elected or appointed officials. Self-nominations are encouraged!

Help us celebrate the important work local leaders are doing in the areas of:

- Leadership & Governance;
- Public Engagement;
- Sustainable & Resilient Communities; and
- Workforce & Civics Education

We are highlighting nominees in social media posts, future newsletters and on our website. Check out our latest features on our [website](#).

Visit the ILG website to nominate someone you know. www.ca-ilg.org/post/local-government-champions.

Cross-promoting CSAC

ILG is proud of our affiliation with CSAC, and we highlight it as often as possible through all our communication channels. In addition to monthly CSAC content in our e-newsletter, we actively promote CSAC programs and activities on social media.

We continue to work with the CSAC communications team to explore opportunities to share content in the blog and on other platforms.

ILG Board Meetings

ILG's Board of Directors met March 17 to discuss program plans and fundraising efforts for the year. We are in the process of finalizing all our 2023 dates, but the following meetings are confirmed:

- Friday, June 16
- Summer Board Retreat, TBD
- Monday, November 8
- Tuesday, December 19

California State Association of Counties 2023 Calendar of Events

JANUARY

- 2 New Year's Day (observed)
- 16 Martin Luther King, Jr. Day
- 26 CSAC Executive Committee Meeting | Sacramento

FEBRUARY

- 1 - 3 Executive Committee Leadership Forum | Torrey Pines, San Diego County
- 11 - 14 NACo Legislative Conference | Washington DC
- 20 Presidents Day

MARCH

- 2 CSAC Board of Directors Meeting | Sacramento
- 23 CSAC Executive Committee Meeting | Los Angeles
- 31 Cesar Chavez Day

APRIL

- 12 – 13 CSAC Legislative Conference | Sacramento
- 13 CSAC Board of Directors Meeting | Sacramento

MAY

- 3 – 5 CSAC Finance Corp. Spring Meeting | Half Moon Bay, San Mateo County
- 17 – 19 Western Interstate Region (WIR) Conference | St. George, Utah
- 29 Memorial Day

JUNE

- 19 Juneteenth
- TBD CSAC Regional Meeting | TBD

JULY

- 4 Independence Day
- 21 - 24 NACo Annual Conference | Travis County – Austin, Texas

AUGUST

- 10 CSAC Executive Committee Meeting | Sacramento
- 31 CSAC Board of Directors Meeting | Sacramento

SEPTEMBER

- 4 Labor Day
- TBD CSAC Finance Corp. Fall Meeting
- TBD CSAC Regional Meeting | TBD

OCTOBER

- 4 - 6 Executive Committee Retreat | TBD
- 9 Indigenous Peoples Day

NOVEMBER

- 10 Veterans Day
- 13 - 17 CSAC 129th Annual Meeting | Alameda County
- 16 CSAC Board of Directors Meeting | Alameda County
- 23 - 24 Thanksgiving Holiday

DECEMBER

- 6 - 8 CSAC Officers Retreat | TBD
- 25 Christmas Day