

CSAC EXECUTIVE COMMITTEE

BRIEFING MATERIALS

Thursday, March 28, 2024

10am - 1:30pm



Los Angeles County Arboretum | 301 N. Baldwin Ave, Arcadia

Zoom: <https://us02web.zoom.us/j/88529519459?pwd=TTlvT2hIOFIwa09mMEhRZ003N3Z4Zz09>

Meeting ID: 885 2951 9459

Passcode: 262522

California State
Association of Counties



CALIFORNIA STATE ASSOCIATION OF COUNTIES

EXECUTIVE COMMITTEE MEETING

Thursday, March 28, 2024 | 10:00 am – 1:30 pm

LA County Arboretum | 301 N. Baldwin Ave, Arcadia

Zoom: <https://us02web.zoom.us/j/88529519459?pwd=TTlvT2hIOFlwa09mMEhRZ003N3Z4Zz09>

Conference Line: (669) 900-6833 | Meeting ID: 885 2951 9459 | Password: 262522

AGENDA

Presiding: Bruce Gibson, President

THURSDAY, MARCH 28

10:00 AM **WELCOMING REMARKS**

- *Supervisor Kathryn Barger | Los Angeles County*

PROCEDURAL ITEMS

1. Pledge of Allegiance *Page 1*

2. Roll Call *Page 2*

10:15 AM **ACTION ITEMS**

3. Approval of Minutes from January 18, 2024 *Page 3-5*

4. Approval of Updated 2023-2024 Board of Directors Nominations *Page 6-8*

- *Graham Knaus | Chief Executive Officer*

Page 9-10

5. Approval of IRS Form 990 – Tax Year 2022

- *Supervisor Belia Ramos | Treasurer*
- *Chastity Benson | Chief Operating Officer*

6. Consideration of the CSAC Proposed Budget for FY 2024-25 *Page 11-19*

- *Supervisor Belia Ramos | Treasurer*
- *Chastity Benson | Chief Operating Officer*

7. ACA 1 (Aguiar-Curry): “55% Vote for Local Affordable Housing and Public Infrastructure Act” **Policy Committee Recommendation: SUPPORT** *Page 20-23*

- *Jacqueline Wong-Hernandez | Chief Policy Officer*
- *Eric Lawyer | Legislative Advocate*

8. ACA 13 (Ward): “Protect and Retain the Majority Vote Act” *Page 24-28*

Policy Committee Recommendation: SUPPORT

- *Jacqueline Wong-Hernandez | Chief Policy Officer*
- *Eric Lawyer | Legislative Advocate*

SPECIAL PRESENTATIONS

9. CEO’s Report *Page 29*

- *Graham Knaus | Chief Executive Officer*

10. CSAC Building Feasibility Study Discussion *Page 30-47*

- *Graham Knaus | Chief Executive Officer*
- *Chastity Benson | Chief Operating Officer*
- *Rob Pierce | Vice President, CSAC FC*

DISCUSSION ITEMS

11. Legislative Update

- *Jacqueline Wong-Hernandez, Chief Policy Officer*

AI Steering Committee Update

- *Supervisor Keith Carson | Chair, AI Working Group*
- *Kalyn Dean | Legislative Advocate*
- *Jessica Sankus | Principal Fiscal & Policy Analyst*

12. Executive Committee Minute Mics

- What's going on in your county (in one minute)?

12:00 PM **LUNCH**

12:30 PM **CSAC REPORTS**

13. Operations & Member Services Report

Page 48-49

- *Chastity Benson | Chief Operating Officer*

14. CSAC Finance Corporation Report

Page 50-63

- *Rob Pierce | Vice President, CSAC FC*
- *Jim Manker | Director of Business Development, CSAC FC*

15. California Counties Foundation Report

Page 64-67

- *Paul Danczyk | Chief Operating Officer, CA Counties Foundation*

16. INFORMATION ITEMS WITHOUT PRESENTATION

- CSAC Litigation Coordination Program
- CSAC Institute Course Guide
- 2024 Calendar of Events

Page 68-70

Page 71-88

Page 89

17. Public Comment

1:05 PM **CLOSED SESSION**

18. Significant exposure to litigation pursuant to § 54956.9(d)(2): (2 potential cases)

- *Jennifer Henning | Litigation Counsel*

1:30 PM **ADJOURN**

If requested, this agenda will be made available in appropriate alternative formats to persons with a disability. Please contact Korina Jones kjones@counties.org or (916) 327-7500 if you require modification or accommodation in order to participate in the meeting.



United States of America
Pledge of Allegiance



California State Association of Counties®



OFFICERS

President

Bruce Gibson
San Luis Obispo County

1st Vice President

Jeff Griffiths
Inyo County

2nd Vice President

Susan Ellenberg
Santa Clara County

Past President

Chuck Washington
Riverside County



CEO

Graham Knaus

CALIFORNIA STATE ASSOCIATION OF COUNTIES
EXECUTIVE COMMITTEE
2024

PRESIDENT:

Bruce Gibson, San Luis Obispo County

1ST VICE PRESIDENT:

Jeff Griffiths, Inyo County

2ND VICE PRESIDENT:

Susan Ellenberg, Santa Clara County

IMMEDIATE PAST PRESIDENT:

Chuck Washington, Riverside County

URBAN CAUCUS

- Kathryn Barger, Los Angeles County
- Keith Carson, Alameda County
- Rich Desmond, Sacramento County
- John Gioia, Contra Costa County
- Buddy Mendes, Fresno County
- Nora Vargas, San Diego County
- Kelly Long, Ventura County (alternate)**

SUBURBAN CAUCUS

- Luis Alejo, Monterey County
- Bonnie Gore, Placer County
- Erin Hannigan, Solano County
- Scott Silveira, Merced County (alternate)**

RURAL CAUCUS

- Kent Boes, Colusa County
- Ned Coe, Modoc County
- Ryan Campbell, Tuolumne County (alternate)**

EX OFFICIO MEMBER

Belia Ramos, Napa County, Treasurer

ADVISORS

- Sarah Carrillo, County Counsel, Tuolumne County
- Jeff Van Wagenen, CACE President, Riverside County

****Alternates are highlighted for your reference***

CALIFORNIA STATE ASSOCIATION OF COUNTIES
EXECUTIVE COMMITTEE MEETING
Thursday, January 18, 2024 | 9:00am – 2:30pm

Capitol Event Center | 1020 11th St Suite 100, Sacramento, CA 95814

Zoom: <https://us02web.zoom.us/j/84955639156?pwd=eDlDMGRiWkxHUW13aldRWUwwZGFPZz09>

Conference Line: (669) 900-6833 | Meeting ID: 849 5563 9156 | Password: 364921

MINUTES

1. Roll Call

OFFICERS

Bruce Gibson | *President*
Jeff Griffiths | *1st Vice President*
Susan Ellenberg | *2nd Vice President*
Chuck Washington | *Immediate Past President*

CSAC STAFF

Graham Knaus | *Chief Executive Officer*
Jacqueline Wong-Hernandez | *Chief Policy Officer*
Chastity Benson | *Chief Operating Officer*

ADVISORS

Sarah Carillo | *County Counsels' Association, Tuolumne County*
Jeff Van Wagenen | *California Association of County Executives President, Riverside County*

SUPERVISORS

Keith Carson | *Alameda County*
Kent Boes | *Colusa County*
John Gioia | *Contra Costa County*
Buddy Mendes | *Fresno County (absent)*
Kathryn Barger | *Los Angeles County (absent)*
Scott Silveria | *Merced County*
Ned Coe | *Modoc County*
Luis Alejo | *Monterey County*
Bonnie Gore | *Placer County*
Rich Desmond | *Sacramento County*
Nora Vargas | *San Diego County*
Erin Hannigan | *Solano County*
Ryan Campbell | *Tuolumne County*
Kelly Long | *Ventura County*

Treasurer

Vito Chiesa, *Stanislaus County*

2. CEO's Report

Graham Knaus, CEO, provided an update on the Association.

3. Approval of Minutes from October 4-6, November 14, and November 16

A motion to approve the meeting minutes from October 4-6, November 14, and November 16 was made by Supervisor Alejo and seconded by Supervisor Boes. The motion passed unanimously.

4. Approval of Updated 2023 – 2024 Board of Directors Nominations

The CSAC Constitution indicates that each county board shall nominate one or more directors to serve on the CSAC Board of Directors for a one-year term commencing with the Annual Meeting. The CSAC Executive Committee appoints one director for each member county from the nominations received and was presented with additional 2023-2024 nominations received to date.

A motion to approve the updated 2023-2024 Board of Directors Nominations was made by Supervisor Coe and seconded by Supervisor Hannigan. The motion passed unanimously.

5. Approval of 2024 CSAC Appointments

The CSAC Officers presented their 2024 CSAC appointment recommendations to the Executive Committee for consideration.

A motion to approve the 2024 CSAC Appointments was made by Supervisor Silveira and seconded by Supervisor Long. The motion passed unanimously.

6. Approval of 2024 CSAC Finance Corp. Board Appointments

On December 31, 2023, the CSAC Finance Corporation Board had four seats that had reached the end of their term and one seat that had been vacated. The applicants for these five board seats were presented to the Executive Committee for consideration.

A motion to approve the CSAC Finance Corporation Board appointments was made by Supervisor Carson and seconded by Supervisor Hannigan. The motion passed unanimously.

7. Consideration of 2027 Annual Meeting Site Selection

CSAC staff recommended that the Association hold its 2027 Annual Meeting in San Francisco City and County on November 28 – December 3, 2027.

A motion to approve the 2027 Annual Meeting venue was made by Supervisor Ellenberg and seconded by Supervisor Gioia. The motion passed unanimously.

8. Consideration of FY 2022-2023 CSAC Consolidated Financial Statements

Supervisor Chiesa, Treasurer, and Chastity Benson, Chief Operating Officer, presented the FY 2022-23 Audited Financial Statements. The CSAC Audit Committee approved the financial statements on January 11, 2024, and has recommended approval to the Executive Committee.

A motion to approve the FY 2022-2023 Audited Financial Statements was made by Supervisor Alejo and seconded by Supervisor Coe. The motion passed unanimously.

9. 2024 Budget Update

Joe Stephenshaw, the Director of the California Department of Finance, provided an 2024 Budget update to the Executive Committee.

10. Discussion of Governor’s January Budget Impact

Graham Knaus, Chief Executive Officer, and Jacqueline Wong-Hernandez, Chief Policy Officer, provided an update on the impacts of the Governor’s January Budget.

11. Legislative Priorities for 2024

Jacqueline Wong Hernandez, Chief Policy Officer, presented the 2024 Board Adopted Priorities to the Executive Committee and engaged in discussion. Justin Garrett, Senior Legislative Advocate, provided an update on the next steps of AT HOME. Kalyn Dean, Legislative Advocate, and Jessica Sankus, Senior Legislative Analyst, provided an update on the CSAC’s Artificial Intelligence (AI) Steering Committee.

12. California Counties Foundation Report

Paul Danczyk, Chief Operating Officer of the California Counties Foundation, provided an update on the Foundation, and highlighted upcoming cohorts and staff transitions.

13. CSAC Finance Corporation Report

Supervisor Villegas, CSAC Finance Corp. President, and Alan Fernandes, CSAC Finance Corp. CEO, provided an update on the status of Finance Corp. and highlighted key information regarding the National Corporate Partners Program, the California Coverage & Health Initiative, and the Corporate Associates Program.

14. Minute Mics: Executive Committee Roundtable

Each member of the Executive Committee spent one minute discussing pressing issues in their county.

15. Closed Session

The Executive Committee met with legal counsel in closed session to discuss potential litigation.

Meeting was adjourned. The next Executive Committee meeting will be held on March 28, 2024, in Los Angeles County.



OFFICERS

President
Bruce Gibson
San Luis Obispo County

1st Vice President
Jeff Griffiths
Inyo County

2nd Vice President
Susan Ellenberg
Santa Clara County

Past President
Chuck Washington
Riverside County

CEO
Graham Knaus

March 28, 2024

TO: CSAC Executive Committee

FROM: Graham Knaus, Chief Executive Officer

SUBJECT: Approval of Updated Nominations for the CSAC 2023 – 2024 Board of Directors

Background: The CSAC Constitution indicates that each county board shall nominate one or more directors to serve on the CSAC Board of Directors for a one-year term commencing with the Annual Meeting. The CSAC Executive Committee appoints one director for each member county from the nominations received.

For counties that do not submit nominations, the appointed supervisor from the preceding year will continue to serve until such county board nominates, and the Executive Committee appoints, a supervisor to serve on the CSAC Board.

The highlighted items denote additional responses received for 2023-2024.

2023 - 2024 CSAC BOARD OF DIRECTORS + ALTERNATES				
COUNTY	CAUCUS	DIRECTOR	ALTERNATE(S)	CHANGE FROM 2023
Alameda	U	Keith Carson	David Haubert	NO
Alpine	R	Terry Woodrow	Ron Hames	NO
Amador	R	Richard Forster	Jeff Brown	NO
Butte	S	Tod Kimmelshue	Tami Ritter	
Calaveras	R	Benjamin Stopper	Amanda Folendorf	NO
Colusa	R	Kent Boes	Daurice Kalfsbeek-Smith	NO
Contra Costa	U	John Gioia	Diane Burgis	NO
Del Norte	R	Chris Howard	Darrin Short	NO
El Dorado	R	John Hidahl	Brooke Laine	NO
Fresno	U	Buddy Mendes	Nathan Magsig	NO
Glenn	R	Grant Carmon	Monica Rossman	NO
Humboldt	R	Michelle Bushnell	Natalie Arroyo	NO
Imperial	S	Jesus Eduardo Escobar	Luis A. Plancante	
Inyo	R	Trina Orrill	Jeff Griffiths	NO
Kern	S	Leticia Perez	Phillip Peters	NEW BOARD MEMBER
Kings	R	Rusty Robinson	Doug Verboon	NEW BOARD MEMBER and ALT *
Lake	R	Bruno Sabatier	Jessica Pyska	NO

* Board member and Alternates Switched Positions
Page 6 of 89

Lassen	R	Gary Bridges	Chris Gallagher	NEW BOARD MEMBER and ALT	*
Los Angeles	U	Kathryn Barger	Holly J. Mitchell	NO	
Madera	R	Leticia Gonzalez	Robert Poythress		
Marin	S	Mary Sackett	Eric Lucan	NEW ALTERNATE	
Mariposa	R	Rosemarie Smallcombe	Miles Menetrey	NEW BOARD MEMBER and ALT	*
Mendocino	R	John Haschak	Maureen "Mo" Mulheren		
Merced	S	Scott Silveira	Josh Pedrozo		
Modoc	R	Ned Coe	Elizabeth Cavasso	NO	
Mono	R	John Peters	Jennifer Kreitz	NO	
Monterey	S	Luis Alejo	Wendy Root Askew	NO	
Napa	S	Ryan Gregory	Anne Cottrell		
Nevada	R	Heidi Hall	Hardy Bullock		
Orange	U	Doug Chaffee	Vicente Sarmiento	NO	
Placer	S	Bonnie Gore		NO	
Plumas	R	Tom McGowan	Jeff Engel		
Riverside	U	V. Manuel Perez	Karen Spiegel		
Sacramento	U	Rich Desmond	Sue Frost		
San Benito	R	Bea Gonzales	Dom Zanger	NEW ALTERNATE	
San Bernardino	U	Jesse Armendarez	Curt Hagman		
San Diego	U	Nora Vargas	Joel Anderson	NO	
San Francisco	U	Rafael Mandelman		NO	
San Joaquin	U	Robert Rickman	Tom Patti	NO	
San Luis Obispo	S	Bruce Gibson	Jimmy Paulding		
San Mateo	U	Noelia Corzo	Dave Pine	NEW BOARD MEMBER	
Santa Barbara	S	Das Williams	Gregg Hart		
Santa Clara	U	Susan Ellenberg	Otto Lee	NEW ALTERNATE	
Santa Cruz	S	Manu Koenig	Felipe Hernandez	NEW BOARD MEMBER and ALT	
Shasta	S	Kevin Crye	Mary Rickert	NEW BOARD MEMBER and ALT	
Sierra	R	Lee Adams	Sharon Dyrden	NO	
Siskiyou	R	Ed Valenzuela	Brandon Criss	NO	
Solano	S	Erin Hannigan	Wanda Williams	NO	
Sonoma	S	James Gore	Susan Gorin		

* Board Member and Alternate switched positions.

Stanislaus	S	Vito Chiesa	Mani Grewal	NO
Sutter	R	Dan Flores	Karm Bains	NEW ALTERNATE
Tehama	R	Candy Carlson	Pati Nolen	NEW ALTERNATE
Trinity	R	Ric Leutwyler	Heidi Carpenter-Harris	
Tulare	S	Amy Shuklian	Pete Vander Poel	NO
Tuolumne	R	Ryan Campbell	Jaron Brandon	NEW ALTERNATE
Ventura	U	Kelly Long	Jeff Gorell	NO
Yolo	S	Lucas Frerichs	Oscar Villegas	NO
Yuba	R	Don Blaser	John Messick	NO

* Board Member and Alternate switched positions.



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Riverside County



CEO

Graham Knaus

March 28, 2024

TO: CSAC Executive Committee
FROM: Supervisor Belia Ramos, Treasurer
Chastity Benson, Chief Operating Officer

SUBJECT: Approval of Internal Revenue Service Form 990 – Tax Year 2022 (FY 2022-23)

Recommendation: Approve the CSAC IRS Form 990 for Tax Year 2022

This memorandum is to recommend approval of Internal Revenue Service (IRS) Form 990 for Tax Year 2022. 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 2022. The California Counties Foundation, as a 501(c)(3) non-profit 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 2024.

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

The complete Form 990 is available upon request.

Return of Organization Exempt From Income Tax

OMB No. 1545-0047

Form **990**

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

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.

2022

Open to Public Inspection

A For the 2022 calendar year, or tax year beginning **JUL 1, 2022** and ending **JUN 30, 2023**

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 \$ 11,856,137. 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)	60												
	4 Number of independent voting members of the governing body (Part VI, line 1b)	60												
	5 Total number of individuals employed in calendar year 2022 (Part V, line 2a)	147												
	6 Total number of volunteers (estimate if necessary)	0												
	7a Total unrelated business revenue from Part VIII, column (C), line 12	28,288.												
	7b Net unrelated business taxable income from Form 990-T, Part I, line 11	0.												
	Revenue	8 Contributions and grants (Part VIII, line 1h)	5,100,000.											
9 Program service revenue (Part VIII, line 2g)		5,205,301.												
10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)		35,791.												
11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)		28,699.												
12 Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)		10,369,791.												
		<table border="1" style="width:100%; border-collapse: collapse;"> <tr> <th style="width:50%;">Prior Year</th> <th style="width:50%;">Current Year</th> </tr> <tr> <td style="text-align: right;">5,100,000.</td> <td style="text-align: right;">5,600,000.</td> </tr> <tr> <td style="text-align: right;">5,205,301.</td> <td style="text-align: right;">5,759,655.</td> </tr> <tr> <td style="text-align: right;">35,791.</td> <td style="text-align: right;">263,862.</td> </tr> <tr> <td style="text-align: right;">28,699.</td> <td style="text-align: right;">-24,698.</td> </tr> <tr> <td style="text-align: right;">10,369,791.</td> <td style="text-align: right;">11,598,819.</td> </tr> </table>	Prior Year	Current Year	5,100,000.	5,600,000.	5,205,301.	5,759,655.	35,791.	263,862.	28,699.	-24,698.	10,369,791.	11,598,819.
Prior Year		Current Year												
5,100,000.	5,600,000.													
5,205,301.	5,759,655.													
35,791.	263,862.													
28,699.	-24,698.													
10,369,791.	11,598,819.													
Expenses	13 Grants and similar amounts paid (Part IX, column (A), lines 1-3)	439,500.												
	14 Benefits paid to or for members (Part IX, column (A), line 4)	0.												
	15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	5,905,119.												
	16a Professional fundraising fees (Part IX, column (A), line 11e)	0.												
	b Total fundraising expenses (Part IX, column (D), line 25)	0.												
	17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	2,544,622.												
	18 Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	8,889,241.												
Net Assets or Fund Balances	19 Revenue less expenses. Subtract line 18 from line 12	1,480,550.												
		<table border="1" style="width:100%; border-collapse: collapse;"> <tr> <th style="width:50%;">Beginning of Current Year</th> <th style="width:50%;">End of Year</th> </tr> <tr> <td style="text-align: right;">15,025,671.</td> <td style="text-align: right;">16,308,413.</td> </tr> <tr> <td style="text-align: right;">2,104,563.</td> <td style="text-align: right;">2,652,202.</td> </tr> <tr> <td style="text-align: right;">12,921,108.</td> <td style="text-align: right;">13,656,211.</td> </tr> </table>	Beginning of Current Year	End of Year	15,025,671.	16,308,413.	2,104,563.	2,652,202.	12,921,108.	13,656,211.				
	Beginning of Current Year	End of Year												
	15,025,671.	16,308,413.												
2,104,563.	2,652,202.													
12,921,108.	13,656,211.													
20 Total assets (Part X, line 16)	15,025,671.													
21 Total liabilities (Part X, line 26)	2,104,563.													
22 Net assets or fund balances. Subtract line 21 from line 20	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	Date			
	Type or print name and title				
Paid Preparer Use Only	Print/Type preparer's name LAUREN A. HAVERLOCK	Preparer's signature LAUREN A. HAVERLOCK	Date 03/21/24	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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CEO

Graham Knaus

March 28, 2024

TO: CSAC Executive Committee

FR: Supervisor Belia Ramos, CSAC Treasurer
Chastity Benson, Chief Operating Officer

RE: Consideration of the CSAC Proposed Budget and Salary Schedule for FY 2024-25

Recommendation

Approve the CSAC Proposed Budget and Salary Schedule for FY 2024-25.

Budget Overview:

The FY 2024-25 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.

In consultation with Treasurer Ramos, CSAC staff is pleased to recommend 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 2024-25 Proposed Budget continues to build on policy initiatives implemented over the past several years with the overall goal of ensuring 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 California 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 CSAC Grants Initiative;

- Per Board policy, the annual 3% Cost of Doing Business (CODB) dues adjustment 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 to support counties priorities and organizational objectives such as pursuing a public affairs and member engagement strategy to enhance CSAC's ability to maximize its representation and brand as a premier advocacy and membership organization in California.

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, CEO and COO we will ensure that CSAC Officers and the Executive Committee are kept apprised of any significant developments.

FY 2024-25 Proposed Budget Highlights

Revenues

- A 3% Cost of Doing Business adjustment is included in the Proposed Budget to be effective July 1, 2024. Membership dues represent approximately 31.6% of total revenues to support CSAC operations.
- The Finance Corporation contribution to CSAC is budgeted at a continued level of \$4.8 million.
- Corporate Associates Program is projected to generate \$400,000 in net revenue.
- Appropriates \$250,000 in one-time funding to support county priority initiatives for FY 2024-25.
- Appropriates \$250,000 in one-time funding to support potential capital improvement efforts.
- Establishes a 5% contingency appropriation to allow for an operating margin to address unanticipated operational needs during the budget year.

Expenses

- Appropriates a net 7% 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.
- Includes \$460,312 to support the continued growth of the California Counties Foundation.
- Reflects \$100,000 to support CSAC public affairs and member engagement priorities.
- Allocates \$130,000 for the CSAC Employee Professional Development Program to invest in staff retention efforts, training, continuing education, and professional growth opportunities.

Reserves

- The Operating Reserve at the end of FY 2024-25 is projected to be \$10.1 million.
- The Capital Improvement Fund (CIF) balance at the end of FY 2024-25 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 incorporates CSAC staff salaries and the pay ranges of each affiliate within the broader CSAC salary schedule. 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.

Attachments

1. FY 2024-25 Proposed Budget
2. Year-end Reserves and Capital Improvement Fund Chart
3. FY 2023-24 Budget Status Report (current year)
4. FY 2024-25 Salary Schedule
5. Definitions and explanation of budget accounts

California State Association of Counties®
FY 2024-25 Proposed Budget

	FY 2022-23 Adopted Budget	FY 2023-24 Adopted Budget	FY 2023-24 Projected Year End	FY 2024-25 Proposed Budget
Revenues:				
Membership Dues	\$ 3,533,000	\$ 3,638,990	\$ 3,638,990	\$ 3,748,160
Finance Corp Participation	4,700,000	4,800,000	4,800,000	4,800,000
Finance Corp Corporate Associates	400,000	400,000	400,000	400,000
Rental Income	189,000	196,609	196,790	201,020
Administrative Miscellaneous	836,000	927,440	1,480,000	1,200,620
CSAC Conferences	581,000	581,000	581,000	764,520
Domestic Violence Grant Program ⁽¹⁾	135,000	383,146	275,000	180,990
Litigation Program	508,000	557,499	557,499	557,499
Appropriation for County Priority Initiatives	428,000	500,000	0	250,000 ⁽²⁾
Appropriation from Capital Improvement Fund	0	250,000	0	250,000 ⁽³⁾
Operating Margin Carryover	510,000	527,000	0	555,000 ⁽²⁾
Total Revenues	\$ 11,820,000	\$ 12,761,684	\$ 11,929,279	\$ 12,907,809
Expenditures:				
Salaries & Employee Benefits	\$ 6,780,000	\$ 7,228,412	\$ 6,800,000	\$ 7,742,608
County Visits & Outreach	182,000	174,000	170,000	201,000
Leadership Outreach	160,000	160,000	175,000	180,000
NACo Meetings & Travel	155,000	224,000	224,000	176,500
Public Affairs/Communications	242,000	221,150	246,567	183,500
Conferences & Regional Meetings	808,000	813,850	1,030,000	1,080,900
Facilities	295,000	347,430	340,000	354,430
Office Operations	573,000	779,345	802,400	808,640 ⁽⁴⁾
Organizational Partnerships	130,000	180,000	126,000	115,000
Outside Contracts	806,000	639,900	880,000	796,640 ⁽⁴⁾
Domestic Violence Grant Program ⁽¹⁾	135,000	383,146	275,000	180,990
Litigation Program	508,000	508,451	400,000	519,601
California Counties Foundation/Institute	536,000	575,000	460,312	568,000
Operating Margin Carryover	510,000	527,000	0	0 ⁽²⁾
Total Expenditures	\$ 11,820,000	\$ 12,761,684	\$ 11,929,279	\$ 12,907,809
YEAR END FUND BALANCE	\$0	\$0	\$0	\$0

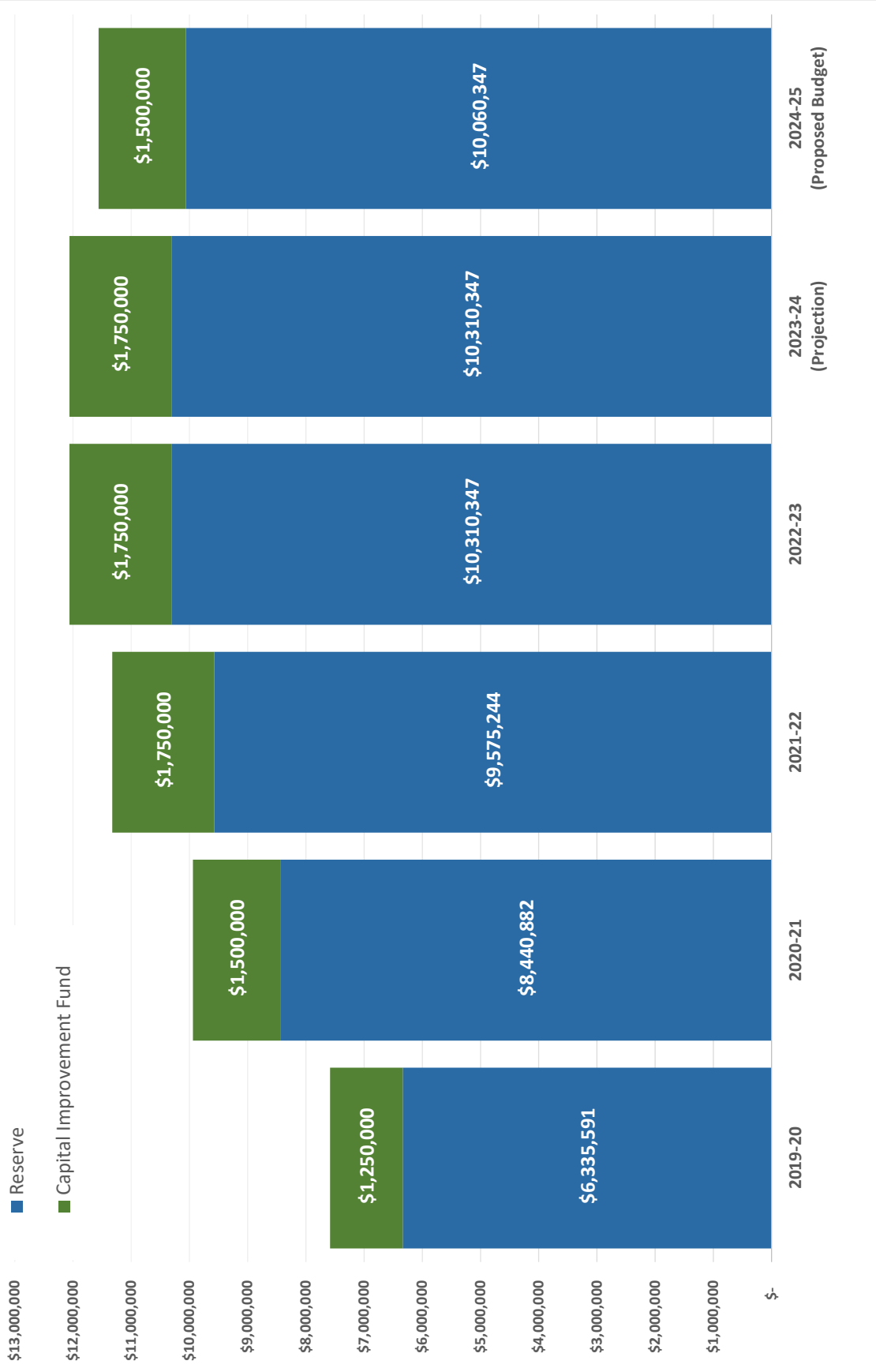
(1) Domestic Violence Program is fully-funded by grants from Blue Shield of CA.

(2) Appropriation of 5% of revenues for an operating margin to address unanticipated impacts from an economic downturn, and a reappropriation from FY 23/24 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 2019-20 THROUGH FY 2024-25



California State Association of Counties®

Budget Status Report

July 2023 thru January 2024

	FY 2023-24 Adopted Budget	Year to Date Actual Through 1/31/24	YTD % of Budget (Jan = 58%)
Revenues:			
Membership Dues	3,638,990	3,580,702	98%
Finance Corp Participation	4,800,000	2,800,000	58%
Finance Corp - Corporate Associates	400,000	-	0% ⁽¹⁾
Rental Income	196,609	114,171	58%
Administrative Miscellaneous	927,440	974,990	105%
CSAC Conferences	581,000	460,395	79%
Domestic Violence Grant Program	383,146	203,825	53% ⁽²⁾
Litigation Program	557,499	511,666	92%
Appropriation for County Priority Initiatives	500,000	-	0%
Appropriation from Capital Improvement Fund	250,000	-	0%
Operating Margin Carryover	527,000	-	0%
Total Revenue	\$ 12,761,684	\$ 8,645,749	68%
Expenditures:			
Salaries & Employee Benefits	7,228,412	3,865,625	53%
County Visits & Outreach	174,000	109,323	63%
Leadership Outreach	160,000	150,298	94%
NACo Meetings & Travel	224,000	83,475	37%
Public Affairs/Communications	221,150	188,990	85%
Conferences & Regional Meetings	813,850	809,432	99%
Facilities	347,430	193,623	56%
Office Operations	779,345	508,298	65%
Organizational Partnerships	180,000	115,481	64%
Outside Contracts	639,900	516,102	81%
Domestic Violence Grant Program	383,146	203,825	53% ⁽²⁾
Litigation Program	508,451	290,440	57%
California Counties Foundation/Institute	575,000	460,312	80%
Operating Margin Carryover	527,000	-	0%
Total Expenditures	12,761,684	7,495,224	59%
YTD Net Income	\$ -	\$ 1,150,525	

(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®
Proposed Salary Ranges
FY 2024-2025

Job Position Category	Proposed Salary Minimum	Proposed Salary Maximum
EXECUTIVE DIRECTOR / CHIEF OFFICER	150,000	450,000
DIRECTOR	100,000	250,000
SENIOR LEGISLATIVE ADVOCATE	150,000	250,000
LEGISLATIVE ADVOCATE	100,000	200,000
FINANCIAL CONTROLLER	90,000	165,000
MANAGER	90,000	165,000
SENIOR LEGISLATIVE ANALYST	70,000	120,000
EXECUTIVE ASSISTANT	70,000	120,000
ANALYST / LEGISLATIVE ANALYST	60,000	115,000
COORDINATOR	60,000	105,000
SENIOR ACCOUNTANT	90,000	105,000
ACCOUNTANT	60,000	92,000
SENIOR ADMINISTRATIVE ASSISTANT	60,000	90,000
ADMINISTRATIVE ASSISTANT	45,000	75,000

The salary ranges above include both CSAC staff salaries and those of affiliate organizations.

California State Association of Counties®
FY 2024-25 Proposed Budget

<u>Account</u>	<u>Explanations</u>
<u>Revenue:</u>	
Membership Dues	Annual Dues from Counties. Per CSAC Board Policy, a 3% Cost of Doing Business adjustment will be applied annually.
Finance Corporation Participation	CSAC Finance Corporation Contributions to CSAC.
Corporate Associates Program	Corporate 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 of CSAC Rosters, Mailing List and Labels; 3) Printing and Copying Revenue generated by 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) 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 In-House General Counsel legal services.
<u>Expenditures:</u>	
Salaries/Benefits	1) Salaries reflect a COLA and authority for potential merit increase; 2) SBCEA retirement cost; 3) Benefits 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	All business expenses for CSAC Staff.
Leadership Outreach	All business expenses for CSAC Board of Directors, Officers and Executive Committee.
Naco Meetings & Travel	Costs associated for all CSAC Staff and Board Members to attend NACo supported events.
Public Affairs/Communications	Costs associated with 1) CSAC Roster; 2) Challenge Awards; 3) Legislative Bulletin; 4) Website; 5) Strategic Communications.
CSAC Conferences & Regional Meetings	Annual Conference, Legislative Conference and Regional Meeting expenses. Page 1

California State Association of Counties®
FY 2024-25 Proposed Budget

Account	Explanations
Facilities	Maintenance of 1100 K Street. Costs include Repairs, Utilities, Insurance, Janitorial, and Property Taxes.
Office Operations	Office Operations expenses, including 1) Internet and phones; 2) Membership Fees; 3) Office supplies; 4) Postage and delivery; 5) Computers and equipment expense; 6) Staff professional development; 7) IT Services.
Organizational Partnerships	Contributions to Institute for Local Government (ILG). 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 programs.
<u>Additional Information</u>	
Capital Improvement Fund	Reserve Fund created for CSAC'S Facility Capital Improvements to prepare 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.



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Graham Knaus

March 28, 2024

To: CSAC Executive Committee

From: Eric Lawyer, Legislative Advocate
Stanicia Boatner, Legislative Analyst

Re: **Assembly Constitutional Amendment 1 (Aguiar-Curry)**
“55% Vote for Local Affordable Housing and Public Infrastructure Act” -
ACTION ITEM

Recommendation

The GFA Policy Committee recommends that the CSAC Executive Committee forward a recommendation to the CSAC Board of Directors to support the “55% Vote for Local Affordable Housing and Public Infrastructure Act,” referred to in this memorandum as Assembly Constitutional Amendment (ACA) 1.

CSAC Ballot Measure Review and Position Process

CSAC policy committees may recommend a position of support, oppose, or neutral on a measure, or it may take no position. A recommendation adopted by the GFA committee is considered by the CSAC Executive Committee, and the Executive Committee’s recommendation, if any, will be considered by the CSAC Board of Directors.

GFA Policy Committee Action

The GFA Policy Committee voted unanimously on March 8 to take a “support” position on ACA 1. As a result, the recommendation is being forwarded to the Executive Committee and Board of Directors as an action item.

Measure Status

The Legislature passed [ACA 1](#) (Chapter 173, Statutes of 2023) on September 14, 2023. Now that this measure has passed the Legislature, it will go before the California voters on the November 2024 statewide ballot for consideration. Constitutional amendments introduced in the Legislature do not require the Governor’s approval.

Measure Summary

This constitutional amendment would reduce the voter threshold from two-thirds to 55 percent for bond and special tax measures that help fund critical infrastructure, affordable housing projects, and permanent supportive housing for persons at risk of chronic homelessness. These changes would create parity for counties and other local governments for voter approval thresholds already granted to school districts.

Background

The changes proposed in this measure are not without precedent. Assembly Member Aguiar-Curry introduced similar constitutional amendments in 2017 ([ACA 4](#)), 2019 ([ACA 1](#)), and 2021 ([ACA 1](#)). These measures were substantially similar and would have lowered the voter-approval

threshold to 55 percent for local governments to incur bonded indebtedness or impose specified special taxes to fund projects for housing or public infrastructure.

CSAC's past advocacy regarding these measures includes:

- ACA 4, 2017: [Support, in coalition with other local government advocacy groups.](#)
- ACA 1, 2019: [Support](#)
- ACA 1, 2021: The measure was referred to the Assembly Local Government Committee, but was ultimately never heard. Therefore, CSAC did not have the opportunity to file a notice of support.

Staff Comments

Parity with school districts

The California Constitution currently requires a two-thirds vote at the local level for both general obligation bonds and special taxes for cities, counties, and special districts. However, due to passage of Proposition 39 in 2000, local school districts can receive approval for bonded indebtedness with only a 55 percent vote threshold for the construction, reconstruction, rehabilitation, or replacement of schools.

The changes included in ACA 1 will create parity for cities, counties and special districts for voter approval thresholds already granted to school districts. In November 2022, California voters statewide [approved 72 percent of all local school bond measures](#) on local ballots (71 of 99 total measures), which only require a 55 percent voter approval threshold. In comparison, in November 2022 voters statewide approved 40 percent of all county general obligation bonds on local ballots, which require approval by two-thirds of voters.

Recent local revenue measures

In November 2016, San Luis Obispo County voters considered a half-cent transaction and use tax for a nine year period, with revenue to be dedicated for transportation projects ([Measure J-16](#)). The measure received 66.3 percent approval, and therefore failed because it did not reach the required 66.6 percent approval threshold. The county estimated that the half-cent transaction and use tax would have generated approximately \$25 million annually for local transportation infrastructure projects.

In November 2022, Fresno County proposed to continue a half-cent transaction and use tax to fund transportation projects ([Measure C](#)). Set to sunset in 2027, Measure C proposed to continue the half-cent transaction and use tax through 2057 and generate an estimated \$6.8 billion over 30 years. The measure received 58 percent voter approval, and ultimately failed as it did not meet the two-thirds voter approval threshold.

CSAC's ACA 1 Advocacy in 2023

CSAC followed this measure and kept counties updated as it moved through the legislative process throughout 2023. In accordance with CSAC's [County Platform](#) language on local revenue-generating authority (described below), CSAC advocacy staff submitted [letters of support for ACA 1](#) and provided opportunities for counties to submit letters of support for ACA 1 to the Legislature. Throughout these advocacy efforts, it was understood that if ACA 1 was approved by the Legislature, the CSAC Board of Directors would need to take action on the proposition in order for CSAC to have a formal position on the ballot measure.

Additionally, on Thursday, August 17, Assembly Member Aguiar-Curry held a [press conference and rally in Sacramento in support of ACA 1](#). San Luis Obispo County Supervisor and CSAC President Bruce Gibson (CSAC First Vice President as of the press conference), coauthoring legislators, and other local government advocates including the California Professional Firefighters (measure sponsor), joined Assembly Member Aguiar-Curry in supporting local communities' ability to address their critical housing and infrastructure needs. CSAC President Bruce Gibson addressed the audience in support of ACA 1 during the press conference and remarked "The impacts are real: the two-thirds threshold has throttled crucial housing and infrastructure projects that we need to solve critical local problems."

Looking Forward

The author of ACA 1 introduced AB 2813 (Aguiar-Curry) to provide technical cleanup of ACA 1 provisions and to include an amendment to the language that had been negotiated late in the legislative process. The version of language currently in print would make the following amendments to ACA 1, if it is approved by voters in November:

- Allow for parcel tax exemptions for seniors; persons living on Supplemental Security Income for a disability, regardless of age; or persons receiving SSDI of any age, whose income does not exceed 250 percent of the 2012 federal poverty guidelines;
- Specify how citizens' oversight committees shall be convened and clarify their powers and authority; and
- Clarify the role of the state auditor in reviewing audits of ACA 1 projects, including the specific percentage of the audits it receives.

CSAC staff will use their authority to take a position on that legislation and can bring forth any recommendations to change the position of the CSAC Board of Directors on the measure if there are any changes made to ACA 1 that undermine its purpose or effectiveness. CSAC staff do not anticipate that will be a necessity due to our understanding of the author's intent and the typical role played by statutes designed to clarify pending ballot measures.

Recorded Support and Opposition

Entities and individuals that filed notice of support or opposition to ACA 1 as the measure moved through the legislative process are included in Attachment 1.

Policy Considerations

The California [County Platform](#), CSAC's adopted statement of the basic policies of concern and interest to California's counties, states, in part, that:

Local Authority: Counties should be granted enhanced local revenue-generating authority to respond to unique circumstances in each county to provide needed infrastructure and county services. Any revenue raising actions that require approval by the electorate should require a simple majority vote.

Local revenue-generating authority as a means of local control remains a chief advocacy principle for California counties. CSAC's County Platform has long maintained that when communities have control over their services and revenues, they can choose the level of services they want from their government and the right level of revenue to provide those services, which is why lowering the two-thirds vote

threshold continues to be a staple of the CSAC's advocacy efforts. Requiring a 55 percent supermajority would still require overwhelming support from local votes, giving them control over how their tax dollars are spent.

Staff Contacts

Please contact Eric Lawyer at elawyer@counties.org or Stanicia Boatner at sboatner@counties.org.

Materials and Resources for Further Reading

- Attachment 1: [Recorded Support and Opposition as of September 12, 2023](#)
- Attachment 2: [Full Text of ACA 1](#) (As Chaptered September 20, 2023)
- Attachment 3: [ACA 1 \(Aguiar-Curry\) Fact Sheet](#) (Dated August 7, 2023)
- Attachment 4: [CSAC ACA 1 Support Letter](#) (As of September 11, 2023)
- Attachment 5: [AB 2813 Text](#) (As introduced February 15, 2024)
- Attachment 6: AB 2813 Fact Sheet [*Pending*]
- Author's Press Release August 2023: [Assembly Speaker pro Tempore Aguiar-Curry Holds Press Conference and Rally to Boost Local Investment in Infrastructure and Affordable Housing](#)
- Michael Coleman, California Local Government Finance Almanac: [Local Revenue Measure Results, November 2022](#)
- Los Angeles Times, September 2023: [California voters will decide in 2024 whether to lower bar for new taxes and housing bonds](#)



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Graham Knaus

March 28, 2024

To: CSAC Executive Committee

From: Eric Lawyer, Legislative Advocate
Stanicia Boatner, Legislative Analyst

Re: **Assembly Constitutional Amendment 13 (Ward)**
“Protect and Retain the Majority Vote Act” - ACTION ITEM

Recommendation

The GFA Policy Committee recommends that the CSAC Executive Committee forward a recommendation to the CSAC Board of Directors to support the “Protect and Retain the Majority Vote Act,” referred to in this memorandum as Assembly Constitutional Amendment (ACA) 13.

CSAC Ballot Measure Review and Position Process

CSAC policy committees may recommend a position of support, oppose, or neutral on a measure, or it may take no position. A recommendation adopted by the GFA committee is considered by the CSAC Executive Committee, and the Executive Committee’s recommendation, if any, will be considered by the CSAC Board of Directors.

GFA Policy Committee Action

The GFA Policy Committee voted unanimously on March 8 to take a “support” position on ACA 13. As a result, the recommendation is being forwarded to the Executive Committee and Board of Directors as an action item.

Measure Status

The Legislature passed [ACA 13](#) (Chapter 176, Statutes of 2023) on September 14, 2023. Now that this measure has passed the Legislature, it will go before the California voters on the November 2024 statewide ballot for consideration. Constitutional amendments introduced in the legislature do not require the Governor’s approval.

Measure Summary

This constitutional amendment would require that any ballot initiative that seeks to raise a vote requirement be approved the same portion of votes the initiative would require. For example, if ACA 13 were in place, an initiative that would raise vote requirements from a simple majority to two-thirds of the vote would require approval by two-thirds of voters.

Background

The California Constitution provides electors the power to propose statutes and amendments to the Constitution ([California Constitution, Article 2, Section 8](#)). To amend the Constitution or statutes via ballot initiative, the initiative must be approved by a majority of [votes \(California Constitution, Article 2, Section 10\)](#).

Nothing in the Constitution prohibits a simple majority of voters to raise vote requirements, allowing the slightest majority of voters to make it more difficult for future electors to approve initiatives they believe will improve their state or their community. ACA 13 would retain voters’ ability to raise vote requirements if they choose, but simply proposes that such drastic changes deserve the approval of that same portion of voters.

ACA 13 would also maintain that local governing bodies have the power to hold advisory votes on any issue of governance and specifies that such advisory votes must be approved by a simple majority of electors.

Although CSAC staff have the authority to take positions on legislation without explicit direction from the Board of Directors, the Executive Committee, or their respective policy committee, staff sought direction from the Executive Committee on ACA 13 soon after its introduction in 2023 due to the high profile nature of the measure and because the CSAC platform does not include language specific to the concept, although it does include several policies that are furthered by the measure. The Executive Committee adopted the “Support” position for legislative advocacy as recommended by CSAC staff on August 20, 2023. CSAC advocacy staff, in coalition with other local government advocates, [submitted letters of support for ACA 13](#) to the Legislature in 2023.

Staff Comments

Overall

At its core, ACA 13 is designed to accomplish two goals: provide lasting constitutional protection for voter power broadly and to explicitly raise vote requirements for a ballot initiative set for the November 2024 ballot. The deceptively titled “[Taxpayer Protection and Government Accountability Act](#),” sponsored by the California Business Roundtable (CBRT), will appear on the statewide ballot in November 2024 and explicitly threatens the local revenue-generating authority of the state and local governments (Initiative 21-0042). The measure is referred to throughout the remainder of this memorandum as the “CBRT initiative.”

CSAC’s CBRT Initiative Advocacy in 2022 and 2023

The CSAC Board of Directors voted to oppose the CBRT initiative on March 3, 2022, taking action to oppose the measure before it qualified for the ballot. Attached to this memorandum is a memorandum shared with the CSAC Board of Directors on March 3, 2022, when they voted to oppose the CBRT initiative. That memorandum provides a thorough accounting of the core provisions of the CBRT measure and explains how the CSAC platform unequivocally expresses why the measure is counter to the policies and ideals of the family of California counties.

In summary, the Board of Directors voted to oppose the measure because it would restrict the ability of the state, counties, other local agencies, and the electorate to approve or collect taxes, fees, and other revenues and imperil local initiatives that have already been approved by voters. Specifically, the CBRT initiative would:

- Apply the requirements of the initiative to any new or increased tax or fee adopted by the Legislature, a Board of Supervisors, or the local voters after January 1, 2022

- Place the burden on government of proving by “clear and convincing evidence” that a fee or charge is not a tax and that it is reasonable. Local governments restricted to charging fees beyond “actual cost” of service, defined as the minimum amount necessary to reimburse the government for the cost of providing the service, rather than the existing standard for “reasonable cost.”
- Establish that no fee or charge or exaction regulating vehicle miles traveled can be imposed as a condition of property development or occupancy.
- Overturn the *Upland* decision, so special taxes proposed by initiative are subject to the same rules as 2/3rd voter approval as special taxes placed on the ballot by a board of supervisors.
- Prohibit voters from amending a County Charter to impose, extend, or increase a tax or fee.
- Prohibit local advisory questions from appearing on the same ballot as a general tax measure. Instead, the title and summary of a ballot measure must include the use of the revenue derived from the tax—effectively subjecting general tax increases to the 2/3rd vote threshold if local government wants to use the revenue for a specific purpose.

Following this action, throughout 2022 and 2023, local governments and the state have coalesced in the interest of preserving fiscal sustainability and warding off what has been described as the “perilous” impact of the CBRT initiative.

The Governor filed a writ petition to the California Supreme Court, asserting that the CBRT initiative is an unconstitutional revision of the California Constitution and asking the court to order that the initiative not be placed on the November 2024 ballot. CSAC joined a coalition of local government organizations in providing amicus support for the Governor’s writ petition in September 2023 and filed an amicus curiae brief in support of the Governor’s petition in January 2024.

CBRT Initiative Fiscal Impact and Retroactivity

The Legislative Analyst’s Office (LAO) [published an analysis of the CBRT initiative](#) in January 2022 and concluded that the measure would “lower annual state and local revenues, potentially substantially lower, depending on future actions of the Legislature, local governing bodies, voters, and the courts.” The LAO will provide an updated analysis of the CBRT Initiative, including an estimated fiscal impact, before the statewide election in November 2024.

The CBRT initiative would require that any new or increased tax or fee adopted by the Legislature, a Board of Supervisors, or the local voters after January 1, 2022, must comply with the Act’s new rules. This is estimated to imperil over \$2 billion dollars of annual government revenues from dozens of tax measures approved by voters between January 1, 2022, and the effective date of the CBRT initiative, subverting the will of voters and creating significant uncertainty about the legal status of revenue already collected and funds already committed.

Recorded Support and Opposition

Entities and individuals that filed notice of support or opposition to ACA 13 as the measure moved through the legislative process are included in Attachment 7.

Policy Considerations

While the CSAC [County Platform](#) does not include language that explicitly supports the exact concept proposed in ACA 13, there are several provisions that indirectly support the measure. Additionally, there is a broader argument in our platform that CSAC supports direct democracy and reducing barriers for voters to access the tools of self-governance, such as the statewide ballot. The CSAC Executive Committee chose to support ACA 13 upon its introduction because it puts in place an appropriate safeguard against eroding the will and wishes of future voters.

Specifically, the CSAC platform provisions that indirectly support the core tenets of ACA 13, include:

- The strength and creativity of America's government institutions reflects the ability of a free people to create, control, and use their freedom for the purpose of self-government. (Chapter 1, General Provisions, Preamble)
- Local Authority: Counties should be granted enhanced local revenue-generating authority to respond to unique circumstances in each county to provide needed infrastructure and county services. Any revenue raising actions that require approval by the electorate should require a simple majority vote. (Chapter 9, Financing County Services, Section 1, Financial Independence, Subsection 4)
- Counties support efficient and accessible voting for all. As a democratic republic, the people and their representatives control government and the people’s will is expressed through voting. Election policies and administration should strike a balance between uniformity and flexibility, but should aim to further the nation’s democratic and republican nature by allowing and encouraging voting by a broad range of citizens, so that the government’s decisions express the will of the people as fully as possible. (Chapter 5, Section 4)

These platform sections support the provisions of ACA 13 both broadly and specifically. Efforts to use a simple majority of electors to raise vote requirements disproportionately empower voters to reduce the power of other voters in future elections, undermining the ability of a free people to create, control, and use their freedom for the purpose of self-government.

Directly, ACA 13 would reduce the likelihood of passage of the CBRT initiative, which undermines the local authority platform language cited above that clearly establishes that the family of counties support the concept that revenue raising actions should require approval by a simple majority vote, rather than the two-thirds super majority vote requirement that would be imposed if the CBRT initiative passes.

Finally, ACA 13 supports the county platform’s guiding principle that government’s decisions should express the will of the people as fully as possible. Local advisory questions are often placed on ballots to solicit the direction of how local residents wish to spend their tax dollars. The CBRT initiative prohibits the placement of local advisory decisions on the same ballot as general tax provisions.

Conversely, ACA 13 includes a provision expressly authorizing the placement of local advisory decisions on ballots. The provisions of ACA 13 directly support the platform language regarding the vital importance for citizens to express their will to their local representatives. Additionally, by making it more difficult for passage of the CBRT initiative, ACA 13 would further the same goals.

Staff Contacts

Please contact Eric Lawyer at elawyer@counties.org or Stanicia Boatner at sboatner@counties.org.

Materials and Resources for Further Reading

- Attachment 1: [Recorded support and opposition to ACA 13](#)
- Attachment 2: [Full text of ACA 13](#) (As Chaptered on November 2, 2023)
- Attachment 3: [ACA 13 \(Ward\) Fact Sheet](#) (As of August 2023)
- Attachment 4: [ACA 13 \(Ward\) CSAC Support Letter](#)
- Attachment 5: [March 3, 2022 Memorandum to CSAC Board of Directors Re: Ballot Initiative: “The Taxpayer Protection and Government Accountability Act”](#)
- Attachment 6: [CSAC Summary of CBRT-Sponsored “Taxpayer Protection and Government Accountability Act”](#)
- Attachment 7: Author’s Press Release September 2023: [The Protect and Retain the Majority Vote Act Heads to California Voters](#)



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Chuck Washington
Riverside County



CEO

Graham Knaus

March 28, 2024

TO: CSAC Executive Committee

FROM: Graham Knaus | Chief Executive Officer

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 through Executive Committee input.



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Riverside County



CEO

Graham Knaus

March 28, 2024

To: CSAC Executive Committee
From: Graham Knaus, CSAC Chief Executive Officer
Chastity Benson, CSAC Chief Operating Officer
Rob Pierce, CSAC FC Chief Operating Officer

SUBJECT: CSAC Building Feasibility Study Discussion

This report and ensuing discussion are regarding the potential for a future renovation project of the CSAC Building located at 1100 K Street, Sacramento, CA.

In August of 2023, CSAC and CSAC FC engaged Vanir Construction Management Inc., for the purpose of conducting a Feasibility Study regarding the current condition, potential options, and conceivable revitalization of the CSAC Building. The outcomes and findings of the Feasibility Study will be shared with the CSAC Executive Committee as information with the intent of soliciting feedback and establishing a vision and blueprint regarding the potential renovation project.

In order to proceed with the planning process for a potential renovation project, staff has the following three main considerations for the CSAC Executive Committee regarding the Building Feasibility discussion:

- Consider the establishment and makeup of a building renovation advisory committee.
- Prepare and present detailed financing options and budgetary considerations at a future CSAC Executive Committee meeting, which may also include the potential for a 501 (c) 3 relative to building title.
- Proceed with the planning of a proposed renovation project including a selection process and retention of a design firm.

The background of the slide is a photograph of a multi-story brick building. A prominent feature is a tall, green, shield-shaped sign on the corner of the building. The sign has a clock face at the bottom and the word 'CANTON' written vertically in large, white, serif letters. The building has many windows and a decorative cornice. Large trees with green leaves are visible in the foreground and background, partially obscuring the building. The overall lighting is somewhat dim, suggesting an overcast day or a shaded area.

1100 K STREET FEASIBILITY STUDY

CSAC Executive Committee Meeting

March 28, 2024



Agenda

Building History

Feasibility Scope

Feasibility Findings

Options

Cost Benefit Analyses

Cost Estimate Summary

Next Steps

Building History

- The current building was originally built in 1912.
- Prior to 1912, the property was first occupied by Brown Brother's Carriage and Wagon Makers .
- Empire Garage and Haynes Automobile, an American automobile manufacturing company then occupied the location.
 - Haynes Automobile has a rich history, known as producing “America’s First Car” beginning in 1894.
 - Elwood Haynes (1857-1925) dramatically influenced the direction of the entire automobile manufacturing industry.



Building History

- In 1912 PG&E built and occupied the existing building.
- Constructed as its headquarters, PG&E occupied the building until 1966.
- The building was designed by architect E. C. Hemmings who helped design some of the region's first iconic buildings.
- Local contractors and supply houses were prioritized for the construction and the building design was intended to be representative of Sacramento.



Building History

- In 1966, Grebitus and Son, a local jewelry business, purchased and settled into the building through 1981.
- A downtown fixture since 1926, Grebitus and Son relocate here from 1108 J St., where it had been for 20 years.
- Grebitus and Son occupied the first floor and mezzanine level, while various local businesses and governmental agencies, such as the State Fair Practices Commission occupied the upper floor office spaces.

Center for Sacramento History

Grebitus and Son at 1100 K Street, c. 1966
(Sacramento Bee).

Building History

- In 1981 CSAC purchased 1100 K Street.
- CSAC will soon eclipse the duration of all previous owners and occupiers of the building.
- The building is located one block north of the Capitol making its location optimal for CSAC's purpose and mission.
- The CSAC building and its sign have become a landmark for the area.



Scope

- Vanir Staff and various consultants visited 1100 K Street in October, November, and December 2023 and collected and reviewed numerous building plans and drawings including historical documents and county/city records.
- During the visits, surveys and visual investigations of all building interiors, building exteriors, basement and roof were conducted.
- The building investigations along with the review of the building plans, drawings and historical documents were critical in making assessments and recommendations.

Scope

- Building accessibility with respect to ADA (Americans with Disabilities Act) requirements.
- Occupant safety, namely Fire & Life Safety systems, Fire suppression, Fire alarm, smoke separation, and emergency egress paths.
- Structural soundness and the potential for seismic upgrades.
- Building HVAC (Heating, Ventilation, and Air Conditioning) systems.
- Building plumbing systems.
- Building electrical systems.
- Historic preservation.
- Overall building and workplace aesthetics.
- Space utilization including existing and future space needs, standards, and inadequacies.
- Building location to achieve CSAC's goals and objectives.
- Various infrastructure needs and requirements.
- Modern professional office characteristics.

Findings

- Any significant improvements would require the building to be brought up to current ADA code including restrooms on each floor.
- Various Fire and Life Safety improvements would be made throughout the building.
- Demolish and install new electrical metered switchboards, service panels, and distribution systems and replace all low voltage electrical infrastructure.
- Replace all plumbing and fixtures with approved low water usage devices.
- All existing air handling systems and controls have exceeded their useful life and should be replaced.
- Replace all electrical lighting with new energy efficient equipment.
- Move building entry doors as per original building architecture.
- Demolish all non-load bearing walls, ceilings and finishes at all floors and construct a new modern and flexible office environment to create the most practical office and workspace layouts.

Findings

- Replace the larger elevator with new elevator car configured to stop at Basement and all upper floors.
- Demolish the smaller elevator and infill flooring to prepare for new restrooms.
- The future layout of offices can benefit the overall building with standardization, resulting in a collaborative and flexible workspace environment.
- Additional offices and significant increase to conference room space is achievable.
- Include features to draw natural daylighting throughout the building.
- Conversion of the roof level to a new Sixth story to serve as a general purpose and conference room area.

Options

Two Options were established as a result of the findings:

- One option entails a level of investment that endeavors to address the most pressing needs in the building including, some, but not all, of the building systems that have exceeded their useful life, fire, and life safety items. This option does not include a comprehensive interior renovation. Additional investments and renovations would need to be made again at roughly 30-year intervals.
- The other option endeavors the benefits of a more significant investment associated with a full renovation, including demolishing the non-load bearing interior walls and ceilings, and building a new modern interior office environment. This option adds the modernization of all the interior spaces, the more efficient use of existing square footage, energy efficiency of the building, and replacing all major infrastructure. This option would result in extending the useful life of the building by approximately one hundred years.



Options

The feasibility study also explored a roof expansion or 6th floor option.



This option would dramatically enhance the flexibility of the building and allow:

A large general-purpose space for larger meetings.

A flexible space for one large or multiple smaller conference rooms.

An activity space for social gatherings, staff development, video productions and much more.

Freedom of spaces within the building to be used as offices versus conference rooms.



Cost Benefit Analyses

- Extensive cost benefit analyses were conducted to ensure a practical, economically feasible and responsible decision is made.
 - Renovation estimates were compared to selling the current building, as is, and purchasing another building.
 - Renovation estimates were also compared to retaining and leasing the current building and purchasing another building.
- All six scenarios concluded, for several reasons, that renovating the existing building and remaining is the most practical option.

Cost Benefit Analyses

- The feasibility study also evaluated multiple interim housing options and cost estimates ,which may be necessary during the course of construction.
- Beneficial and unique financing options were also evaluated, suggested and summarized as part of the the feasibility study.
- Utilizing existing resources of both CSAC and CSAC Finance Corporation financing is attainable for a proposed renovation project.



Cost Estimate Summary



Extensive Cost Estimating, based on the findings and options, predicts a future renovation project that ranges between \$15-\$20 million.



The full-scale project would include a new sixth floor option, complete modernization, ADA compliance, increased number of offices and additional conference room spaces.

Next Steps



Consider the establishment of a dedicated building renovation advisory committee.



Present detailed financing options and budgetary considerations at a future CSAC Executive Committee meeting.



Dependent on financing solutions, present options and steps including the potential for a 501 (c) 3 relative to property title.



Begin collaboration with staff and stakeholders including existing tenants.



Proceed with planning for a proposed renovation project including the selection and retention of a design firm.



THANK YOU!

*QUESTIONS AND
FEEDBACK....*

CSAC Executive Committee Meeting

March 28, 2024



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San Luis Obispo County

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Jeff Griffiths
Inyo County

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Santa Clara County

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Riverside County



CEO

Graham Knaus

March 28, 2024

TO: CSAC Executive Committee
FROM: Chastity Benson, CSAC Chief Operating Officer
**SUBJECT: Operations and Member Services Report:
Key Details for Executive Committee Members**

The CSAC Operations and Member Services Team is excited to provide you the latest developments as we gear up for the imminent 2024 CSAC Legislative Conference.

With just a few weeks until the conference, our Member Services Team is working diligently to ensure its success. We strongly encourage all members to seize the opportunity to meet with their local legislative delegation during the event, showcasing the presence and strength of our counties when in Sacramento.

The conference agenda promises an array of exciting workshops, includes sessions on Artificial Intelligence and Implementation of Proposition 1, alongside policy committee and caucus meetings. We're thrilled to collaborate with CalCities once again to co-host the Legislative Reception at Cafeteria 15L.

We are also delighted to report the resounding success of our recent March Regional Meeting in Riverside and Imperial Counties. This triumph was made possible by the commendable efforts of Supervisor V. Manuel Perez and Supervisor Ryan Kelley, as well as the county staff who hosted us. Attendees enjoyed a bus tour of the Salton Sea and Lithium Valley, along with panels on Coachella Valley economic development and equitable strategies in economic planning.

The next CSAC Regional Meeting is scheduled for June 20-21 in Alameda County. Supervisor Keith Carson has graciously agreed to host us once more as we delve into the dynamic topic of Artificial Intelligence.

The CSAC Board of Directors voted unanimously to adopt the Executive Committee's recommendation to hold the 2027 CSAC Annual Meeting in San Francisco City and County. Additionally, the team is analyzing proposals from sites for the 2028 and 2029 Annual Meetings, as directed by the Executive Committee on January 18.

On the Operations side, our team completed an overhaul of the CSAC wireless fidelity system, ensuring robust and portable Internet access throughout the CSAC building. Furthermore, we have seamlessly transitioned to a new contract management system and continue to actively explore options for Association Management Systems that will benefit both CSAC Members and Association staff.

Our Accounting Team has achieved a significant milestone by streamlining the budgeting process,

ensuring the timely reconciliation of all accounts payable and receivable within a 30-day period each month. This improvement allows for real-time monitoring of the annual budget and enhances the oversight and management of the Association's finances.

Looking ahead, our strategic priorities include the onboarding of our new Director of Public Affairs and determining the optimal allocation of resources and responsibilities between this role and the Member Engagement side of the team. Our aim is not only to enhance existing public affairs and member engagement services but also to introduce innovative strategies to strengthen all counties.

We appreciate your continued support and look forward to a successful 2024 CSAC Legislative Conference.



March 28, 2024

To: CSAC Executive Committee

From: Oscar Villegas, President
Alan Fernandes, CSAC FC Chief Executive Officer
Rob Pierce, CSAC FC Chief Operations 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 1-3, 2024. This annual meeting is significant as it entails the election of the CSAC FC Officers, development of the 2024/2025 Fiscal Year CSAC FC Budget, annual updates by the CSAC FC Business Partners, and various program development discussions. The CSAC FC Board will also be welcoming its newest member, Jack Pellegrino, Director - Purchasing & Contracting, County of San Diego, to his first Annual Spring CSAC FC Board meeting.

CSAC Finance Corporation Financial Position

Over the last eight (8) plus years the CSAC FC has continued to increase its contribution to CSAC and has become a larger percentage of CSAC's overall revenue budget.

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 contribution to CSAC. The financial position of CSAC FC remains resilient as revenues continue to remain strong due to the success of our business partnerships and our Corporate Associates Program. Aside from working with its business partners in developing budgets for the 2024/2025 Fiscal Year CSAC FC is also looking to foster additional partnerships in the next Fiscal Year. The most updated Business Program Summary is attached.

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).

Corporate Associates Program

The Corporate Associates Program has continued to be robust during the 2023-2024 Fiscal Year, with 74 partners across the three levels. Staff is excited to announce the following new partners: at the **Platinum Level** - Deloitte & Touche LLP (Vanessa Vacca and Kevin Wijayawickrama), Haggerty Consulting (Jessi Widhalm and Ashley Dalton), Mosaic Solutions and Advocacy (Matt Cate and Darby Kernan), and Municipal Finance & Services Corporation (Scott Chilson) and at the **Gold Level** - EY (Jeff Reynolds) has also joined. Staff is in ongoing conversations with many other potential partners and have plans to bring them into the program in the upcoming weeks and months.

The most updated partner roster is attached as is the updated Program Description for information regarding each of our Business Partners and the services they provide to counties and other local agencies.

For more information regarding the CSAC FC Corporate Associates Program please visit our website at: (www.csacfc.org), call (916-548-3280) or email Jim Manker (jim@csacfc.org). The current partner list is attached for your reference.

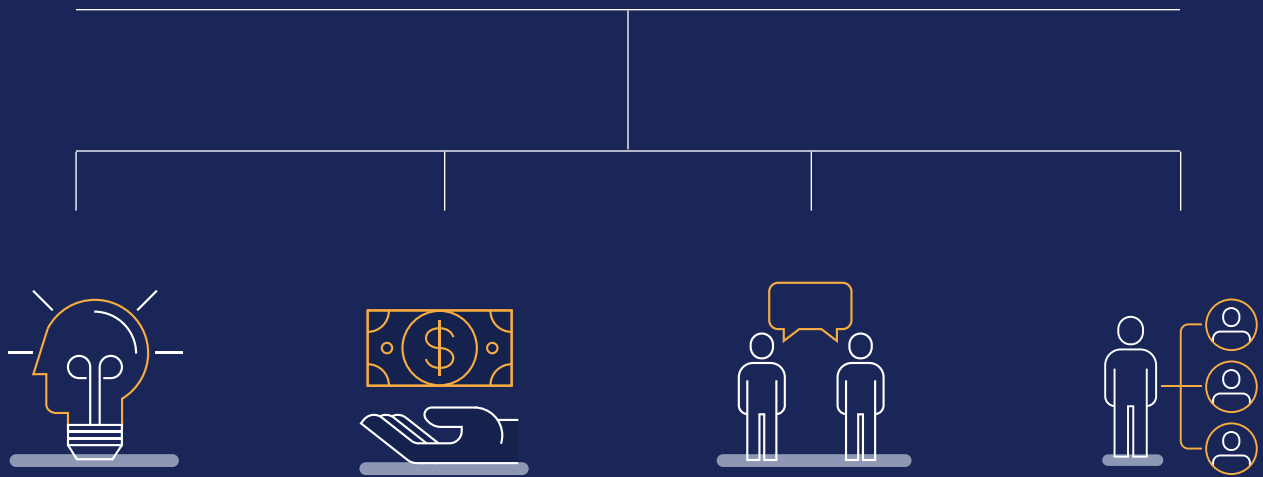


Mission Statement:

To provide a broad array of finance, investment, insurance and purchasing services to benefit California counties and related public agencies.

Commitment & Priorities

“Dedicated to the Business of Improving Public Services for Counties and Their Constituents”



Create and Manage Innovative Public Services and Products



Provide Financial Support to CSAC



Collaborate With Complementary National & State Organizations



Maintain Strong Relationships With our Service Providers

1100 K Street, Suite 101 * Sacramento, CA 95814 www.csacfc.org



Supervisor Oscar Vilegas, President
oscar@csacfc.org or 916.650.8137

Alan Fernandes, Chief Executive Officer
alan@csacfc.org or 916.650.8175



Alan Fernandes
Chief Executive Officer
Alan@csacfc.org
(916)650-8175

Rob Pierce
Chief Operating Officer
Rob@csacfc.org
(916) 650-8111

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

CSCDA
Financing
www.cscda.org



Cathy Barna
cbarna@cscda.org
(800) 531-7476

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.

Nationwide
Deferred Compensation
www.nrsforu.com



Rob Bilo
Bilor@nationwide.com
(877) 677-3678

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.

CalTRUST
Investing
www.caltrust.org



Laura Labanieh
Laura@caltrust.org
(833) CALTRUST

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!

CCHI
Outreach and Enrollment Network
www.cchi4families.org



Mark Diel
mark@cchi.org
(916) 404-9442

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.

Easy Smart Pay
Property Tax Payment Portal
www.easysmartpay.net



Easy Smart Pay™

Alan Fernandes
Alan@easysmartpay.net
(916) 650-8120

Formed by the CSAC Finance Corporation, Easy Smart Pay is a platform built to modernize and simplify the process of paying government. ESP is a complementary bill pay service focused on providing automatic monthly payments to taxpayers for their property tax at the lowest industry rates. In addition to the partnership with the CSAC Finance Corporation, Easy Smart Pay partners with the NACo Financial Services Corporation and the California School Board Association. This program is currently being used in 28 of the 58 California counties and is now available for all counties to onboard.

PRISM
Employee Benefits Solutions
www.prismrisk.gov



Rick Brush
Rbrush@prismrisk.gov
(916) 850-7300

The Personal Lines Insurance Program (PLIP) provided by PRISM offers employees of PRISM members access to practical group savings on everyday insurance coverages. Available to all eligible PRISM members and their employees, council, commissioners and retirees, there is a solution and savings for many participants. The coverages provided include Automobile, Pet Insurance, Homeowners, Renters, Excess Liability/Umbrella to all the employees (including retirees), Condominium, Scheduled Personal Property, Recreation Vehicles, Watercraft, RV, Rental Properties, and more. Each public entity participating in a PRISM benefit program receives service support from a dedicated program management team.



**MUNICIPAL FINANCE
& SERVICES CORP.**

Municipal Finance & Services Corp.

Accelerated Vendor Payments and
Cash Flow Solution
www.mfsamerica.com



Scott Chilson

t.main@procureamerica.org
(949) 388-2686

The Accelerated Municipal Payment (AMP) Program, administered by Municipal Finance & Services Corporation (MFSC), is a non-third-party accounts payable program provided to local government agencies at no cost to the local agency. Through the AMP Program vendors are paid in an expedited fashion by MFSC, typically within 72 hours from invoice approval, resulting in enhanced cash flow for both the local agency and its participating vendors. Local agencies also benefit from a streamlined and efficient accounts payable system and not having to pay against the invoice themselves until typically 60 days from MFSC’s payment of the invoice. The AMP Program’s accounts payable, document, and data management system not only prompt expedited payments to vendors but also afford the agency improved efficiency and transparency. The service also includes courtesy services that increase vendor diversity and participation. Vendor participation in the AMP Program is voluntary and therefore allows flexibility to vendors.



PROCUREAMERICA
BUSINESS INTELLIGENCE SERVICES

Procure America

Business Intelligence Services
www.procureamerica.org

Todd Main

t.main@procureamerica.org
(949) 388-2686

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.



CCA

Cannabis Compliance
www.cca.ca.gov

Greg Turner

gturner@cca.ca.gov
(916) 526-7082

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.

Coast2Coast Rx Card

Coast2CoastRx

Discounted Prescription Drugs
www.coast2coastrx.com

Jim Manker
Jim@csacfc.org
(916) 650-8107

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.



CSBA GAMUT

Agenda Management System
<https://www.csba.org/gamut>

James Collins
jcollins@csba.org
(916) 669-3278

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.



Synoptek

Cyber Security and Technology
www.synoptek.com

Eric Westrom
ewestrom@synoptek.com
(916) 316-1212

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.



Public Surplus

Surplus Auction System
www.publicsurplus.com

Don Clayton
Donclayton@thepublicgroup.com
(801) 932-7000

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.

CashVest by Three + One
Liquidity Management Services
www.threeplusone.us



Garrett MacDonald
gam@threeplusone.us
(585) 484-0311

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.

Treasury Curve
Financial Management Services
www.treasurycurve.com



Nancy Jerez
Nancy@treasurycurve.com
(650) 521-5249

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.

Board of Directors

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

Staff

- Alan Fernandes** - Chief Executive Officer
- Rob Pierce** - Chief Operating Officer
- Jim Manker** - Director of Business Development
- Christy Higgins** - Director of Operations
- Chase Broffman** - Business Development Manager
- Sendy Young** - Executive Assistant



PLATINUM Partners (as of 1.1.2024)

1. Alaska Airlines

David Tucker, Managing Director
1350 Old Bayshore Hwy, Suite 205 Burlingame,
CA 94010
(510) 734-1000
david.tucker1@alaskaair.com
www.news.alaskaair.com

2. Anthem Blue Cross

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

3. Baron & Budd

John Fiske, Shareholder
11440 W. Bernardo Court
San Diego, CA 92127
(858) 251-7424
jfiske@baronbudd.com
www.baronandbudd.com

4. Blue Shield

Andrew Kiefer, VP, State Government Affairs
1215 K St. Suite 2010
Sacramento, CA 95815
(916) 552-2960
Andrew.keifer@blueshieldca.com
www.blueshieldca.com

5. California Statewide Communities Development Authority

Catherine Barna, Executive Director
1700 North Broadway, Suite 405
Walnut Creek, CA 94596
(800) 531-7476
cbarna@cscda.org
www.cscda.org

6. CalTRUST

Laura Labanieh, CEO
1100 K Street, Suite 101
Sacramento, CA 95814
(916) 745-6701
laura@caltrust.org
www.caltrust.org

7. CCHI

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

8. Coast2Coast Rx

WellDyne Rx (dba Coast2Coast Rx)
Michael Amiet, Chief Supply Chain Officer
500 Eagles Landing Rd
Lakeland, FL 33810
(919) 451-1555
mamiet@welldynrx.com
www.coast2coastrx.com

9. Deloitte & Touche LLP

Vanessa Vacca, Managing Director
1919 N. Lynn Street
Arlington, VA 22209
(949) 375-2579
vavacca@deloitte.com
www.deloitte.com

10. Dominion Voting Systems

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

11. DRC Emergency Services

Kristy Fuentes, Vice President Business
Development
110 Veterans Memorial Blvd.
Metairie, LA 7005
(504) 220-7682
kfuentes@drcusa.com
www.drcusa.com

12. Enterprise Fleet Management

Lisa Holmes, State of CA Contract Manager
150 N. Sunrise Ave
Roseville, CA 95661
(916) 240-1169
Lisa.m.holmes@ehi.com
www.enterprise.com

13. GX Broadband

Ben Korman, Founder
P.O. Box 1869
Morro Bay, CA 93443
(805) 748-6824
ben@gxbroadband.com
www.gxbroadband.com

14. Haggerty Consulting

Jessi Widhalm, Communications Director
1618 Orrington Ave, Suite 201
Evanston, IL 60201
(757) 572-1016
Jessi.Widhalm@hagertyconsulting.com
www.Hagertyconsulting.com

15. IBM

Todd W. Bacon, VP / Managing Director
425 Market St. 21st floor
San Francisco, CA 94105
(310) 890-9535
tbacon@us.ibm.com
www.ibm.com

16. Kaiser Permanente

Jennifer Scanlon, Managing Director,
Community and Government Relations
1950 Franklin St, 3rd Floor
Oakland, CA 94612
(510) 987-2373
Jennifer.Scanlon@kp.org
www.kp.org

17. Library Systems & Software

Michael Posey, Government Affairs
2600 Tower Oaks Blvd., Suite 510,
Rockville, MD 20852
(714) 412-0174
michael.posey@lsslibraries.com
www.lsslibraries.com

18. Mosaic Solutions and Advocacy

Matt Cate, Founding Partner
808 R Street Suite 102
Sacramento, CA 95811
(916) 862-4245
mcate@mosaicso.com
www.mosaicso.com

19. Municipal Finance & Services Corporation

Scott Chilson, Vice President Client
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1401 H Street, Suite 875
Washington, DC 20005
(732) 852-7885 ext. 1001
schilson@mfsamerica.com
<https://mfsamerica.com>

20. Nationwide

Rob Bilo, VP of Business Development
492 Robert J Mathews Parkway, Suite 100
El Dorado Hills, CA 95762
(86) 677-5008
bilir@nationwide.com
www.nrsforu.com

21. NextEra Energy

Trystine Payfer, Western Region, Community
Engagement Manager.
1 California Street, Suite 1600
San Francisco, CA 94111
(949) 239-4516
Trystine.Payfer@nexteraenergy.com
www.nexteraenergy.com

22. Oracle

Megan Jaskiewicz
Field Marketing Manager
500 Oracle Parkway
Redwood Shores, California 94065
(540) 219-3388
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March 28, 2024

To: CSAC Executive Committee
From: Paul Danczyk, Chief Operating Officer
Subject: California Counties Foundation Report

The California Counties Foundation strives to advance excellence in county government by providing educational opportunities and support services to CSAC members. The following report includes Institute updates, CSAC Grants Initiative updates, additional efforts, and general updates.

Institute Updates

Winter/Spring Courses

This term, the Institute offers 55 courses with current registration at 2,310. Of those 46 are onsite across six counties and nine are virtual; 25 courses are completed.



Supervisor Griffiths welcomes senior Inyo staff to the CSAC Institute campus.

Cohorts that launched or will launch in 2024 include:

- California County Information Services Directors Association (CCISDA) – continuing jointly in 2024.
- Humboldt County – Cohort 3 launched January 11, 2024
- Fresno County – Cohort 3 launched January 19, 2024
- Inyo County – Launched January 25, 2024
- Mariposa County – Launched on February 22, 2024
- Orange/Riverside – Cohort 2 launching jointly in September 2024

- Butte, Glenn, and Colusa Counties – Launching jointly in September 2024
- County Personnel Administration Association of California (CPAAC) – Launching September 2024
- New Supervisors Institute – Launching November 17-19, 2024

New Supervisors Institute

We are looking forward to the New Supervisors Institute for 2024-25. The biennial program is designed for newly appointed or elected Supervisors to aid in their understanding of county governance and to build community. Participants will have the opportunity to develop a network amongst fellow new supervisors that will serve them throughout their career. This course will give them the tools they need to hit the ground running as they take office in serving their communities.

The in-depth seminars will take place on:

- Session I: November 17-19, 2024, CSAC Annual Meeting
- Session II: February 20-21, 2025, Sacramento
- Session III: July 17-18, 2025, Sacramento
- Reunion: December 2, 2025, CSAC Annual Meeting

County Personnel Administration Association of California (CPAAC)

We are excited to partner with the County Personnel Administrators Association of California to offer the inaugural HR Directors Institute. This program is designed for current and emerging human resource directors from both within HR departments and other county departments, with a particular emphasis on succession planning and political acumen. The goals are twofold: expand application of public service leadership principles and strengthen the California county personnel administrator network. The course will include a 4-day residency in Santa Barbara on October 22 through 25, plus 3 virtual courses to tailor participant experiences.

Institute Courses

The Institute is offering nine virtual courses for the Winter/Spring 2024 term across three learning tracks: Leadership, Governance, and Information Technology. Four courses are completed; the following courses are on deck for the remaining session.

- March 28 - Engaging Employees for Success (Governance); Instructor: Frank Benest
- April 4 - IT Organizational Design (IT); Instructor: Steve Monaghan
- April 25 - Labor Relations and Negotiations (Governance); Instructors: Tami Douglas-Schatz and Sarah Carrillo
- May 24 - Increase Organizational Maturity to Drive Innovation, Performance, and Sustainability (Leadership); Instructors: Steve Monaghan and Laree Kiely
- June 13 - IT Define an IT Strategy and Roadmap (IT); Instructor: Liza Massey

Realignment 101

In addition to these cohorts and virtual courses, the Institute continues to provide diverse programming that remains available to all CSAC members for professional development. We will offer two sessions of our most popular course -- Realignment 101 -- in Santa Ana, April 3-4 and in Sacramento, October 3-4. This two-day course examines the history and rationale for establishing it in 1991, why programs were included, what was learned, and the expansion to realignment in 2011 -- all updated with program and funding changes through 2016.

CSAC Grants Initiative

The CSAC Grants Initiative continues to go strong with free and premium services. Free services include weekly grant updates, pro bono office hours with The Ferguson Group, and quarterly webinars.

Five counties currently receive premium or a-la-carte services, including Imperial, San Luis Obispo, Ventura, Inyo, and Humboldt.

This year, the California Counties Foundation and The Ferguson Group will hold a series of webinars on a variety of topics related to grant application, strategy, and implementation.

Webinar #1 - Strategically Approaching Grant Funding – March 21

Want to be the most competitive when it comes to winning federal grant funding to support your projects? Learn how to develop and implement a comprehensive strategic approach to identifying your priorities, matching them to funding opportunities, and securing the money!

101 registrations from 34 counties as of 3/18.

Webinar #2 - Funding Essentials for Supervisors and CAO's – May 16

Looking to increase grant funding flow to your County? Learn about the federal grant cycle and how to position your county to compete successfully.

Webinar #3 - The Diversity, Equity, Inclusion, and Accessibility Act (DEIA) and Its Influence on Grant Funding – August 1

More and more discretionary Grants are requiring applicants to demonstrate a commitment to diversity, equity, inclusion, and accessibility (DEIA) in their applications. Learn how you can respond to DEIA grant prompts effectively and review tools and resources available.

Webinar #4 - After the Award: Grant Management and Post Award Requirements – September 19

Wonder what happens after you receive the federal grant award? Learn how you can prepare now to make grant management and post-award reporting easier.

California Emerging Technology Fund Partnership

On Wednesday, March 6, Graham Knaus spoke at the California Emerging Technology Fund (CETF) Policy Forum, an event reserved for CETF Directors, Expert Advisors, and Digital Equity Coalition members. Graham delivered a compelling address highlighting the pivotal partnership between CSAC and CETF, emphasizing the critical importance of sustaining digital equity initiatives beyond 2024. His presentation underscored the ongoing commitment to bridging the digital divide and ensuring equitable access to technology for all California communities.

As the Foundation concludes its first year of partnership with the CETF, discussions are actively progressing to broaden the collaboration. Despite the Federal Communications Commission (FCC) imposing a freeze on the Affordable Connectivity Program, the Foundation is actively exploring avenues to assist CETF in advancing its other Internet for All initiatives.

The work continues with a \$100,000 grant extension from the original \$250,000. Deliverables extend through December 2024.

With the recent consideration of resolution H.R. 6929/S. 3565, the congressional effort to fund ACP through December 2024, the Foundation anticipates an enhanced opportunity to underscore the significance of both ACP and the partnership with CETF.



Graham Knaus presents at the CETF Board Meeting on March 6, 2024.

General Updates

On March 6, Foundation Board members met for a strategy conversation, building from the August retreat. Discussed during this session were vision and mission. More updates will be provided once the facilitator's executive summary is completed.

The Institute is actively recruiting two new team members: Special Projects Manager and Institute Manager. There was strong interest in the Special Projects Manager position with 44 applications; the Institute Manager position has 12 (3/18).



County Counselors' Association of California

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Jennifer Bacon Henning

MEMORANDUM

To: Supervisor Bruce Gibson, President, and
Members of the CSAC Executive Committee

From: Jennifer Bacon Henning, Litigation Coordinator

Date: March 28, 2024

Re: Litigation Coordination Program Update

This memorandum will provide you with information on the Litigation Coordination Program's new case activity since your January 18, 2024 Executive Committee meeting. Recent CSAC court filings are available on CSAC's website at: <http://www.csac.counties.org/csac-litigation-coordination-program>.

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

COUNTIES	CITIES	OTHER AGENCIES
Los Angeles San Francisco	Corona Grants Pass, OR Los Angeles	-----

City of Grants Pass v. Johnson

50 F.4th 787 (9th Cir. Sept. 28, 2022)(20-35752), *cert. petition granted* (Jan. 12, 2024)(23-175)

Status: Amicus Brief Filed March 1, 2024; Case to be Argued April 22, 2024

In *Martin v. City of Boise*, the Ninth Circuit Court of Appeals found that the Eighth Amendment's prohibition against cruel and unusual punishment prevented the City of Boise from enforcing anti-camping ordinances with criminal penalties against persons who are involuntarily homeless (i.e., there is no adequate shelter space available for the individual). In such a case, the court concluded that enforcing the ordinance would amount to criminalizing the status of being homeless, which the court concluded is cruel and unusual punishment for purposes of the Eighth Amendment. CSAC filed a brief urging the United States Supreme Court to review the case, but review was denied.

Since *Martin*, the courts have struggled to define the contours of the Eighth Amendment in this context as they have attempted to address a multitude of questions raised by *Martin*: Does the shelter space have to be within the same jurisdiction? Does it have to be indoors or can the city or

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county require removal to a camping site or other location? What is the minimum level of shelter / services required to meet the standard? Does there have to be enough shelter space for all homeless persons in a jurisdiction, or is it sufficient that the person subject to enforcement is offered viable shelter?

The present case, *City of Grants Pass v. Johnson*, is one of the cases attempting to address these issues. Here, the Ninth Circuit certified a class action against the City and enjoined the City from enforcing its ordinances prohibiting camping and the possession of bedding material on all public property. After noting that there was not adequate shelter space to accommodate all the City's unhoused persons, the court went on to expand *Martin* by applying the Eighth Amendment to an entire class of unhoused persons, and to apply it even though only civil (not criminal) citations had been issued. The City sought rehearing in the Ninth Circuit, which CSAC supported, but review was denied.

The United States Supreme Court has now agreed to hear this case. Specifically, the Court will consider the following question: "Whether the enforcement of generally applicable laws regulating camping and sleeping on public property constitute "cruel and unusual punishment" prohibited by the Eighth Amendment of the Constitution." CSAC has filed a brief in support of the City of Grants Pass.

City of Los Angeles v. Superior Court (Casa Greene)

Writ Petition Summarily Denied by the Court of Appeal, Second District (Dec. 14, 2023), *petition for review denied* (Feb. 28, 2024)(S283226)

Status: Case Closed

In this case, the plaintiff landlords alleged (among other things) that COVID-19 eviction protections were per se takings of their property under both the United States and California constitutions, and that those protections also violated both constitutions' prohibitions on impairing contract obligations. Along with the City, the Casa Greene plaintiffs have sued the State, Los Angeles County, and the cities of Agoura Hills, Beverly Hills, Burbank, Glendale, Santa Clarita, Santa Monica, and West Hollywood. The City has successfully defeated similar claims in federal court and the large majority of federal courts to rule on these theories over the past few years are in accord. Nevertheless, the trial court here ruled against the City, concluding that the landlords stated claims both for impairing their contracts with their tenants and for physical, per se takings of the landlords' property. All of the defendants sought writ relief in the Court of Appeal, but the petition was summarily denied. The City sought Supreme Court review, which CSAC supported, but the petition was denied.

Gajanan v. City and County of San Francisco

Pending in the First Appellate District (filed July 26, 2023)(A168328)

Status: Amicus Brief Due April 22, 2024

Plaintiffs are owners and operators of six San Francisco boutique hotels that sought a refund of approximately \$1.9 million in tax penalties imposed by the City after Plaintiffs failed to file returns and pay transit occupancy taxes for a full calendar year. Ultimately, a Court of Appeal affirmed a judgment in favor of plaintiffs concluding they used ordinary care in reasonably relying on an employee who hid his failure to file returns and remit taxes. Plaintiffs thereafter filed a motion seeking over \$7 million under the private attorney general statute, Code of Civil Procedure section 1021.5, which included a multiplier, arguing they qualified for 1021.5 fees because

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their litigation enforced an important public right that benefited a large class of persons. The trial court denied the multiplier, but otherwise granted judgment in favor of plaintiffs, awarding over \$5 million in attorney's fees. The trial court concluded that the decision enforced an important public right because it interpreted the term "ordinary care" and prompted the City to amend its penalty structure, even though the substantive changes made by the City to its ordinance were not the relief Plaintiffs sought in their litigation, and the amendment process began well before this litigation started. CSAC will file a brief in support of the City on appeal.

Kinney v. City of Corona

99 Cal.App.5th 1 (4th Dist. Div. 2 Dec. 29, 2023)(E079840), *request for publication granted* (Jan. 24, 2024)

Status: Case Closed

Under Civil Code of Procedure section 998, if a defendant in litigation makes a settlement offer to a plaintiff that plaintiff refuses, and the plaintiff does not ultimately obtain a more favorable outcome in the litigation than was provided in the settlement offer, the award of attorneys' fees and costs is generally limited to the fees and costs incurred prior to the 998 settlement offer date. In an opinion that was originally unpublished, the Court of Appeal found for the first time that 998 settlement offers apply in Public Records Act cases. Therefore, the court reduced a trial court award of \$43,300 in fees and costs down to \$2,475, which was the amount of fees and costs incurred at the time the defendant City made a 998 settlement offer that plaintiff rejected. CSAC's request that the opinion be published was granted.

Ocean S. v. County of Los Angeles

Pending in the United States District Court, Central District of California (filed Aug. 22, 2023)(Case No. 2:23-cv-06921-JAK-E)

Status: Amicus Brief Filed March 5, 2024; Case Pending

This putative class action is brought by seven "transition age foster youth" (ages 16-21) who allege that the State and County defendants are violating federal law and their constitutional rights by failing to provide "meaningful access to the crucial housing, mental health, and other services to which they are legally entitled." Specifically, the complaint alleges: (1) Defendants violate plaintiffs' due process rights by "failing to develop a minimally adequate array of safe and stable placements;" (2) Defendants violate the federal Adoption Assistance and Child Welfare Act by failing to develop and implement a system for providing transition age foster youth with legally compliant case plans and transition plans; (3) Plaintiffs' procedural due process rights are violated by the opaque placement process and inadequate opportunities to be heard; (4) Failure to provide a minimally adequate array of safe and stable placements appropriate for expecting and parenting youth violates their First and Fourteenth Amendment rights to freedom of familial association; and (5) Defendants violate the ADA and Rehabilitation Act by denying access to placements to transition age foster youth with disabilities. CSAC has filed a brief in support of LA County's motion to dismiss.



Course Guide Winter-Spring 2024



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January

351 Reinvigorating Team Performance: Strategies for Alignment

Friday, January 5th / 10am-4pm {Riverside}

This class aims to provide knowledge and practical skills to evaluate and align new and established teams. Participants will learn about the stages and cycles of a team, assess areas of disconnect and misalignment, and acquire techniques and strategies to help teams move toward a more aligned and cohesive space. The objective of the class is to have participants leave with a new perspective on dynamics within organizational groups, practical techniques to develop strategies for realignment, and tools to help establish or reset intentions to improve focus and collaboration within a team.

INSTRUCTOR:

Xochitl Morales is a General Manager with Commonwealth Partners. Two of her teams have received a TOBY Award (The Outstanding Building of the Year) from the Building Owners and Managers Association. In addition to property operations, Xochitl provides customer service and work order system training, and operations product development.

110 Leadership Fundamentals and Public Service Values

Thursday, January 11th / 10am-4pm {Humboldt}

This course is designed exclusively for staff who have recently transitioned from manager to director. This course will focus on the differing roles and competencies as leaders, how to best transition, change management, how to build interpersonal relationships, and developing effective communication skills.

INSTRUCTOR:

Paul Danczyk, PhD is the Chief Operating Officer of the California Counties Foundation.

131 Leading for Diversity, Equity, and Inclusion (DEI) in County Government

Thursday, January 11th / 10am-4pm {Monterey}

This course focuses on changing policy and practices in county government through an equity, diversity, and inclusion lens. The course explores a systemic framework developed around structural changes to address complex issues of inequities that impact communities across counties. Participants will have the opportunity to engage in self-reflection, content exploration, and learn how to apply research based best practices to address internal and external inequities across the county. Topics include:

- The impact of historical politics and public education on underserved or vulnerable communities
- Key terms related to DEI (diversity, equity, inclusion, implicit bias, stereotypes, oppression, institutional racism)
- Cultural Proficiency Framework

INSTRUCTOR:

Nicole Anderson is the founder and CEO of Nicole Anderson and Associates Consulting, LLC. Nicole has served as a developer and facilitator of professional learning services as well as an advocate for educational equity work in numerous ways around the nation.

112 Empathic Stance in Leadership Roles

Friday, January 12th / 10am-4pm {Humboldt}

The importance of empathy in leadership cannot be overstated. Leaders hear this all the time “Be encouraging, a good listener, and show genuine interest in your team.” This course will demonstrate the impact of engaging empathy to create a culture of trust and maximize your team’s ability to approach leadership and communication from a place of empathy rather than judgment. Whether empathy comes naturally to you or if it is a skill you are working on, this course welcomes county leaders to flex their empathy might for the collective wellness of the team.

INSTRUCTOR:

Paul Danczyk, PhD is the Chief Operating Officer of the California Counties Foundation.

110 Leadership Fundamentals and Public Service Values

Friday, January 19th / 10am-4pm {Fresno}

This course is designed exclusively for staff who have recently transitioned from manager to director. This course will focus on the differing roles and competencies as leaders, how to best transition, change management, how to build interpersonal relationships and developing effective communication skills.

INSTRUCTOR:

Paul Danczyk, PhD is the Chief Operating Officer of the California Counties Foundation.

123 Strategic Planning: Crafting and Leading Planning Processes

Thursday, January 25th / 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 for 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 explored 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, MEd is an experienced strategic facilitator, coach, and university instructor.

110 Leadership Fundamentals and Public Service Values

Thursday, January 25th / 10am-4pm {Inyo}

This course is designed exclusively for staff who have recently transitioned from manager to director. This course will focus on the differing roles and competencies as leaders, how to best transition, change management, how to build interpersonal relationships and developing effective communication skills.

INSTRUCTOR:

Paul Danczyk, PhD is the Chief Operating Officer of the California Counties Foundation.

156 Government 101

Friday, January 26th / 9am-1:30pm {Virtual}

This course will provide an overview of the history and context of counties in California and will discuss the relationship between counties and the state and federal government. The course will also share information about county services, departments, and responsibilities, the role of the Board of Supervisors, the role of policymakers and administrators, and how county employees receive authority and direction.

INSTRUCTOR:

Dallin Kimble is the County Administrative Officer for Mariposa County.

February

372 Executive Leadership

Friday, February 2nd / 10am-4pm {Riverside}

In an earlier course, distinctions were made between “management” and “leadership.” This course takes the conversation to the next level, recognizing the art of leadership within the executive roles could look and feel different from applying leadership in other settings. This course explores themes of authenticity, emotional intelligence, humility, and confidence while building ecosystems of support and empowerment. It draws a distinction between mindset and organizational culture to facilitate actionable approaches.

INSTRUCTOR:

Carol Geffner, Ph.D., was previously the Professor of the Practice of Governance, Management and Policy at the University of Southern California’s Sol Price School of Public Policy and Director of the Executive Master of Leadership Program. She currently is the President of CB Vision Consultants, LLC, a national management consulting and executive coaching firm.

347 IT: Lead Business Innovation

Thursday, February 8th / 9am-2:30pm {Virtual}

While in the private sector corporations look to innovate with disruptive technologies to drive top-line growth, governments look to leverage innovation to reduce current service costs, improve services, or introduce new ones. The good news is when IT departments have a holistic view into their organization, they can credibly establish themselves as innovative visionaries and strategic partners of other departments. The bad news is that many IT departments lack this view and are not considered innovative. This course is designed to help government IT leaders reverse this trend. By learning how to gain and manage awareness of the organization’s strategies and priorities, obtain stakeholder commitment, and become strategic partners, IT can avoid being seen as a “black box” and instead earn recognition as organizational innovators.

INSTRUCTOR:

Carolyn Staats, Director of Innovation, IT Department of Sonoma County.

396 State Budget 101: What Counties Need to Know

Thursday, February 8th / 10am-4pm {Monterey}

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

INSTRUCTOR:

Diane Cummins, former Special Advisor to Governor Brown for state and local finances and has worked in both the executive and legislative branches on the budget and a CSAC Legislative Representative in the area of Human Services.

140 Strategic Leadership: Boosting Productivity and Motivation

Thursday, February 15th / 10am-4pm {Humboldt}

This course is designed to elevate strategic leadership skills by enhancing productivity and motivation for yourself and your teams. Participants will explore proven techniques and frameworks to drive organizational success through effective leadership. Course Objectives:

1. Strategic Goal Alignment:

Equip leaders with the skills to align team objectives with overarching organizational goals, fostering a unified and purpose-driven approach to tasks. Participants will learn to develop and communicate a compelling vision that motivates and guides their teams toward strategic milestones.

2. Performance Optimization Strategies:

Delve into methodologies for optimizing individual and team performance. This objective focuses on identifying key performance indicators, implementing performance feedback mechanisms, and fostering a culture of continuous improvement to maximize productivity.

3. Motivational Leadership Techniques:

Explore various motivational leadership styles and techniques tailored to different organizational contexts. Leaders will learn to inspire and engage their teams by understanding individual motivations, fostering a positive work environment, and utilizing effective communication strategies.

4. Resilience and Stress Management:

Equip leaders with tools to navigate challenges, build resilience, and manage stress effectively. This objective addresses the importance of maintaining a healthy work-life balance, promoting mental well-being, and cultivating a resilient mindset to sustain high levels of productivity in dynamic business environments.

INSTRUCTOR:

Regina Romeo is a former Chief Human Resources Officer and Chief Diversity Officer. She currently owns and operates her own consulting firm and provides HR consulting, DEI consulting, and expert witness services.

141 Managing Yourself to Lead Others

Friday, February 16th / 10am-4pm {Fresno}

As leaders, it's well documented that when it comes to tending our people and our organizations, we are willing to undertake almost every strategy or practice save for the one most essential: tending to our own resilience and wellbeing. Why does it matter? Because you are the "secret sauce" when it comes to the success of individual and organizational performance, YOU MATTER. Your leadership presence is the foundation for performance. What is that you may ask: "...the ability to connect authentically with the thoughts and feeling of others in order to motivate and inspire them to achieve a desired result." *And that focused attention is dependent upon your ability to show up open, present, connected, and healthy yourself. We will explore what it means to be a resilient leader and how that relates to team and organizational resilience, the role mindfulness plays in that presence and the link to stress,

a variety of practices that support resilience for you to model and share with your team; and develop a personal resilience plan to support you in showing up at your best to support the performance of your team members and the organizational mission.

INSTRUCTOR:

Michelle Schmitt has 29 years of experience in California State Government service specializing in organizational capacity building, leadership development, succession planning, workforce management and successful new program development & implementation collaborating across diverse stakeholder groups.

125 Mastering the Art of Effective Communication

Friday, February 16th / 10am-4pm {Humboldt}

This course is tailored for leaders aiming to sharpen their communication skills to achieve success in their professional endeavors. Participants will engage in practical exercises and insightful discussions to refine their communication techniques and navigate a variety of business scenarios. Course Objectives includes:

1. Strategic Communication Proficiency:

Develop a strategic communication toolkit that enables leaders to convey complex ideas with clarity, align communication with organizational objectives, and adeptly articulate a compelling vision.

2. Effective Stakeholder Engagement:

Explore strategies for building and maintaining strong relationships with key stakeholders, both internal and external. Leaders will learn to tailor their communication styles to different audiences, cultivate trust, and navigate challenging conversations.

3. Crisis Communication Mastery:

Equip leaders with the skills to navigate high-pressure situations through effective crisis communication. This objective focuses on developing crisis communication plans, managing public relations, and ensuring transparent and timely communication.

4. Inclusive Leadership Communication:

Foster an understanding of inclusive communication practices, enabling leaders to create a workplace culture that values diversity and inclusion. Participants will learn to communicate inclusively, navigate cultural nuances, and promote a collaborative environment.

INSTRUCTOR:

Regina Romeo is a former Chief Human Resources Officer and Chief Diversity Officer. She currently owns and operates her own consulting firm and provides HR consulting, DEI consulting, and expert witness services.

128 Emotional Intelligence

Wednesday, February 21st / 10am-4pm {Inyo}

What characteristics and practices distinguish great from good performers? What evidence-based practices should be part of your daily routine to be a high performer? We will answer these questions from a 30-year database and research of top performance as we dive into the four areas of Emotional Intelligence (EI):

1) Understanding Yourself, 2) Managing yourself, 3) Understanding Others and 4) Managing Others. You will take an assessment to determine your EI strengths. Hands on tools to enhance your EI will be explored. Emotional Intelligence is a prime factor to one's success when compared to Intelligence Quotient (IQ) and technical expertise. Business simulations, practice sessions, videos and group discussions will help participants enjoy, engage, and learn more.

INSTRUCTOR:

Lucy Hernandez is a certified community action professional and a National R.O.M.A. Certified Trainer.

110 Leadership Fundamentals and Public Service Values

Thursday, February 22nd / 10am-4pm {Mariposa}

This course is designed exclusively for team members who have recently transitioned into a management or director role. This course will focus on:

- Differing roles and competencies as the manager,
- Transitioning from line staff to manager,
- Change management,
- Building interpersonal relationships, and
- Effective communication skills.

INSTRUCTOR: Paul Danczyk, Ph.D. is the Chief Operating Officer of the California Counties Foundation

March

131 Strategic Action: Staying on Top of DEI Goals

Friday, March 1st / 10am-4pm {Riverside}

In 2020, organizations hired Chief Diversity Officers and other DEI-focused roles in unprecedented numbers. By the end of 2022, the attrition rate for these roles outpaced non-DEI roles by 50%. Many organizations are laying off DEI personnel in record numbers in the interest of "cost cutting" resulting in a lack of progress toward goals and objectives to achieve diversity in the workplace. This session will look at the rapid evolution of the DEI journey over the last three years and explore how to help your organization keep DEI in the forefront. It will also examine best practices in DEI and what organizations are doing to sustain their commitment to diversity.

INSTRUCTOR:

Regina Romeo is a former Chief Human Resources Officer and Chief Diversity Officer. She currently owns and operates her own consulting firm and provides HR consulting, DEI consulting, and expert witness services.

158 Personal Leadership and Team Dynamics for County Administrators

Thursday, March 7th / 9am-1:30pm {Virtual}

Did you know that leaders account for 70% of the variance of their team's engagement (Gallup), and almost 60% of leaders never receive training the first time they get promoted (Center for Creative Leadership)? This workshop will help us understand ourselves better so we can lead our teams effectively to push our organizations' mission forward. Topics covered include personal leadership, executive burnout, team dynamics, and leading a multigenerational team.

INSTRUCTOR:

Dr. Santor Nishizaki is a former city manager, TEDx speaker, and the founder and CEO of Mulholland Consulting Group.

396 State Budget 101: What Counties Need to Know

Thursday, March 7th / 10am-4pm {Mariposa}

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

INSTRUCTOR: Diane Cummins former Special Advisor to Governor Brown for state and local finances and has worked in both the executive and legislative branches on the budget and a CSAC Legislative Representative in Human Services.

356 Communicating and Presenting Complex Issues and Data

Thursday, March 14th / 10am-4pm {Humboldt}

Counties present complex and detailed information to decision makers and the public 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.

130 Navigating Difficult Conversations

Friday, March 15th / 10am-4pm {Humboldt}

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

INSTRUCTOR:

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

115 Adaptive Leadership

Friday, March 15th / 10am-4pm {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 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 Directors at the American Leadership Forum.

126 Engaging Employees for Success

Thursday, March 21st / 10am-4pm {Monterey}

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

INSTRUCTOR:

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

363 Thinking and Acting Strategically in Conditions of Uncertainty

Thursday, March 21st / 10am-4pm {Mariposa}

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 participants create new possibilities and leverage assets for problem solving. Participants apply 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.

132 Leadership Styles

Wednesday, March 27th / 10am-4pm {Inyo}

During this interactive session, we will delve into this question seeking to understand how you can effectively lead in a way that honors your own personality style while also accommodating the styles of those you are leading.

Participants will complete a personality styles inventory and engage in activities and discussions to discover how personality traits can shape leadership style, influence your individual leadership effectiveness, and impact your team's success. The goal of this session is for participants to be able to walk away with a better understanding of themselves, equipped with practical insights and tools they can immediately put into practice.

Together we will:

1. Explore Four Key Dimensions of Personality: Gain insights into these dimensions and how they "show up" in leadership roles.
2. Identify Your Preferred Style: Discover your primary personality style and understand how it affects your leadership approach, decision-making, and communication.
3. Enhance Communication Skills: Learn strategies to communicate effectively with individuals of different personality styles, which can foster better collaboration and teamwork.
4. Adapt and Inspire: Explore techniques to adapt your leadership style to various situations and personalities, becoming a more versatile and influential leader.
5. Case Studies and Group Activities: Engage in real-world case studies and group activities to begin applying new knowledge.

INSTRUCTOR:

Tommy Royston, Ph.D., is a consultant specializing in executive and leadership development. Mr. Royston is the Vice President of Strategy Development for Anavo Solutions.

126 Engaging Employees for Success**Thursday, March 28th / 9am-1:30pm {Virtual}**

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

INSTRUCTOR:

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

April

307 Realignment 101: The Basics of 1991 and 2011 Realignments**Wednesday, April 3rd 10am-4pm and Thursday, April 4th 10am-4pm**

This two-day course examines the history and rationale for establishing it in 1991, why programs were included, what was learned, and the expansion to realignment in 2011 – all updated with program and funding changes through 2016. Participants first examine the establishment and programs of the 1991 realignment. Discussion details health and human services and mental health programs. Participants explore individual programs, how they work, funding and current status. The course examines the 2011 realignment – including AB 109 – with an emphasis on public safety programs. Details on the realigned programs, changes to 1991 realignment services, implementation, funding and how counties are implementing the 2011 realignment are all discussed. The second day features a detailed examination of fiscal issues: structure and allocation of local funds; flow of funds in human services, public safety, health, behavioral health, and other programs; forecasting and tracking realignment, VLF and Prop 172 funds; fund growth; and other fiscal issues.

INSTRUCTORS:

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

334 IT Organizational Design**Thursday, April 4th / 9am-2:30pm {Virtual}**

The design of an IT organization is critical to ensuring that it is structured in a way that best suits the current and near future needs of the county, ensuring that the right capabilities are in place to meet mandates and the right structure is in place to optimize efficiency and flow. This course will help you understand how to improve and refine your IT organization, ensuring it is optimally built to provide the capabilities required to enable success for IT and the county it serves.

INSTRUCTOR:

Steve Monaghan is the director of the Information and General Services Agency for Nevada County.

121 Inclusive Leadership**Thursday, April 4th / 10am-4pm {Monterey}**

Inclusive leadership explores what it takes to lead in a diverse workplace while delivering results and ensuring high levels of employee engagement. The session explores culture and the levels of system that make up culture. Social Identity will be explored, and participants will have the opportunity to participate in real time experiential exercises to better explore the concept. This session will discuss leadership styles, conflict management techniques and feedback delivery models that support creating and/or enhancing inclusive workplace cultures. This course is a combination of live content delivery and participant experiential learning through role playing, small and large group discussions and self-reflection.

INSTRUCTOR: Regina Romeo is a former Chief Human Resources Officer and Chief Diversity Officer. She currently owns and operates her own consulting firm and provides HR consulting, DEI consulting, and expert witness services.

369 County Financial Reporting and Budgeting for Nonfinancial ProfessionalsFriday, April 5th / 10am-4pm {Riverside}

This course provides the tools for decision-makers, elected officials, senior managers – other than accountants and auditors – who want to have an overview understanding of government financial reporting. Participants discuss budgets, financial statements, and the audit, and at the 30,000-foot level what each of those is saying (or not saying!). Participants should bring questions about terms or concepts they have encountered as part of their interaction with county and government financial reporting. The discussion reviews terms and definitions used with government financial reporting and strategies on how to read financial statements and auditor reports to identify critical information and understand what it means ... in plain English!

INSTRUCTOR:

Leanne Link, Assistant CAO at Sutter County and Chad Rinde.

111 Resilient LeadershipThursday, April 11th / 10am-4pm {Humboldt}

This session is targeted to proactive leaders who want to take advantage of current opportunities to apply innovative and practical approaches to employee engagement and service delivery. The interactive session is focused on helping leaders guide and energize, focus on guiding and energizing their teams and begin to reimagine the work they do, and how they do it, in response to change. Topics will include differences between management and leadership; The Boss Triad; how we are affected by, and cope with, change; and the ten most impactful actions for leaders to take now.

INSTRUCTOR:

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

117 Change LeadershipThursday, April 11th / 10am-4pm {Mariposa}

As municipalities are constantly challenged to improve service delivery, staff are confronted with the realities of adapting existing processes and establishing entirely new programs to meet growing demands. Intended or not, these changes can be highly disruptive and create chaos if not properly managed. While many of today's process improvement initiatives involve some form of system change, nearly all of them require an evaluation of the "people part" of the process. For any change to be successful, process is key. This course will provide municipal leaders with the skills and tools necessary to identify current performance standards, determine quality improvement measures, perform root-cause analysis to fully understand challenges, then built comprehensive strategies to arrive successfully at a desired end state. Along the way, the course will touch on the necessary attributes of leading people through the change process which includes the importance of effective communication, project management, and ensuring that cultural and operational factors are fully considered.

INSTRUCTOR: BJ Snowden is the Dean of the West Sacramento Center at the Sacramento City College, and sat on the 2021 Board of Directors of the American Leadership Forum.

380 Talent Development and Succession PlanningFriday, April 12th / 10am-4pm {Humboldt}

This interactive course will address the urgent need to attract, retain and develop talent, especially as counties transition to the Next Normal. The session course will briefly explore strategies and best practices to create effective leadership development and succession planning programs in county government. The course includes case examples of tools to use, 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.

INSTRUCTOR:

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

158 Team Dynamics

Friday, April 19th / 10am-4pm {Fresno}

Since the pandemic, work has fundamentally changed. Hybrid and remote work arrangements are the norm. Employees place high value on purpose, engagement, and wellbeing. And recruitment and retention of top talent remain a priority and challenge. In hierarchical organizations, leaders must also be equipped to build cross-departmental collaborations as well as lead geographically dispersed teams. This course will explore the process of developing a group of people into a trusting and psychologically safe team as well as leadership capabilities needed to foster “teaming” throughout the organization. The participants will be asked to work on an actual team-related challenge during the course. The learning approach will be highly interactive and participatory.

INSTRUCTOR:

Carol Geffner, Ph.D., was previously the Professor of the Practice of Governance, Management and Policy at the University of Southern California’s Sol Price School of Public Policy and Director of the Executive Master of Leadership Program. She currently is the President of CB Vision Consultants, LLC, a national management consulting and executive coaching firm.

153 Labor Relations and Negotiations in Local Government

Thursday, April 25th / 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:

Tami Douglas-Schatz is the HR Director for San Luis Obispo County; Sarah Carrillo is the County Counsel for Tuolumne County.

324 How to be Human at Work

Thursday, April 25th / 10am-4pm {Monterey}

Until robots take over the world of work, we will still be showing up with all of our “humanness” every day. Contrary to popular thought, nobody really compartmentalizes or keeps the parts of our lives separate. We bring our best and our baggage. In this program, 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 at work. Workshop exercises, assessments, and tools provide new ways of thriving at work and helping others do the same?

INSTRUCTOR:

Rueben Brock, Ph.D. is an assistant professor of psychology at Pennsylvania Western University, California.

389 Data-Driven Decision Making

Thursday, April 25th / 10am-4pm {Mariposa}

Counties present complex and detailed information to decision makers and the public 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.

May

158 Team Dynamics

Wednesday, May 1st / 10am-4pm {Inyo}

Since the pandemic, work has fundamentally changed. Hybrid and remote work arrangements are the norm. Employees place high value on purpose, engagement, and wellbeing. And recruitment and retention of top talent remain a priority and challenge. In hierarchical organizations, leaders must also be equipped to build cross-departmental collaborations as well as lead geographically dispersed teams. This course will explore the process of developing a group of people into a trusting and psychologically safe team as well as leadership capabilities needed to foster “teaming” throughout the organization. The participants will be asked to work on an actual team-related challenge during the course. The learning approach will be highly interactive and participatory.

INSTRUCTOR:

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

380 Talent Development and Succession Planning

Thursday, May 2nd / 10am – 4pm {Mariposa}

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.

INSTRUCTOR: Donna Vaillancourt is former San Mateo County Human Resources Director.

350 The Power of Connection: Building and Nurturing Professional Networks and Partnerships

Friday, May 3rd / 10am-4pm {Riverside}

In this interactive workshop, participants discover ways to cultivate and to expand professional networks with a view to developing as leaders and achieving current goals. Participants commit to leadership traits and behaviors that nurture symbiotic connections and identify actions steps to enhance their ability to connect with others in meaningful ways.

INSTRUCTOR:

Evie DiCiaccio was a senior development professional at leading non-profit organizations and educational institutions, such as the LA Phil and UCLA. She has a master's degree from Carleton University, and accreditation from the Hudson Institute of Coaching.

121 Inclusive Leadership

Thursday, May 16th / 10am-4pm {Humboldt}

Inclusive leadership explores what it takes to lead in a diverse workplace while delivering results and ensuring high levels of employee engagement. The session explores culture and the levels of system that make up culture. Social Identity will be explored, and participants will have the opportunity to participate in real time experiential exercises to better explore the concept. This session will discuss leadership styles, conflict management techniques and feedback delivery models that support creating and/or enhancing inclusive workplace cultures. This course is a combination of live content delivery and participant experiential learning through role playing, small and large group discussions and self-reflection.

INSTRUCTOR:

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

109 Recruitment Strategies

Thursday, May 16th / 10am-4pm {Mariposa}

Explore public sector recruitment strategies in 2024. This course delves into the dynamic landscape of talent acquisition, equipping public organizations with knowledge and tools needed to attract, engage, and retain their talent. Participants will gain insights into emerging trends, innovative technologies, and proven methodologies to optimize recruitment processes for greater efficiency and success and will:

- Master Targeted Outreach - Understand the importance of targeted outreach strategies in reaching diverse and qualified candidates. Learn to tailor recruitment campaigns to specific demographics, skill sets, and regions, ensuring a more expansive and effective hiring process.
- Leverage Technology - Explore latest technological advancements shaping recruitment in 2024. From artificial intelligence in candidate screening to virtual recruitment events, discover how leveraging technology can enhance efficiency and effectiveness of public sector hiring.
- Build Employer Branding for Public Entities - Develop a strong public employer brand to attract top talent. Learn essentials of crafting an appealing organizational narrative, showcasing values, culture, and benefits to create an attractive and reputable image for potential candidates.
- Understand the key factors influencing employee retention in the contemporary workplace, including organizational culture, work-life balance, and career development opportunities.
- Develop skills and strategies for identifying early signs of employee disengagement and implementing proactive strategies to address issues before they escalate by using various retention strategies, such as personalized employee development plans, performance management and flexible work arrangements.
- Learn how to conduct meaningful stay interviews and exit interviews to gain insights into employee motivations and concerns, aiding in the formulation of targeted retention initiatives.

INSTRUCTOR: Regina Romeo, Ph.D. is a former Chief Human Resources Officer and Chief Diversity Officer. She currently owns and operates her own consulting firm and provides HR consulting, DEI consulting, and expert witness services.

128 Emotional and Social Intelligence with Priorities

Friday, May 17th / 10am-4pm {Humboldt}

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

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

380 Talent Development and Succession Planning

Friday, May 17th / 10am-4pm {Fresno}

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.

INSTRUCTOR: Donna Vaillancourt is former San Mateo County Human Resources Director.



350 The Power of Connection: Building and Nurturing Professional Networks and Partnerships

Wednesday, May 22nd / 10am-4pm {Inyo}

In this interactive workshop, participants discover ways to cultivate and to expand professional networks with a view to developing as leaders and achieving current goals. Participants commit to leadership traits and behaviors that nurture symbiotic connections and identify actions steps to enhance their ability to connect with others in meaningful ways.

INSTRUCTOR:

Evie DiCiaccio was a senior development professional at leading non-profit organizations and educational institutions, such as the LA Phil and UCLA. She has a master's degree from Carleton University, and accreditation from the Hudson Institute of Coaching.

129 Leading Across Generations

Thursday, May 23rd / 10am-4pm {Monterey}

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

INSTRUCTOR:

Galia Cohen, Ph.D., is department head and assistant professor in the Department of Public Administration at Tarleton State University, Texas. She specializes in organizational behavior and development and has extensive experience teaching, training, and consulting in the public sector.

328 Increase Organizational Maturity to Drive Innovation, Performance, and Sustainability

Friday, May 24th / 9am-2:30pm {Virtual}

Get off the hamster wheel and back in control of your organization while making work a lot more enjoyable for you and your team. Many county leaders and managers feel overwhelmed and stressed with workload demands exceeding capacity, with no end or relief in sight. Leaders find themselves consumed with the day-to-day activities, leaving little or no time (or energy or passion) leftover to work on organizational development and maturity. Organizations are not meeting expectations, unable to control growing service demands, have inadequate organizational processes and systems in place, or have fallen behind on industry best practices and technology.

Learning objectives:

- Understanding your current situation and the objectives you need to achieve
- Determine the organizational elements that need to be addressed for forward progress
- Engaging advocates, champions, and building the team for success
- Strategies for making the time to fix things
- Identify the organizational infrastructure needed to drive maturity
- Developing a roadmap to move forward

INSTRUCTORS:

Steve Monaghan is the director of the Information and General Services Agency for Nevada County. Laree Kiely, Ph.D. is president, and CEO of We Will, Inc. and professor at the USC Marshall School of Business.

366 Self-Care within Public Service Environments**Thursday, May 30th / 10am-4pm {Mariposa}**

This workshop is designed to normalize current experiences of distress, discuss the impact of prolonged stress, and identity/practice self-care tools. Through a mixture of psychoeducation and experiential learning, participants will gain concrete tools for managing the mental and emotional challenges of our current world climate.

INSTRUCTOR: Rueben Brock, Ph.D. is an assistant professor of psychology at Pennsylvania Western University, California.

June

366 Self-Care within Public Service Environments**Friday, June 7th / 10am-4pm {Riverside}**

This workshop is designed to normalize current experiences of distress, discuss the impact of prolonged stress, and identity/practice self-care tools. Through a mixture of psychoeducation and experiential learning, participants will gain concrete tools for managing the mental and emotional challenges of our current world climate.

INSTRUCTOR:

Rueben Brock, Ph.D. is an assistant professor of psychology at California University of Pennsylvania.

339 IT Define an IT Strategy and Roadmap**Thursday, June 13th / 9am-2:30pm {Virtual}**

Many IT departments struggle to develop strategic plans that align with their organizations' strategies, are easily understood outside of IT, and demonstrate the ROI and value provided by IT. This course will look at a visual approach to developing an IT strategy. One based on organizational context and priorities; ensuring it meets rapidly changing needs and is articulated in terms the organization understands.

INSTRUCTOR:

Liza Massey, Chief Information Officer for Marin County.

128 Emotional Intelligence**Thursday, June 13th / 10am-4pm {Monterey}**

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

INSTRUCTOR:

Mira Ringler is currently on the faculty of The Energy Project, USC Sol Price School of Public Policy, FUSE Corps, Coro Northern California, Telos Institute, and Engaged Leadership.

180 Emotional Intelligence – A Leadership Master Class

Thursday, June 13th / 10am-4pm and Friday, June 14th / 10am-4pm {Mariposa}

As the world changes, so do the requirements for leaders to leverage a new set of operating principles: self-awareness, self-management, motivation, collaboration, authenticity, empathy, adaptability, influence, and resilience ... Emotional Intelligence. In this engaging two-day workshop, you will discover the power of emotional intelligence and how it impacts leadership effectiveness and performance. The workshop utilizes the latest research and techniques from neuroscience, emotional Intelligence, and mindfulness to assist participants in building their leadership impact, optimize positive relationships, effectiveness, decision-making, influence, and wellbeing, all primary success factors of a great leader. Participants examine the fundamentals of EQ, its importance in leadership, and how to apply competencies and techniques to specific workplace situations. Participants complete a EQ profile and learn how EQ can be developed through practical tools and techniques.

INSTRUCTOR:

John Dare, CEO, Emotous USA and Angela Giacomis, CEO Emotous Australia - John brings real life experience in building and transforming organizations, as well as deep knowledge in leadership and emotional intelligence.

116 County Budgeting and Financial Planning

Thursday, June 21st / 10am-4pm {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.

INSTRUCTOR:

Leanne Link, Assistant CAO at Sutter County.

373 Project Management

Wednesday, June 26th / 10am-4pm {Inyo}

This course is designed for county employees with varying levels of experience in project management. It draws on the project management body of knowledge and delivers content through the perspective of public service and public service values. It offers a concise yet encompassing understanding of project management, and in particular project management challenges. The learning process is case study based. Upon the completion of the course county employees will develop the knowledge base for project management and project management best practices.

INSTRUCTOR:

Alexandru Roman, Ph.D., is a Professor with the Jack H. Brown College of Business and Public Administration at California State University San Bernardino and the Director of the Research Institute for Public Management and Governance.

About CSAC William "Bill" Chiat Institute

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

Course Registration and Fees

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

FEES - Course tuition includes instruction, materials, and certificate. All county staff and officials are eligible for the special county rate of \$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.

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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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1	110 Leadership Fundamentals
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2	123 Strategic Planning
2	110 Leadership Fundamentals
2	156 Government 101
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3	347 IT: Lead Business Innovation.
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4	141 Managing Yourself to Lead Others
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Campus Locations

Inyo Campus
205 S. Edwards Street | Independence, CA 93526

Fresno Campus
Behavioral Health Auditorium A & B
1925 E. Dakota | Fresno, CA 93726

Humboldt Campus
1018 H Street | Eureka, CA 95501

Riverside Campus
3450 14th Street | Riverside, CA 92501

Monterey Campus
Information Technology Department
1590 Moffett Street | Salinas, CA 93908



California State Association of Counties 2024 Calendar of Events

**Updates are highlighted below*

JANUARY

- 1 New Year's Day (observed)
- 15 Martin Luther King, Jr. Day
- 18 CSAC Executive Committee Meeting | Sacramento County
- 1/31-2/2 Executive Committee Leadership Forum | Torrey Pines, San Diego County

FEBRUARY

- 10-13 NACo Legislative Conference | Washington DC
- 19 Presidents Day

MARCH

- 7 CSAC Board of Directors Meeting | Sacramento County
- 13-14 CSAC Regional Meeting | Imperial & Riverside Counties
- 28 CSAC Executive Committee Meeting | Los Angeles County
- 29 Cesar Chavez Day (observed)

APRIL

- 17-19 CSAC Legislative Conference | Sacramento
- 19 CSAC Board of Directors Meeting | Sacramento

MAY

- 1-3 CSAC Finance Corp. Spring Meeting | Half Moon Bay, San Mateo County
- 8-10 Western Interstate Region (WIR) Conference | Mariposa County
- 27 Memorial Day

JUNE

- 19 Juneteenth
- (new date!)* 20-21 CSAC Regional Meeting | Alameda County

JULY

- 4 Independence Day
- 12-15 NACo Annual Conference | Tampa, Florida, Hillsborough County

AUGUST

- 8 CSAC Executive Committee Meeting | Sacramento County
- 29 CSAC Board of Directors Meeting | Sacramento County

SEPTEMBER

- 2 Labor Day
- 12-13 CSAC Regional Meeting | TBD

OCTOBER

- 9-11 Executive Committee Retreat | San Luis Obispo County
- 14 Indigenous Peoples Day
- TBD CSAC Finance Corp. Fall Meeting

NOVEMBER

- 11 Veterans Day
- 18-22 CSAC 130th Annual Meeting | Los Angeles County
- 21 CSAC Board of Directors Meeting | Los Angeles County
- 28 Thanksgiving Day

DECEMBER

- 4-6 CSAC Officers Retreat | TBD
- 25 Christmas Day

Updated 2.22.24