

CSAC BOARD OF DIRECTORS

BRIEFING MATERIALS

Thursday, April 22nd, 2021

1:30 p.m. - 4:30 p.m.



Online Meeting Via Zoom:

Zoom: <https://us02web.zoom.us/j/83358326829?pwd=OGpNWTNMVW1qVWg3RFNTa29Bd3BqZz09>

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

California State
Association of Counties



CALIFORNIA STATE ASSOCIATION OF COUNTIES
BOARD OF DIRECTORS

Thursday, April 22, 2021 | 1:30 am – 4:30 pm

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

AGENDA

Presiding: James Gore, President

THURSDAY, APRIL 22

1:30 PM

PROCEDURAL ITEMS

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

SPECIAL ITEMS

3. Executive Director's Report *Page 4*
 - *Graham Knaus | Executive Director*
4. Broadband Working Group Update *Page 5-7*
 - *Supervisor Chuck Washington | Riverside County*
 - *Supervisor Luis Alejo | Monterey County*
 - *Supervisor John Peters | Mono County*
5. California Counties Foundation Report *Page 8-10*
 - *Supervisor Ed Valenzuela | Foundation President, Siskiyou County*
 - *Manuel Rivas Jr. | Chief Executive Officer*
 - *Chastity Benson | Director, Operations & Educational Programs*
 - *Ryan Souza | Program Director, CSAC Support Hub for Criminal Justice Programming*

ACTION ITEMS

6. Approval of Minutes from February 11, 2021 *Page 11-19*
7. Approval of the CSAC IRS Form 990 – 2019 Tax Year *Page 20-21*
 - *Supervisor Leonard Moty | Treasurer, Shasta County*
 - *Manuel Rivas, Jr. | Deputy Executive Director, Operations & Member Services*
8. Recommendation to Adopt the CSAC Proposed Budget and Salary Schedule for FY 2021-22 *Page 22-30*
 - *Supervisor Leonard Moty | Treasurer, Shasta County*
 - *Manuel Rivas, Jr. | Deputy Executive Director, Operations & Members Services*

INFORMATION AND DISCUSSION ITEMS

9. Minute Mics: Board of Directors Roundtable
 - What's going on in your county – in one minute?
10. CSAC Policy Committee Reports
 - *Darby Kernan, Deputy Executive Director, Legislative Affairs*
 - Administration of Justice
 - *Supervisor Kelly Long | Chair, Ventura County*
 - *Josh Gauger | Legislative Representative*
 - Agriculture, Environment & Natural Resources
 - *Supervisor Chris Howard | Chair, Del Norte County*
 - *Catherine Freeman | Legislative Representative*
 - Government, Finance & Administration
 - *Supervisor Bruce Gibson | Chair, San Luis Obispo County*
 - *Geoff Neill | Legislative Representative*
 - *Ryan Souza | Legislative Representative*

Health & Human Services

- *Supervisor Jeff Griffiths | Chair, Inyo County*
- *Farrah McDaid Ting | Legislative Representative*
- *Justin Garrett | Legislative Representative*

Housing, Land Use & Transportation

- *David Rabbitt | Chair, Sonoma County*
- *Chris Lee | Legislative Representative*

11. CSAC Finance Corporation Report *Page 31-43*
- *Supervisor Leonard Moty | President, CSAC FC*
 - *Alan Fernandes | Chief Executive Officers, CSAC FC*
 - *Corporate Partner Presentation*
12. Communications and Member Services Report *Page 44-46*
- *Manuel Rivas Jr. | Deputy Executive Director, Operations & Member Services*
 - *David Liebler | Director, Public Affairs & Member Services*
13. Informational Items without Presentation
- CSAC Litigation Coordination Program *Page 47-49*
 - CSAC Institute Course Guide *Page 50-56*
 - Institute for Local Government (ILG) Reports *Page 57-64*
 - 2021 Calendar of Events *Page 65*
14. Public Comment

4:30 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.*

*****BY VIRTUAL TELECONFERENCE ONLY*****

Pursuant to the provisions of California Governor's Executive Order N-29-20, issued on March 17, 2020, this meeting will be held as a virtual meeting only. Members of the public may access the meeting using the Zoom access link above. Public comments may be made using the "raise hand" function on Zoom, or may be submitted in writing electronically before or during the meeting on any matter on the agenda or any matter with the Executive Committee's subject matter jurisdiction, regardless of whether it is on the agenda for Board of Directors consideration or action, by sending an email to: kjones@counties.org.



United States of America
Pledge of Allegiance



California State Association of Counties®

CALIFORNIA STATE ASSOCIATION OF COUNTIES

Board of Directors

2020-2021

SECTION	President:	James Gore, Sonoma
U=Urban	First Vice President:	Ed Valenzuela, Siskiyou
S=Suburban	Second Vice President:	Chuck Washington, Riverside
R=Rural	Immediate Past President:	Lisa Bartlett, Orange

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

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

ADVISORS

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



OFFICERS

President
James Gore
Sonoma County

1st Vice President
Ed Valenzuela
Siskiyou County

2nd Vice President
Chuck Washington
Riverside County

Past President
Lisa A. Bartlett
Orange County



EXECUTIVE DIRECTOR
Graham Knaus

April 22, 2021

TO: CSAC Board of Directors
FROM: Graham Knaus | Executive Director
SUBJECT: Executive Director's Report

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



OFFICERS

President

James Gore
Sonoma County

1st Vice President

Ed Valenzuela
Siskiyou County

2nd Vice President

Chuck Washington
Riverside County

Past President

Lisa A. Bartlett
Orange County



EXECUTIVE DIRECTOR

Graham Knaus

April 22, 2021

TO: CSAC Board of Directors

FROM: Darby Kernan, Deputy Executive Director, Legislative Services
Geoff Neill, Legislative Representative

SUBJECT: Broadband Advocacy

Broadband has become necessary for modern life, as the past year has made uncomfortably clear, yet millions of Californians lack reliable service at their homes and jobs. Recognizing this, the CSAC Board of Directors adopted the expansion of broadband access and adoption as a legislative priority, declaring that “it is long past time for California to ensure access to broadband and the means to adopt it for every Californian. CSAC will advocate for program reforms and funding sufficient to close the digital divide as quickly and completely as possible.”

To that end, President Gore created a Broadband Working Group and appointed as co-chairs Supervisors Washington (Riverside), Alejo (Monterey), and Peters (Mono). The working group has helped direct CSAC’s advocacy on the budget requests and bills detailed below.

COALITION BUDGET PROPOSAL

CSAC recruited and led a strong coalition to request significant, immediate funding to close the Digital Divide. The coalition consists of:

- California Forward Action Fund
- Urban Counties Caucus
- Rural County Representatives
- California Hospital Association
- California Association of School Business Officials
- California School Boards Association
- Small School Districts Association

With these allies, CSAC has asked the Governor and the Legislature to appropriate \$8 billion to build 100 mbps fiber infrastructure to all homes and businesses without it (\$6.8 billion) and to provide funding for programs that increase broadband adoption (\$1.2 billion).

The infrastructure funds would not only build last-mile fiber to buildings that need it (\$4.6 billion), it would also build a new statewide middle-mile network (\$2.2 billion). A statewide network of open-access middle-mile fiber would have enormous benefits, including a lower cost of deployment for new providers, which in turn would result in more competition, lower prices, and better customer service. It would also provide redundancy in case of line breaks, increasing the resilience of the state’s infrastructure.

While ubiquitous access by itself would be transformative, we know that adoption programs are necessary to make the promise of access real for many Californians. The \$1.2 billion we have proposed for this purpose could fund equipment, digital skills training, language access, and other services to those who need them.

CSAC and our coalition partners have met several times with representatives from the Governor’s office, the Department of Finance, and legislators to emphasize the urgency of this request. State general funds and

the state's flexible relief from the American Rescue Plan are available immediately and should be used to implement these programs as quickly as possible. Other federal funding and possible future bond funds can be used to supplement these efforts, but California cannot continue waiting. This is the year to make the investments we should have made a decade ago. The meetings have been productive and conversations have begun about the details of how funding, if provided, could be deployed most efficiently.

Independently, CSAC Executive Director Graham Knaus has met with Assembly Speaker Anthony Rendon as part of a group his office has convened and which also includes RCRC and a number of broadband advocates. CSAC has advocated for substantial additional funds in that forum as well.

KEY LEGISLATION

Two bills, SB 4, by Senator Lena Gonzalez, and AB 14, by Assembly Member Cecilia Aguiar-Curry, would reform the CASF programs that subsidize broadband infrastructure projects in unserved and underserved communities. CSAC is advocating for these reforms to be approved on the same timeline as the state budget.

Last year, differing visions for these reforms resulted in neither author's bill passing. This year, the two legislators are co-authoring each other's bills and have committed to reaching agreement. The much-needed reforms include:

- Making additional funding available through the CASF programs.
- Authorizing a revenue bond of up to \$1 billion.
- Explicitly allowing counties to build and operate internet access services.
- Developing a model policy for streamlined land use approval and permit processes.
- Prioritizing last-mile projects in unserved areas.
- Limiting the ability for incumbent providers to block other applicants' projects.

AB 34, by Assembly Members Al Muratsuchi, Eduardo Garcia, and Miguel Santiago would put a state general obligation bond on the November 2022 ballot. The bond would provide \$10 billion to build municipally owned fiber networks. Priority would be given to projects that serve unserved and disadvantaged communities, to projects that serve anchor institutions, and projects that are undertaken by a joint powers authority, to incentivize collaboration. The networks would support job creation and economic development, public education, telecommuting, telehealth-telemedicine, emergency response and preparedness, and other public services. The California Department of Technology would distribute the funds upon appropriation by the Legislature.

SB 28, by Senator Anna Caballero, would do two things. First, it would require the state to compile an inventory of state-owned resources that may be available for use in the deployment of broadband networks in rural, unserved, and underserved communities. Secondly, it strengthens the CPUC's oversight of telecommunications companies by requiring franchisees to report granular data about actual locations served and speeds offered and provided and at what prices, adopting customer service requirements and adjudicating complaints, and assessing whether they current serve all locations within their franchise territory.

AB 41, by Assembly Member Jim Wood, would strengthen the state's "Dig Once" policy by requiring Caltrans to install a broadband conduit as part of all projects located in a priority area or an area that connects existing broadband infrastructure to a priority area. It would also require fixed wireless providers entering new areas to notify local residents how to connect or benefit from the service, and to maintain publicly accessible maps of where their broadband infrastructure is deployed.

Broadband For All Funding Plan

Closing the Digital Divide...Once and For All

The Digital Divide is not a new problem, but it has taken on a new urgency during the pandemic. Access to education, to healthcare, to government services, to entrepreneurship, and to society at large have all be fully available to those Californians with broadband, but partially withheld from those without. And the accelerated shift to living online has made those without access and the issues they face even more invisible than before.

The best time to make a serious, concentrated effort to end the inequities caused by the Digital Divide was 20 years ago. The second best time is now.

Those among us who are children or grandparents, your colleagues with disabilities, your friends of all races and ethnicities, speaking all different languages, your neighbors on tribal lands, your fellow Californians in rural areas—these are the ones who have been disproportionately left out of modern life and its opportunities as the Digital Divide has widened.

Expanding broadband access is the ideal use of one-time funds. The most appropriate uses of one-time funds are one-time costs for programs that will both improve lives and increase the size of the economic recovery. Using one-time funds to expand broadband access will pay immediate dividends to the people and businesses who directly benefit and subsequent benefits to the government and the state's economy as a whole.

Expanding broadband quickly and widely is foundational to the state's economic recovery and continued success. The more households and businesses that are not able to participate in the recovery, the slower and more piecemeal that recovery will be.

A one-time \$8 billion investment will allow California to build future-proof broadband infrastructure to unserved premises in the state and provide equipment, training, language access, and other services to those who need them.

- ✓ **\$2.2 billion** to build out California's middle mile network with open access fiber.¹
- ✓ **\$4.6 billion** for 100/10 Mbps fiber optics to locations without it.¹
- ✓ **\$1.2 billion** for programs to increase adoption, including devices, digital skills training, and language access.

California, home to Silicon Valley but also to the largest number of unconnected households of any state in the U.S., can once again be a leader in digital access. The benefit of each new connection is not marginal, it is exponential. Imagine the synergies possible if every Californian is connected to education, commerce, healthcare, and each other.

Our goal of universal service is finally within reach. It's time to make a serious effort to close the Digital Divide... once and for all.

¹ [California State Broadband Cost Model](#) – Dec. 2020

April 22, 2021

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

SUBJECT: California Counties Foundation Report

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

Diversity, Equity & Inclusion Forum. CSAC and the California Counties Foundation hosted a forum focusing on diversity, equity and inclusion on Thursday, April 8, 2021. The forum, *Inclusive Leadership: Embracing the Challenge to Advance and Equity Across California Communities*, was attended by more than 100 county leaders from 34 counties. Attendees learned more about local and state trends that create barriers to improve outcomes for communities impacted by systemic inequality. Participants also had the opportunity to share ideas, successes, and challenges they face as they work to create pathways to successfully improve diversity and inclusion in California communities. Special thanks to CSAC President and Sonoma County Supervisor James Gore, CSAC 2nd Vice President and Riverside County Supervisor Chuck Washington, California Counties Foundation Vice-President and Contra Costa County Supervisor John Gioia, CSAC Board Member and Solano County Supervisor Erin Hannigan, and Mono County Supervisor Stacy Corless for facilitating various sessions throughout the program. The forum was well received and participants were engaged from beginning to end. The PowerPoint presentations shared during the forum can be found at www.csacinstitute.org.

County Campuses. March 11 marked the final class for our 2020-21 Mendocino/Lake County campus cohort. Twenty-three participants earned their CSAC Institute Executive Credential. The next cohort will begin in September 2021. We would like to extend our sincere thank you for Mendocino County CEO Carmel Angelo and Lake County CAO Carol Huchingson for continuing to partner with the Institute to provide professional development opportunities for our Northern California county leaders in FY 2021-22.

As previously reported, the San Diego, Santa Cruz and Tulare County cohorts completed their program in December 2020. Combined, more than 50 county employees earned their Executive Credential. To commemorate their achievement Institute staff worked with CSAC’s communications unit to produce videos recognizing their accomplishment. Please click [here](#) to view the videos.

The Alameda County campus kicked off its first class on March 18.. There were more than 50 participants in the first class, *California County Local Government 101*, taught by Tulare County CAO Jason Britt. The Riverside County campus is schedule to begin on September 17, 2021. We are also on target to begin the Solano County campus in January 2021.

New Supervisors Institute. Forty-five Supervisors from 31 counties participated in Session II of the New Supervisors Institute March 4-5, 2021. Feedback has been very positive and the Supervisors enjoyed the opportunity to network with each other, even in a virtual format. The final two-day session is scheduled for mid-July with a focus on employee relations, media relations, intergovernmental collaboration,

infrastructure and emergency preparedness (response and recovery). The sessions continue to be led by Solano County Supervisor Erin Hannigan and retired Yuba County CAO Robert Bendorf.

NACo Professional Development Academy Partnership. The Foundation has partnered with the National Association of Counties (NACo) Professional Development Academy (PDA) to enhance our educational programming and allow us to offer their High Performance Leadership Academy (HPLA). The 12-week, online leadership program is fully facilitated by PhD staff of leadership coaches. The program complements the suite of CSAC Institute programs and allows us to provide more educational opportunities to emerging leaders. In the first couple of meetings with the team, we have recognized the value of offering HPLA as a prerequisite program to some of the more advanced CSAC Institute programs. Additionally, NACo PDA programs provide flexibility to allow cohorts of participants based on job classification, region, and other areas of focus. This partnership is a no-cost initiative with the potential to generate additional revenue for Foundation educational programming. It is a win-win-win for the California Counties Foundation, NACo PDA, and most importantly, our county employees who participate in the program to learn, grow, and achieve excellence in county government. To learn more about the NACo Leadership Academy, please visit <https://tinyurl.com/NACoPDA>.

MPA Program for County Staff and Officials. The Institute continues to collaborate with the [Department of Public Administration of California State University San Bernardino](#) to offer a Master of Public Administration (MPA) degree exclusively for county elected officials, executives, managers and staff. The next cohort is set to begin in August 2021. This intensive two-year course of study is the only program of its kind to offer a practical, leadership-oriented curriculum designed to build and expand the foundational skills managers and executives need in order to be successful in today's counties. The MPA at CSUSB is nationally accredited, and the faculty are nationally prominent instructor-scholars. Foundation and CSU San Bernardino staff are working closely to offer informational sessions for county participants to recruit new students for their Fall program. For additional information please click [here](#).

CSAC Support Hub for Criminal Justice Programming

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

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

Both grants, tentatively slated to finish at the end of the 2021 calendar year, focus on the continuation, expansion, and sustainment of previous work between the Support Hub for Criminal Justice Programming and local counties to improve data-driven and evidence-based practices through a the Support Hub's [Strategic Framework](#).

The ongoing COVID-19 pandemic continues to impact the direct technical assistance work within a few of partner counties, mainly because of county staffing bandwidth due to other emergent issues. Overall, county collaboration with the Support Hub continues to be focused on virtual engagement via Zoom seminars and direct technical assistance aimed at expanding county capacity for improving evidence-based and data-driven practices. As counties move to less restrictive COVID-19 tiers and travel begins to open, the Support Hub hopes to begin traveling to counties to help in offering additional technical assistance on Framework projects.

Grant Operations. The Support Hub continues to move forward on several initiatives to continue assisting partner counties in their operational practices, in addition to the hands-on technical assistance provided by the Support Hub.

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

Having initially begun in October 2020 and occurring every month through July 2021, the Support Hub seminar series continues to hold two concurrent seminar series. Each of these seminar series are being held every other month, allowing participants in partner counties to engage in both series by attending a once-monthly time slot. Both series are intended to provide sufficient detail to engage partner counties to take substantive action in working toward Strategic Framework components, followed by direct technical assistance. Details on each seminar are included on the [Support Hub Seminar Series Webpage](#). Presently, there are more than 100 participants signed up for each of the series with average attendance rates between 50-70%.

Siskiyou and Del Norte County Begins Engagement with the Support Hub. Most recently, Siskiyou County Probation has begun working with the Support Hub on improving their county practices through components of the Strategic Framework, currently focusing on development of a Program Inventory and Evidence-Based Literature Review. Separately, Del Norte County Probation staff has begun conversations around the best course of action for pursuing access to data contained within the California Department of Justice and California Department of Corrections and Rehabilitation in order to allow the county better insight into various data analyses.

Both counties have been enthusiastic surrounding the potential work and the Support Hub looks forward to continuing engagement on helping.

A Look Ahead. The Support Hub, currently funded solely through grants ending in 2021, continues to review and seek opportunities for additional funding, ultimately aiming to leverage the current foundational structure provided under the Strategic Framework. Current proposals include potential funding for further partnership expansion to additional counties, in-depth technical assistance work related to framework components in current partner counties that lack staffing or expertise, and expansion to juvenile justice program development technical assistance. Finally, the CSAC Support Hub has partnered with the California Policy Lab located within the University of California, Berkley to jointly seek funding for a comprehensive initiative that combines direct technical assistance, research evaluations, and statewide data dashboards to help counties continuing improving practices while removing data and evaluation barriers that currently exist within the State. All work being voluntary and no-cost to counties.

The Support Hub remains enthusiastic in continuing to be a free resource to counties seeking to improve evidence-based and data-driven decision making and will keep stakeholders updated on progress in each of these areas as we complete the virtual seminar series and have further development in future funding sources.

CALIFORNIA STATE ASSOCIATION OF COUNTIES
BOARD OF DIRECTORS
February 11, 2021

Zoom: <https://us02web.zoom.us/j/84657533218?pwd=anJRNGZZM2E4VmdRRk9tNTR5WS9CZz09>

Phone: (669) 900-6833 | Meeting ID: 861 4344 9305 | Password: 578598

MINUTES

1. Roll Call

OFFICERS

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

CSAC STAFF

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

ADVISORS

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

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

2. Your Role as a Board of Directors Member

President James Gore briefly outlined the roles and responsibilities of the Board of Directors, as referenced on page four of the meeting packet.

3. Executive Director's Report

Graham Knaus, CSAC Executive Director, acknowledged the retirement of CWDA Executive Director, Frank Mecca. Graham also highlighted the work that CSAC is doing surrounding COVID-19 through the guidance of the Officers, Kitchen Cabinet and Rural County Working Group. CSAC staff is working tirelessly to insure there is equitable vaccine distribution considering counties have a primary role in how vaccines are flowing through communities. One major challenge is related to the state's reporting of data, as the reported number of vaccines available significantly underrepresents the number of vaccines administered in many counties. CSAC is working with county health directors to correct this issue. To assist in accomplishing this goal, a 3rd party administrator steering committee was created that includes the state, Blue Shield, Kaiser, health directors/officers and CSAC.

4. Governor's January Budget

Keely Bosler, Director of the California Department of Finance, presented the 2021-22 Governor's Budget to the Board of Directors. Director Bosler reported that revenues have dramatically improved and California's GDP has largely recovered from a 31.5% drop. However, the current unemployment rate is at 8.2% and there are still 4 million Californian's receiving unemployment benefits. The improved revenue can be attributed to a less severe economic downturn than expected buoyed by federal aid, unequal spread of wage losses (high-wage workers were largely spared while low-wage workers were disproportionately impacted) and strong stock market performance with record capital gains.

This budget prioritizes emergency COVID-19 response with \$2 billion allocated for testing, \$1.3 billion for vulnerable populations, \$473 million for contact tracing and \$372 million for vaccines. Additionally, the budget includes \$2 billion for safely reopening schools, \$4 billion in Golden State Stimulus funds, \$575 million in small business grants, \$70 million in fee waivers and \$2.6 billion for federal relief funds and eviction moratorium extension. Director Bosler highlighted the California jobs initiative, which includes funds for workforce development and job creation. There are also funds set aside for climate and environmental protection, which includes \$1 billion for wildfire and forest resiliency. While this budget prioritizes equitable recovery and expanding opportunities for those most impacted by the recession, additional action is needed by the federal government as we continue to face the uncertain impacts of the COVID-19 pandemic.

5. Federal Priority Issues Update

Joe Krahn from Paragon Government Relations provided a federal update to the Board.

Democrats in Congress are working to move President Biden's \$1.9 trillion American Rescue Plan via the budget reconciliation process. In addition to fiscal relief, there is significant support for many programs counties administer at the local level. This includes replenishing of FEMA Disaster Relief, funding for additional nutrition support, housing and rental support, and homelessness etc.

Democrats are confident they have enough votes to pass it.

Tom Joseph provided an update on vaccines. As of last night, the CDC reported that 7.6 million doses were delivered to California, with about 4.9 million shots administered. Distribution has increased by 30% over the last three weeks. The Administration has announced several new vaccination distribution initiatives with pharmacies, FEMA mass vaccination sites and Federally Qualified Health Centers (FQHCs). The federal transparency on where these sites are located is lacking. Two FEMA sites will be standing up next week: one in Alameda and one in Los Angeles County. Both sites will be staffed by federal employees.

6. Approval of Minutes from November 19, 2020

A motion to approve the minutes, as amended, from November 19, 2020, was made by Supervisor Rutherford; second by Supervisor Forster. Motion carried unanimously.

7. Approval of Amended CSAC Policies and Procedures Manual

A motion to approve the Amended CSAC Policies and Procedures Manual was made by Supervisor Peters; second by Supervisor Moty. Motion carried unanimously.

8. Appointment of CSAC Treasurer, NACo Board & WIR Representatives, Policy Committee Chairs & Vice Chairs and Working Groups

President Gore informed the Board of the 2021 Appointments made by the CSAC Officers. Supervisor Lee Adams, Sierra County, noted that it's his understanding that RCRC Chair, Supervisor Stacey Corless, will be substituting him for Inyo County Supervisor Matt Kingsley as the RCRC Appointment to the NACo WIR Board.

9. Caucus Reports

The chairs of the Rural, Suburban and Urban Caucuses reported on their recent caucus meetings: Rural Caucus - Supervisor Valenzuela, Chair, reported that it's critical that rural counties get a consistent amount of vaccine. The caucus also discussed the draft letter from the County Behavioral Health Directors Association (CBHDA) to join a resolution declaring racism as a public health crisis. The end result was that there needs to be a little more work on the language of the resolution. Suburban Caucus – Supervisor Washington, Chair, reported that they also need more vaccines for disadvantaged communities and migrant workers. President Gore also shared the frustration from the suburban caucus with regards to vaccine allocation, lack of transparency and status of the TPA. Urban Caucus – Supervisor Bartlett, Chair, reported on the importance of having a back-up system for vaccine refrigeration units as her county almost had to dispose of thousands of doses from a refrigeration unit failure.

10. Minute Mics: Board of Directors Roundtable

Alameda County / Keith Carson – Supervisor Carson reported that most people who have been scheduled to get vaccines in Alameda County are not from Alameda County. It's clear from their data that people who have a greater access to technology have better access to vaccines.

Alpine County / Terry Woodrow – Supervisor Woodrow is concerned about getting consistent vaccine allocated to their county and the mandatory switch to My Turn as broadband is an issue in the rural population.

Butte County / Debra Lucero – Butte County continues to recover from disaster as they have lost 16% of their housing. Recently the State Water Quality Control Board set out a regionalization plan for the Paradise and Chico Sewer, the 12th largest infrastructure project in the state, and no elected official was part of this discussion. Butte County is not receiving enough vaccines and had to cancel all new vaccination appointments in February as they had to save their supply for second doses.

Calaveras County / Merita Callaway – Calaveras County recently had a significant winter storm which left residents without power for 10 days. They are hoping the Governor will declare state of emergency to assist with the recovery process.

Colusa County / Kent Boes – Their largest concern is vaccine distribution and allocation. Due to the recent Broadband grants, Colusa County is starting to see fiber installation, but many census blocks have been omitted and unfortunately these are in underserved communities. Colusa has the capability to administer more vaccine, but they don't have enough allocation.

Del Norte / Chris Howard – Supervisor Howard thanked rural caucus chair Supervisor Valenzuela, Darby Kernan and Farrah McDaid Ting for driving the COVID discussions for rural counties at the state level. Del Norte finally got into red tier. Aside from COVID, Del Norte County has two things on radar 1) Board of Forestry regulation 2) fire insurance.

El Dorado / Sue Novasel – Supervisor Novasel thanked CSAC for their recent housing webinar. El Dorado County does not have enough workforce housing as many in their community have been priced out by people who are telecommuting.

Fresno County / Buddy Mendes – Fresno County is an urban county but is also the biggest agricultural county in the US. They need more vaccines especially for their rural areas.

Glenn County / Keith Corum – Glenn County is not getting enough vaccine but COVID rates are going down. Amazon has leased space in their industrial park in Orland for a distribution center.

Humboldt County / Virginia Bass – Given the recent executive order, Humboldt County has adjusted their board meetings to allow for more public participation. Now they are faced with a lawsuit because all five supervisors' faces are not seen in live time on display.

Inyo County / Jeff Griffiths – Inyo County has the same issue with vaccines as other counties. They are still in the purple tier and it's becoming increasingly difficult to enforce COVID-19 restrictions. Inyo County has been doing great work with regional collaboration on forest/fuel management, fire risk and reduction and infrastructure for public lands.

Kings County / Craig Pedersen – Kings County is unable to transition their current vaccine wait list into My Turn and this is very frustrating. They are also concerned with who is going to enforce equity issues with the new TPA.

Lake County / Bruno Sabatier – Supervisor Sabatier expressed the need for more local control for vaccine distribution, administration and COVID-19 guidelines. He is also concerned that SB55 will hinder rebuilding for communities that have been destroyed by wildfire.

Lassen County / Chris Gallagher – Having a single provider for testing is not working for Lassen County. They were testing many more people when they had multiple providers. It's critical that rural counties have sufficient supply for first and second doses and it's been a challenge to get a hold of state health department. Counties that have state prisons should receive state assistance because the prisons have brought COVID to their counties. Lassen County needs Broadband.

Los Angeles / Kathryn Barger – Los Angeles County is only giving out second doses because of lack of inventory. The lack of clarity from state is frustrating. The federal rental assistance program puts the responsibility on counties to ensure people are not getting double rental assistance, so Los Angeles

County is encouraging the state to create their own database that counties can access so they aren't held responsible if someone receives assistance from both.

Marin County / Damon Connolly – Marin County is experiencing a vaccine supply shortage like other counties and has moved to a strictly age based system for vaccine administration. They are working on rental assistance programs, wildfire preparation, climate change and homelessness. Their county has seen a significant rise in homelessness encampments.

Mariposa County / Miles Menetrey – SB55 is an important issue for Mariposa County. They are still digging out from major wind event, which was followed by significant snow fall. The County is doing well with vaccine administration and is trying to save enough for second doses. The lifting of the lockdown was great for economic activity, but then Yosemite National Park went to a reservation only system.

Mendocino County / John Haschak – Supervisor Haschak agreed that the reliability of getting second doses is critical. My Turn and Broadband issues are concerning because most people don't have broadband. The recent storm did a lot of damage in their county. They are working with CAL Fire for clean up, but CAL Fire is overwhelmed too. Wildfire preparation is critical. Provisional licenses for cannabis cultivation expire at end of the year and an extension is needed.

Merced County / Scott Silveira – Supervisor Silveira expressed the need transparency from state on vaccine allocation so counties can plan. He also reminded the board of the silent pandemic, the mental health crisis, which will continue long after COVID-19 is gone. Supervisor Silveira would like start in minute mics in reverse alphabetical order at the next meeting.

Modoc County / Ned Coe – Modoc County does not have a Walmart or CVS within a couple hours' drive. Rural counties should still be able to get vaccine through their public health departments. There is a January 2022 deadline for sustainable groundwater management planning that requires significant public input. This is not possible with COVID-19 and in areas with limited broadband.

Mono County / John Peters – Supervisor Peters emphasized that the Blueprint for a Safer Economy is antiquated and hasn't been refreshed in any substantial way since September of 2020. Opening the economy needs to be a priority number one after the vaccine. Mono County did not receive any of the state's grants for round one. The tiered system needs to be reset.

Monterey County / Luis Alejo – Supervisor Alejo reported that they continue pushing for fair distribution of vaccine. CVS put appointments online and they were able to get some vaccine in the areas hardest hit in East Salinas. They also got Palo Alto VA to bring vaccine for their veterans at the Marina VA Clinic. Monterey County recently sent a letter to the Governor asking for accountability for vaccine distribution allocations as the allocations don't always match where the greatest need is.

Napa County / Diane Dillon – Supervisor Dillon expressed that Napa County is experiencing many of the same problems as all other counties.

Nevada County / Heidi Hall – Nevada County does not receive enough vaccine and the state's data is incorrect. Broadband will continue to be a high priority. AT&T is not putting up new lines and they can't get them to fix broken lines, which is really hindering connectivity in rural areas. Nevada County is also having trouble enforcing COVID-19 restrictions. They have been very innovative with COVID-19 relief funds and turned small investments into larger ones.

Orange County / Lisa Bartlett – Orange County only receives 20% of vaccine allocations, while MCE's get 80%, but more people come to the county to get vaccinated. Counties need to work with hospitals to set up mobile pods to get into hard to reach communities.

Placer County / Bonnie Gore – Supervisor Gore agrees that the state’s blue print needs to be updated. Businesses are struggling. Placer County has been able to use CARES funding to provide direct grants to local businesses. Supervisor Gore is very concerned about kids mental health and emphasized the need to get kids back into youth sports.

Sacramento County / Sue Frost – Sacramento County does not have enough vaccine. The county has a lot of activism around youth sports, and Supervisor Frost agrees that the blue print needs to be updated to allow more flexibility and more local control.

San Benito County / Bob Tiffany – San Benito County needs more vaccine, more equity in vaccine distribution and more local control and financial support for small businesses.

San Bernardino County / Janice Rutherford – Supervisor Rutherford commented that our speaker timer music was completely appropriate based on the experience that counties are having with the state right now.

San Joaquin County / Chuck Winn – Supervisor Winn believes that local control is critical for vaccine distribution. The appointment registration system in their county has been very successful and they could administer much more vaccine if they were given more allocation. With the way the state administers vaccine, they are unable to focus on those who need it most.

San Luis Obispo / Bruce Gibson – San Luis Obispo County is also struggling with the predictability equity, transparency in vaccine distribution. They are trying to determine how to administer rent relief funds, which is challenging because they don’t know what the interaction between the state and counties will be.

Santa Clara County / Susan Ellenberg – Santa Clara County is focusing on vaccine administration, broadband, schools, and rental assistance. One particular issue they are experiencing is that half of their sheriffs/deputies have declined to be vaccinated, which is leading to outbreaks in jails. They are looking into whether they can mandate vaccine for county employees.

Shasta County / Leonard Moty – Supervisor Moty agrees that we need to revamp state’s tiered program as more vaccine is administered. Shasta County just made the unprecedented decision to censure two board members who took actions directly in defiance of their board.

Siskiyou County / Ed Valenzuela – RCRC just hired a new Executive Director, Pat Blacklock, and Supervisor Valenzuela is looking forward to future partnerships between RCRC and CSAC.

Stanislaus County / Vito Chiesa – Stanislaus County is experiencing many of the same issues as other counties. Supervisor Chiesa reminded the board to please try and support their public health officers during these challenging times.

Tehama County / Bob Williams – Tehama County is not receiving enough vaccine. The EDD is a fiasco they are getting calls from constituents. Currently, 36% of their jail population is comprised of felons waiting to be transported to the state prison system and there is no room for local criminals. Citizens are very upset about this.

Trinity County / Keith Groves – Trinity County is in the orange tier. The inability of Cal Cannabis is crushing their community and 30 years of lack of forest management need to be addressed. Supervisor Groves has heard a lot of complaints about the EDD crisis as it’s a very inefficient system.

Tulare County / Amy Shuklian – Tulare County has experienced issues with My Turn and had almost 500 people show up to in their county that should have gone to Fresno County. They are also experiencing issues with receiving enough vaccine allocation.

Tuolumne County / Ryan Campbell – Tuolumne County is digging out of several feet of snow and looking for assistance from the state with their state of emergency. They need more vaccine and are facing a coming financial storm with local budgets. Supervisor Campbell is interested to see what the federal government plans to do.

Ventura County / Kelly Long – Ventura County has moved to 65+ for vaccine administration and the have mobile farmworker vaccinations. Supervisor Long expressed that we need to advocate for 4 foot distancing for schools, and that the 25% capacity now allowed in churches should also apply to funeral homes. The state should also be looking at the tiers for restaurants, gyms etc. There is a mental health crisis and businesses are pushing back.

Yolo County / Jim Provenza – Yolo County made big push on Project Roomkey and was able to house almost all homeless 65+. Then they moved to Project Homekey with several cities purchasing hotels and apartment complexes. They are at 65+ for vaccinations but are looking at exceptions for farmworkers. Yolo County plans to have the state administer both state and federal rental assistance while the county does outreach.

Yuba County / Gary Bradford – Yuba County needs more vaccine. They also have concerns about equity, distribution, and lack of predictability and want transparency on how allocations are made. The county receives complaints and questions, but they don't have all the state data. Yuba County is prioritizing 65+ but they are constantly getting pressure from other sectors.

11. State and Federal Legislative Priorities

Darby Kernan addressed the advocacy that CSAC has been doing on our top priorities. The Legislative team has scheduled numerous meetings with the Legislature and Chairs/Vice Chairs of the CSAC policy committees. The results have been very positive. Many of the conversations have been around COVID-19 funding, but Broadband has also been a key issue and we would like to see early action instead of waiting until May revise.

Josh Gauger, Legislative Representative for Administration of Justice (AOJ), presented several Platform changes approved by the committee and provided an update on the progress of the committee's priorities: DJJ Implementation, fines and fees and bail reform.

Catherine Freeman, Legislative Representative for Agriculture, Environment and Natural Resources (AENR), presented several Platform changes that were approved by the committee and provided an update on the progress of some of the committee's priorities: wildfires, organics waste recycling and climate resiliency.

Ryan Souza, Legislative Representative for Government, Finance and Administration (GFA), presented several Platform changes that were approved by the committee and provided an update on the progress of some of the committee's priorities, which include expansion of the workers compensation system and balancing the effects of county revenue impacts and the administrative burdens that the legislature puts on county operations.

Geoff Neill, Legislative Representative for Government, Finance and Administration (GFA), presented several Platform changes that were approved by the committee and provided an update on the progress of one of the committee's main priorities: early action on Broadband.

Justin Garrett, Legislative Representative Health and Human Services (HHS), presented several Platform changes that were approved by the committee and provided an update on the progress of the committee's main priorities: county fiscal stability related to realignment, the Master Plan for aging, and sponsoring an IHSS collective bargaining budget proposal in partnership with unions and other county associations.

Roshena Duree, Legislative Analyst for Health and Human Services (HHS), presented several Platform changes that were approved by the committee and provided an update on the progress of one of the committee's main priorities: COVID-19.

Chris Lee, Legislative Representative for Housing, Land Use and Transportation (HLT), presented several Platform changes that were approved by the committee and provided an update on the progress of several of the committee's main priorities.

12. CSAC Finance Corporation Report

Supervisor Leonard Moty, Finance Corporation President, provided a brief explanation on the role of the Finance Corporation and its relationship with CSAC. The Finance Corp. provides a revenue stream to CSAC which equates to about 45% of its budget. These funds allow CSAC to provide advocacy and keep membership dues low. Supervisor Moty also mentioned Supervisor Bartlett's recent appointment to the Finance Corporation Board. Supervisor Bartlett took the urban county position held by Supervisor Cox prior to his retirement.

Jim Manker, Director of Business Development, introduced Steven Bennett, Regional Sales Manager for Dominion Voting. Mr. Bennett has been involved with the corporate partners program for 18 years. Currently 40 California counties have partnered with Dominion and all 40 counties of those counties have certified their 2020 election results. He encouraged the Board to contact him for assistance with voting solutions in their counties.

13. Operations & Member Services Report

Manuel Rivas, Jr. presented that the goals of the CSAC communications team include supporting and complimenting CSAC's advocacy efforts and telling the county story. Media inquiries to CSAC rose by 83% from 2019 to 2020. This shows that CSAC is a trusted source for providing the county perspective. CSAC has effectively used social media to leverage our communications. As an example, CSAC's twitter views have increased 94% year over year. Mr. Rivas also reminded the Board about the CSAC COVID-19 Tool Kit and posted the link in the chat.

14. California Counties Foundation Report

Manuel Rivas, Jr. explained that the Foundation team has overcome the challenges of changing their programming from in-person to virtual. They are currently averaging 47 participants for each class as the new virtual format has allowed greater participation. The Foundation team is now thinking about providing hybrid model classes and hopes to resume in-person classes in the fall. CSAC is planning to partner with NACo for a virtual leadership academy. The Foundation just completed campuses in San Diego, Santa Cruz and Tulare Counties. They are opening a campus in Alameda County next month and will open a Riverside County campus in the fall. Solano County is slated to open in 2022 and they are in discussions with Mariposa County.

Chastity Benson, Director of Operations and Educational programs, presented that the New Supervisors Institute has been quite successful. For the first time ever they are hosting a new social media tips and tricks event in between the New Supervisors classes. The Foundation is currently working on a Diversity, Equity and Inclusion Forum and the date has been changed to April 8th so it doesn't complete with NACo Legislative Conference programming. The next New Supervisors session will be on March 4th and 5th.

The meeting was adjourned. The next Board of Directors meeting will be on April 22nd, 2021.



OFFICERS

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James Gore
Sonoma County

1st Vice President

Ed Valenzuela
Siskiyou County

2nd Vice President

Chuck Washington
Riverside County

Past President

Lisa A. Bartlett
Orange County



EXECUTIVE DIRECTOR

Graham Knaus

April 22, 2021

TO: CSAC Board of Directors

FROM: Supervisor Leonard Moty, CSAC Treasurer
Graham Knaus, Executive Director
Manuel Rivas, Jr., Deputy Executive Director of Operations & Member Services

SUBJECT: Approval of Internal Revenue Service Form 990 – Tax Year 2019

This memorandum is to recommend approval of Internal Revenue Service (IRS) Form 990 for Tax Year 2019. Form 990 is required by the IRS to be filed annually by nonprofit mutual benefit corporations including 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 2019. 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 on April 21, 2021.

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

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

Recommendation: Approve the CSAC IRS Form 990 for Tax Year 2019

The complete Form 990 is available upon request.

Return of Organization Exempt From Income Tax
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.

A For the 2019 calendar year, or tax year beginning **JUL 1, 2019** and ending **JUN 30, 2020**

B Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Final return/terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	C Name of organization COUNTY SUPERVISORS ASSOCIATION OF CALIF. Doing business as CALIFORNIA STATE ASSOC OF COUNTI Number and street (or P.O. box if mail is not delivered to street address) Room/suite 1100 K STREET, SUITE 101 City or town, state or province, country, and ZIP or foreign postal code SACRAMENTO, CA 95814 F Name and address of principal officer: GRAHAM KNAUS SAME AS C ABOVE	D Employer identification number 94-6000551 E Telephone number 916 327-7500 G Gross receipts \$ 10,773,024. H(a) Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No H(b) Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list. (see instructions) H(c) Group exemption number ▶
I Tax-exempt status: <input type="checkbox"/> 501(c)(3) <input checked="" type="checkbox"/> 501(c) (4) ◀ (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527		
J Website: ▶ WWW.CSAC.COUNTIES.ORG		
K Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ▶		L Year of formation: 1911 M State of legal domicile: CA

Part I Summary

	1	Briefly describe the organization's mission or most significant activities: TO REPRESENT COUNTY GOVERNMENT BEFORE THE CALIFORNIA LEGISLATURE, ADMINISTRATIVE AGENCIES AND		
	2	Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.		
Activities & Governance	3	Number of voting members of the governing body (Part VI, line 1a)	3	60
	4	Number of independent voting members of the governing body (Part VI, line 1b)	4	60
	5	Total number of individuals employed in calendar year 2019 (Part V, line 2a)	5	136
	6	Total number of volunteers (estimate if necessary)	6	60
	7a	Total unrelated business revenue from Part VIII, column (C), line 12	7a	38,820.
	7b	Net unrelated business taxable income from Form 990-T, line 39	7b	-107,847.
	Revenue	8	Contributions and grants (Part VIII, line 1h)	5,198,571.
9		Program service revenue (Part VIII, line 2g)	5,041,130.	4,988,571.
10		Investment income (Part VIII, column (A), lines 3, 4, and 7d)	158,685.	228,171.
11		Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	258,796.	23,572.
12		Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	10,657,182.	10,540,314.
Expenses		13	Grants and similar amounts paid (Part IX, column (A), lines 1-3)	354,840.
	14	Benefits paid to or for members (Part IX, column (A), line 4)	0.	0.
	15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	6,131,943.	5,831,040.
	16a	Professional fundraising fees (Part IX, column (A), line 11e)	0.	0.
	b	Total fundraising expenses (Part IX, column (D), line 25) ▶	0.	
	17	Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	2,991,919.	2,733,016.
	18	Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	9,478,702.	9,156,088.
	19	Revenue less expenses. Subtract line 18 from line 12	1,178,480.	1,384,226.
Net Assets or Fund Balances	20	Total assets (Part X, line 16)	9,980,542.	11,371,337.
	21	Total liabilities (Part X, line 26)	2,076,340.	2,171,764.
	22	Net assets or fund balances. Subtract line 21 from line 20	7,904,202.	9,199,573.

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, EXECUTIVE DIRECTOR Type or print name and title	Date			
Paid Preparer Use Only	Print/Type preparer's name LAUREN A. HAVERLOCK	Preparer's signature LAUREN A. HAVERLOCK	Date 02/22/21	Check if self-employed <input type="checkbox"/>	PTIN P00545829
	Firm's name ▶ MOSS ADAMS LLP Firm's address ▶ 2882 PROSPECT PARK DR, STE 300 RANCHO CORDOVA, CA 95670	Firm's EIN ▶ 91-0189318 Phone no. 916-503-8100			

May the IRS discuss this return with the preparer shown above? (see instructions) Yes No



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EXECUTIVE DIRECTOR

Graham Knaus

April 22, 2021

TO: CSAC Board of Directors

FROM: Supervisor Leonard Moty, CSAC Treasurer
Graham Knaus, Executive Director
Manuel Rivas, Jr., Deputy Executive Director, Operations & Member Services

SUBJECT: CSAC Proposed Budget and Salary Schedule for FY 2021-22

Recommendation

This memorandum is to recommend adoption of the CSAC Proposed Budget and corresponding Salary Schedule for FY 2021-22.

The FY 2021-22 Proposed Budget reflects the necessary revenue and expenditure appropriations to advance the Association’s mission to serve California’s 58 Counties by developing and equipping county leaders to better serve their communities; effectively advocate and partner with the State and Federal agencies to pursue and develop appropriate policies, laws and funding; and communicate the value of the critical work and services provided by counties.

In addition, consistent with CalPERS requirements and the Board of Directors action of September 6, 2018, we are recommending approval of the corresponding CSAC Salary Schedule for FY 2021-22. The CalPERS retirement system requires the formal adoption of the Salary Schedule to allow eligible retiring employees to receive earned benefits from CalPERS, or from other participating public retirement systems. CSAC employees participate in the San Bernardino County Employee Retirement System (SBCERA) which has a reciprocal retirement system agreement with CalPERS.

The CSAC Proposed Budget and Salary Schedule were approved by the CSAC Executive Committee on March 11, 2021 and are hereby presented for your consideration and adoption.

Recommendation: Adopt the CSAC Proposed Budget and Salary Schedule for FY 2021-22

Budget Overview

As a result of the COVID-19 pandemic, last year CSAC staff in close coordination with former Treasurer, Supervisor Ed Scofield, developed a thoughtful budget plan that derived from conservative revenue and expenditure projections as a safeguard from the potential impact of the pandemic on the California economy. The FY 2020-21 spending plan only included indispensable changes for the budget year and made necessary adjustments to recognize changes in revenue and fund unavoidable cost increases. This approach proved to be essential because despite the impact of the pandemic, CSAC is currently in solid financial footing. Throughout the course of the fiscal year, CSAC has efficiently managed its resources and addressed revenue reductions by achieving greater amounts in savings from operational efficiencies and by proactively pursuing cost containing measures.

For the FY 2021-22 Proposed Budget, with concurrence from our new Treasurer, Supervisor Leonard Moty, CSAC is taking a similar approach by recommending a prudent budget proposal based on conservative budgeting to address critical operational needs and be prepared for unforeseen emergencies, such as the potential impact from an economic downturn.

The recommended budget continues to build on policy initiatives implemented over the past couple of years to ensure that the Association's fiscal condition is further strengthened. As reflected in the projections for the 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 to and support the needs of all 58 counties.

The Proposed Budget is prepared to meet the following organizational priorities:

- Maintain counties membership dues at the same level for the 8th consecutive year.
- Align the Association's expenditures with projected revenues while meeting critical objectives across all areas including advocacy, communications, member services and the CA Counties Foundation;
- Support organizational needs, advocacy priorities, conferences, county visits and regional meetings, the Challenge Awards program, and provide financial support to the California Counties Foundation to continue valuable services provided by the CSAC Institute and its satellite campuses;
- Establish a budget appropriation of 5% of revenues (\$515,000) to allow for an operating margin to address unforeseen events such as an economic recession;
- Make a \$250,000 contribution to the Capital Improvement Fund for maintenance, improvements and support of the CSAC building.

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

Salary Schedule

The Salary Schedule provides a list of all the CSAC Board-approved staff positions and the corresponding salary range for each one of those job classifications. Since 2018, the CSAC Board has considered and formally adopted the Salary Schedule for compliance with CalPERS guidance 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.

In order to further assure compliance with CalPERS and other retirement systems requirements, the recommended CSAC Salary Schedule is based on recommendations from Moss Adams (Audit Firm) which conducted an independent market-based Compensation Benchmarking Study. The report recommendations have been incorporated in the proposed Salary Schedule. It is important to note that no changes to staff compensation will result from this study, but rather this report will establish a CSAC compensation policy structure based on the employment market for similar advocacy organizations within the Sacramento region, as well as comparable industry market-trends throughout the country.

FY 2021-22 Proposed Budget Highlights

Revenues

- No membership dues increase. Dues are maintained at the same level for the 8th consecutive year. This funding source represents approximately 31% of total revenues to support CSAC operations and county advocacy priorities.
- The Finance Corporation contribution to CSAC is maintained at the same level of \$4.5 million.
- Corporate Associates Program is projected to generate \$400,000 in net revenue.
- Establishes a 5% appropriation of revenues (\$515,000) to allow for an operating margin to address unanticipated operational needs during the budget year.

Expenses

- Appropriates a 3% net increase to Salaries & Employee Benefits to fund cost of living adjustments, retirement contribution rate increases and other unavoidable employee benefit costs (health, dental, vision, life insurance, etc.). Authorizes the Executive Director to approve salary increases as merited.
- Continues to appropriate \$46,000 for the CSAC Employee Professional Development Program to invest in staff retention efforts, training, continuing education and professional growth opportunities.
- Includes a \$21,000 increase in the budgeted contribution to the California Counties Foundation to fund cost of doing business increases and support the continued growth of the CSAC Institute.
- Appropriates \$50,000 to fund IT upgrades including the CSAC website upgrade project.

Reserves

- The Operating Reserve at the end of FY 2020-21 is projected to be \$7.35 million. The projected year-end balance for FY 2021-22 is \$7.48 million.
- The Capital Improvement Fund (CIF) balance at the end of FY 2020-21 will be \$1.5 million.
- Operating and CIF reserve projections exceed CSAC's 6-month reserve policy target.

Attachments

1. FY 2021-22 Proposed Budget
2. Year-end Reserves and Capital Improvement Fund Chart
3. FY 2020-21 Budget Status Report (Current year experience thru February 28, 2021)
4. FY 2021-22 Salary Schedule
5. Definitions and explanation of budget accounts

California State Association of Counties®
FY 2021-22 Proposed Budget

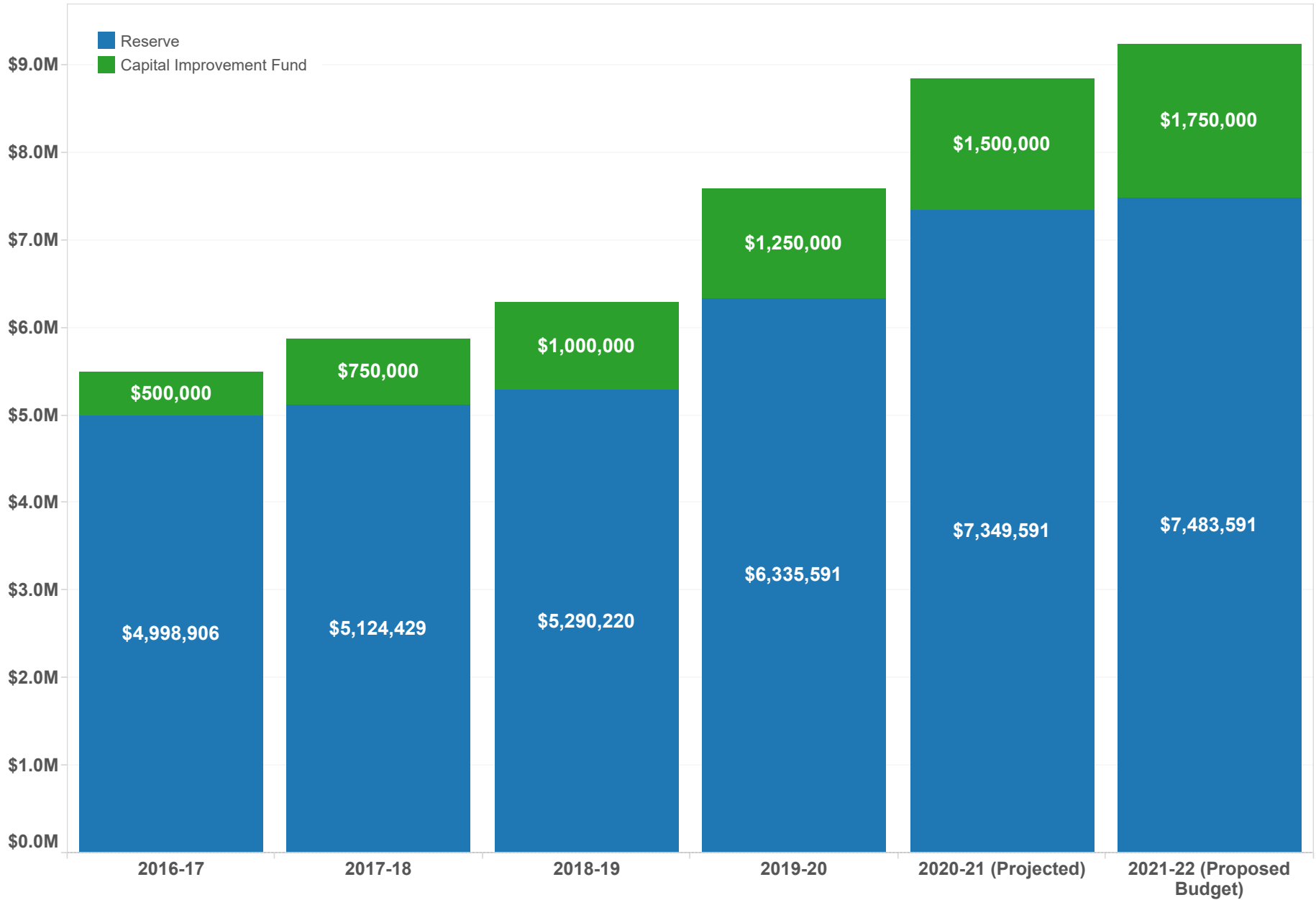
	FY 2019-20 Adopted Budget	FY 2020-21 Adopted Budget	FY 2020-21 Projected Year End	FY 2021-22 Proposed Budget
Revenues:				
Membership Dues	\$ 3,430,000	\$ 3,430,000	\$ 3,430,000	\$ 3,430,000
Finance Corp Participation	4,300,000	4,500,000	4,500,000	4,500,000
Finance Corp Corporate Associates	525,000	400,000	400,000	400,000
Rental Income	200,000	203,000	197,000	189,000
Administrative Miscellaneous	838,000	887,000	759,000	820,000
CSAC Conferences	460,000	500,000	56,000	500,000
Domestic Violence Grant Program ⁽¹⁾	0	150,000	85,000	135,000
County Engineers Association of California	205,000	209,000	209,000	0 ⁽²⁾
Litigation Program	450,000	470,000	470,000	478,000
Operating Margin Appropriation Carryover	0	487,000	0	515,000 ⁽³⁾
Total Revenues	\$ 10,408,000	\$ 11,236,000	\$ 10,106,000	\$ 10,967,000
Expenditures:				
Salaries & Employee Benefits	\$ 5,990,000	\$ 6,172,000	\$ 5,258,000	\$ 6,357,000
County Visits & Outreach	182,000	182,000	55,000	182,000
Leadership Outreach	110,000	160,000	48,000	160,000
NACo Meetings & Travel	155,000	155,000	47,000	155,000
Public Affairs/Communications	52,000	57,000	30,000	57,000
Conferences & Regional Meetings	748,000	799,000	240,000	620,000
Facilities	383,000	408,000	575,000	344,000
Office Operations	290,000	313,000	211,000	298,000
Organizational Partnerships	93,000	93,000	80,000	93,000
Outside Contracts	795,000	795,000	715,000	845,000
Domestic Violence Grant Program ⁽¹⁾	0	150,000	85,000	135,000
County Engineers Association of California	205,000	209,000	209,000	0 ⁽²⁾
Litigation Program	450,000	470,000	470,000	478,000
California Counties Foundation/Institute	264,000	323,000	323,000	344,000
Operating Margin Carryover	0	496,000	496,000	515,000 ⁽³⁾
Total Expenditures	\$ 9,717,000	\$ 10,782,000	\$ 8,842,000	\$ 10,583,000
YEAR END FUND BALANCE	\$ 691,000	\$ 454,000	\$ 1,264,000	\$ 384,000
Capital Improvement Fund	\$ 250,000	\$ -	\$ 250,000	\$ 250,000
Contribution to the Operating Reserve	\$ 441,000	\$ 454,000	\$ 1,014,000	\$ 134,000

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

(2) Starting in FY 2021-22 the CEAC Program will be budgeted separately consistent with auditing guidelines. Program remains unchanged.

(3) Appropriation of 5% of revenues for an operating margin to address unanticipated impacts from an economic downturn.

CSAC Year-End Reserves FY 2016-17 through FY 2021-22



California State Association of Counties Budget Status Report

July 2020 thru February 2021

	<u>FY 2020 - 21 Adopted Budget</u>	<u>Year to Date Actual Through 2/28/21</u>	<u>YTD % of Budget (Feb = 67%)</u>
Revenues:			
Membership Dues	3,430,000	3,276,964	96%
Finance Corp Participation	4,500,000	3,000,000	67%
Finance Corp - Corporate Associates	400,000	-	0% ⁽¹⁾
Rental Income	203,000	135,286	67%
Administrative Miscellaneous	887,000	524,123	59%
CSAC Conferences	500,000	33,450	7%
Domestic Violence Grant Program	150,000	45,948	31% ⁽²⁾
County Engineers Association of California	209,000	102,855	49% ⁽³⁾
Litigation Program	470,000	427,609	91%
Operating Margin Appropriation Carryover	487,000	487,000	100%
Total Revenue	\$ 11,236,000	\$ 8,033,235	71%
Expenditures:			
Salaries & Employee Benefits	6,172,000	3,576,108	58%
County Visits & Outreach	182,000	7,659	4%
Leadership Outreach	160,000	8,968	6%
NACo Meetings & Travel	155,000	1,761	1%
Public Affairs/Communications	57,000	18,208	32%
Conferences & Regional Meetings	799,000	25,377	3%
Facilities	408,000	479,888	118%
Office Operations	313,000	159,256	51%
Organizational Partnerships	93,000	80,000	86%
Outside Contracts	795,000	507,826	64%
Domestic Violence Grant Program	150,000	45,948	31% ⁽²⁾
County Engineers Association of California	209,000	102,855	49% ⁽³⁾
Litigation Program	470,000	301,905	64%
California Counties Foundation/Institute	323,000	323,000	100%
Operating Margin Carryover	496,000	-	0%
Total Expenditures	10,782,000	5,638,759	52%
YTD Net Income	\$ 454,000	\$ 2,394,476	

(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.

(3) CEAC's budget is approved by their own Board and does not affect CSAC's year end fund balance. CEAC is projected to net \$9,000 in expenditure savings which will be reflected on the CEAC financials.



**Salary Schedule
FY 2021-22 Proposed Budget**

1100 K Street
Suite 101
Sacramento
California
95814

Telephone
916.327.7500

Facsimile
916.441.5507

Position Title	Recommended Salary Range ⁽¹⁾	
	Minimum	Maximum
Executive Director	\$ 275,000	\$ 400,000
Deputy Executive Director	\$ 175,000	\$ 275,000
Director of Public Affairs and Member Services	\$ 150,000	\$ 200,000
Senior Legislative Representative	\$ 150,000	\$ 200,000
Legislative Representative	\$ 100,000	\$ 150,000
Principal Policy & Fiscal Analyst	\$ 80,000	\$ 120,000
Member Affairs Manager	\$ 80,000	\$ 120,000
Financial Controller	\$ 80,000	\$ 120,000
Foundation Director of Operations & Educ. Programs	\$ 80,000	\$ 120,000
Senior Legislative Analyst	\$ 70,000	\$ 105,000
Program Manager	\$ 70,000	\$ 105,000
Project Manager	\$ 70,000	\$ 105,000
Communications Manager	\$ 70,000	\$ 105,000
Print Services Manager	\$ 70,000	\$ 105,000
Legislative Analyst	\$ 60,000	\$ 90,000
Training Program Coordinator	\$ 60,000	\$ 90,000
Video Production Supervisor	\$ 60,000	\$ 90,000
Accountant	\$ 60,000	\$ 90,000
Executive Assistant	\$ 60,000	\$ 90,000
Meeting Planner	\$ 60,000	\$ 90,000
Administrative Assistant	\$ 45,000	\$ 70,000
Legislative Assistant	\$ 45,000	\$ 70,000
Marketing & Technology Program Specialist	\$ 45,000	\$ 70,000
Video Production Specialist	\$ 45,000	\$ 70,000
Accounting Technician	\$ 45,000	\$ 70,000
Administrative and Meetings Assistant	\$ 45,000	\$ 70,000
Office Assistant/Database Specialist	\$ 45,000	\$ 70,000
Facilities Specialist/Maintenance Manager (P/T) ⁽²⁾	\$ 45,000	\$ 70,000
Print Services Assistant	\$ 30,000	\$ 45,000

CSAC Litigation Coordination Program - County Counsels' Association

Executive Director/Litigation Counsel	\$ 175,000	\$ 275,000
Membership Director/Associate Counsel	\$ 80,000	\$ 120,000
Membership Services Coordinator	\$ 60,000	\$ 90,000
Administrative Assistant	\$ 45,000	\$ 70,000

(1) Recommended salary range based on February 2021 Compensation Benchmark Study by CSAC Audit Firm - Moss Adams.

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

**California State Association of Counties®
FY 2021-22 Proposed Budget**

ACCOUNT	EXPLANATIONS
REVENUE:	
MEMBERSHIP DUES	ANNUAL DUES FROM COUNTIES. NO INCREASE SCHEDULED FOR FY 2021-22.
FINANCE CORPORATION PARTICIPATION	CSAC FINANCE CORPORATION CONTRIBUTIONS TO CSAC.
CORPORATE ASSOCIATES PROGRAM	CORPPORATE ASSOCIATES PROGRAM NET REVENUE.
RENTAL INCOME	RENTAL INCOME FOR LEASED SPACE AT THE CSAC BUILDING - 1100 K STREET.
ADMINISTRATIVE MISCELLANEOUS	1) ADMINISTRATION FEES COLLECTED FROM CSAC AFFILIATES FOR PAYROLL AND BENEFIT SERVICES; 2) SALES FOR CSAC ROSTERS, MAILING LIST AND LABELS; 3) PRINTING AND COPYING REVENUE GENERATED FROM THE CSAC PRINTSHOP; 4) INTEREST INCOME FROM BANK AND CALTRUST ACCOUNTS; 5) CONTRACT FOR COMPUTER SERVICES WITH LA COUNTY; 6) FEES FROM JOB ADVERTISING ON CSAC WEBSITE; 7) ADVOCACY SERVICES; 8) CHALLENGE AWARDS.
CSAC CONFERENCES	REGISTRATION FEES FOR CSAC ANNUAL CONFERENCE AND LEGISLATIVE CONFERENCE.
DOMESTIC VIOLENCE GRANT PROGRAM	PURSUANT TO AB 372 CSAC SECURED A GRANT FROM BLUE SHIELD OF CALIFORNIA.
COUNTY ENGINEERS ASSOC. OF CALIFORNIA⁽¹⁾	COUNTY ENGINEERS ASSOCIATION OF CALIFORNIA (CEAC) CONTRACT.
LITIGATION PROGRAM	FUNDED BY A SEPARATE FEE TO SUPPORT CSAC'S ADVOCACY IN STATE AND FEDERAL COURTS, AND TO COORDINATE LITIGATION INVOLVING MULTIPLE COUNTIES. INCLUDES A \$60,000 TRANSFER FROM CSAC GENERAL FUND FOR IN-HOUSE GENERAL COUNSEL LEGAL SERVICES.
EXPENDITURES:	
SALARIES/BENEFITS	1) SALARIES REFLECT A COLA AND AUTHORITY FOR POTENTIAL MERIT INCREASE; 2) EMPLOYEES THAT ARE TIER 1 PAY ABOUT 20% OF THE EMPLOYEE PORTION OF SBCERA; TIER 2 EMPLOYEES PAY 100% OF THE EMPLOYEE PORTION; 3) BENEFITS TO INCLUDE HEALTH, DENTAL, VISION, LIFE INSURANCE EAP AND WORKERS COMP; 4) PAYROLL TAX; 5) AUTO ALLOWANCE; 6) ANNUAL EMPLOYEE WORKSHOP; 7) PARKING; 8) 50% OF WELLNESS PROGRAM; 9) PROFESSIONAL DEVELOPMENT INITIATIVE.
COUNTY VISITS & OUTREACH	INCLUDES ALL IN AND OUT-OF-TOWN BUSINESS EXPENSES FOR LEGISLATIVE AND ADMINISTRATIVE STAFF.
LEADERSHIP OUTREACH	ALL BUSINESS EXPENSES FOR CSAC BOARD OF DIRECTORS, OFFICERS AND EXECUTIVE COMMITTEE.
NACO MEETINGS & TRAVEL	COSTS ASSOCIATED FOR ALL LEGISLATIVE, ADMINISTRATIVE STAFF AND BOARD MEMBERS TO ATTEND NACO SUPPORTED EVENTS.
PUBLIC AFFAIRS/COMMUNICATIONS	1) ALL COSTS ASSOCIATED WITH PRODUCING & DISTRIBUTING THE ROSTER; 2) CHALLENGE AWARDS; 3) LEGISLATIVE BULLETIN; 4) WEBSITE; 5) WRITTEN, AUDIO AND VIDEO COMMUNICATIONS.

**California State Association of Counties®
FY 2021-22 Proposed Budget**

ACCOUNT	EXPLANATIONS
CSAC CONFERENCES & REGIONAL MEETINGS	ALL COSTS ASSOCIATED WITH ANNUAL AND LEGISLATIVE CONFERENCES AND REGIONAL MEETINGS.
FACILITIES	ALL COSTS ASSOCIATED WITH THE MAINTENANCE OF 1100 K STREET. COSTS INCLUDE REPAIRS, UTILITIES, PHONES, INSURANCE, JANITORIAL, AND PROPERTY TAXES.
OFFICE OPERATIONS	ALL COSTS ASSOCIATED WITH OPERATIONS SUCH AS 1) CELL PHONES; 2) MEMBERSHIP FEES; 3) OFFICE SUPPLIES; 4) POSTAGE/DELIVERY; 5) R&M AND PURCHASES OF COMPUTERS AND EQUIPMENT; 6) COPIERS AND BUSINESS EQUIPMENT.
ORGANIZATIONAL PARTNERSHIPS	CONTRIBUTIONS TO INSTITUTE FOR LOCAL GOVERNMENT(ILG), CSAC RESEARCH AFFILIATE. ALSO INCLUDES CONTRIBUTIONS IN SUPPORT OF COUNTY GOVERNMENT.
COUNTY ENGINEERS ASSOC. OF CALIFORNIA⁽¹⁾	COUNTY ENGINEERS ASSOCIATION OF CALIFORNIA EXPENDITURES.
OUTSIDE CONTRACTS	LEGAL, CONSULTING , ACCOUNTING SERVICES AND PROFESSIONAL SERVICES SUCH AS FEDERAL ADVOCACY AND IT SERVICES.
DOMESTIC VIOLENCE GRANT PROGRAM	PURSUANT TO AB 372 CSAC SECURED A \$298,000 GRANT FROM BLUE SHIELD OF CALIFORNIA AT THE BEGINNING OF FY 2020-21.
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 TO ASSIST IN THE FACILITATION OF THE PROGRAM.
<u>ADDITIONAL INFORMATION</u>	
CAPITOL IMPROVEMENT FUND	RESERVE FUND CREATED SPECIFIC FOR CSAC'S FACILITY CAPITAL IMPROVEMENTS TO BE PREPARED FOR MAJOR RENOVATIONS, MAINTENANCE REPAIRS AND/OR UNEXPECTED FACILITY COSTS DURING THE YEAR.
OPERATING RESERVES	CSAC GENERAL RESERVE FUND POLICY REQUIRES A MINIMUM OF 6-MONTHS OF THE OPERATING BUDGET.
SALARY SCHEDULE	CSAC SALARY SCHEDULE REFLECTS SALARY RANGES FOR APPROVED BUDGETED STAFF POSITIONS. APPROVAL OF THE SALARY SCHEDULE IS REQUIRED FOR COMPLIANCE WITH RECIPROCAL RETIREMENT AGREEMENTS BETWEEN PARTICIPATING RETIREMENT SYSTEMS.
	(1) Starting in FY 2021-22 the CEAC Program will be budgeted separately consistent with auditing guidelines. Program remains unchanged.



April 22, 2021

To: CSAC Board of Directors

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

RE: **CSAC Finance Corporation Update**

CSAC Finance Corporation Business Program Updates

The CSAC Finance Corporation's programs focus on the business of improving public service while also earning a revenue stream to maintain the sustainability of our mission in supporting CSAC. Attached, as always, please find an up-to-date business program summary in addition to the most recent Corporate Associates Program roster and report. This memo highlights the following three business programs as a result of recent activity:

California Statewide Communities Development Authority (CSCDA) continues to serve counties and public agencies in California well. The new workforce housing program is a new program offering that provides an innovative approach to addressing the housing supply shortages that for many public servants. If this issue is an issue for your county, please do not hesitate to contact us so that we may be able to address a need in your community.

Easy Smart Pay is the property tax payment platform that we have successfully tested in four counties around the State and are preparing to provide it to any county who would like to offer automated monthly payments of property tax. Additionally, we are also working on a new program that would provide short term relief for the property taxpayer while also allowing the county to be paid on time along the usual payment cycle.

California Cannabis Authority is a data repository for member counties that provide data and other analytical information necessary for maintaining and effective regulatory system. This year given the State's proposal to consolidate its 5 state agencies dealing with cannabis, there is much activity within the industry. The focus of CCA continues to be to support local government departments overseeing regulation and tax, while also returning to the focus of the need to ameliorate the banking challenges that many of these licensees face.

Finally, we are interested in learning from all members of the county family for new business programs we might explore and have a dedicated page on our website for this exchange of ideas. If you have an idea of a new business program, we should consider please visit: <http://csacfc.org/corporate-members/business-development-application/>.

The Corporate Associates Program

The Corporate Associates Program is finishing the fiscal year strong with 70 partners across three levels. Staff has recently secured the newest Platinum Partner, Zencity, and will celebrate AT&T moving up from the Gold to Platinum level in a few months. These new partners combine for over \$140,000 in new revenue to CSAC.

We remain in regular contact with our Corporate Associates and are seeking new ways to partner with them virtually and provide the value they are accustomed to within our program. Staff has just completed the 17th unique webinar, (April 7th with Partner ForeFront Power) and have several more scheduled in the next few months. In addition staff continues to set up Zoom calls and email outreach on behalf of our partners to our county members. Thank you in advance for your engagement in this new age of virtual connectivity and in your willingness to connect with the business community.

The most updated Corporate Associates roster is attached.

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



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

Jim Manker, Director of Business Development
jim@csacfc.org or 916.650.8107

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

Program Summary

Financing

CSCDA

Cathy Bando

www.cscda.org



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

Deferred Compensation

Nationwide

Rob Bilo

www.nrsforu.com



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

Investing

CalTRUST

Laura Labanieh

www.caltrust.org



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



Discounted Prescription Drugs

Coast2CoastRx

Marty Dettelbach

www.coast2coastrx.com

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



Cyber Security and Technology

Synoptek Eric Westrom www.synoptek.com

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

Property Tax Payment Portal

Easy Smart Pay Alan Fernandes www.easysmartpay.net

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

Revenue Collection

CalTRECS Jim Manker www.csacfc.org

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

Cannabis Compliance

CCA Greg Turner www.cca.ca.gov

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

Information & Referral Services

211 California Alan Fernandes www.211california.org

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





Business Intelligence Services

Procure America Todd Main www.procureamerica.org

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



Employee Health and Wellness Solutions

Optum Rally Jennifer Schlecht www.optum.com

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



Liquidity Management Services

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

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

**CSAC Finance Corporation
Board of Directors**

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

**CSAC Finance Corporation
Staff**

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

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



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”



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



Supervisor Leonard Moty, President
leonard@csacfc.org or 916.650.8137

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



PLATINUM Partners (as of 4.1.2021)

1. Alliant Insurance Services, Inc.

Nazi Arshi, Senior Vice President
1301 Dove St. Suite 200
Newport Beach, CA 92660
(949) 660-8110
narshi@alliant.com
www.alliant.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. AON

Craig A. Isaak, Public Sector Market Leader
4 Overlook Point
Lincolnshire, IL 60069
(630) 723-4568
craig.isaak@aon.com
www.aon.com

4. Baron & Budd

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

5. Blue Shield

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

6. Broadnet

Michael Davis, VP of Business Development
8822 S. Ridgeline Blvd., #120
Highlands Ranch, CO 80129
(303) 523-5774
mdavis@broadnet.com
www.broadnet.com

7. California Statewide Communities Development Authority

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

8. CalTRUST

Laura Labanieh, CEO
1100 K Street, Suite 101
Sacramento, CA 95814
(916) 650-8186
laura@caltrust.org
www.caltrust.org

9. CGI

Monica Cardiel Cortez, Partner, Consultant
621 Capitol Mall, Suite 1525
Sacramento, CA 95814
(916) 830-1100
monica.cardielcortez@cgi.com
www.CGI.com

10. Chevron

Henry T. Perea, Manager, State Government Affairs
1201 K Street, Suite #1910
Sacramento, CA 95814
(916) 325-3034
Henryperea@chevron.com
www.chevron.com

11. Coast2Coast Rx

Marty Dettelbach, Chief Marketing Officer
5229 Newstead Manor Lane
Raleigh, NC 27606
(919) 465-0097
marty@c2crx.com
www.coast2coastrx.com

12. Deckard Technologies, Inc.

Nick Del Pego, CEO
2223 Avenida de la Playa, Suite 206
La Jolla, CA 92037
(858) 248-9492
ndp@deckardtech.com
www.deckardtech.com

13. DLR Group

Dan Sandall, Business Development
1050 20th Street, Suite 250
Sacramento, CA 95811
(310) 804-7997
dsandall@dlrgroup.com
www.dlrgroup.com

14. 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

15. Enterprise Fleet Management

Lisa Holmes, State of CA Contract Manager
199 N. Sunrise Ave.
Roseville, CA 95747
(916) 787-4733
Lisa.m.holmes@ehi.com
www.enterprise.com

16. Hanson Bridgett LLP

Paul Mello, Partner
Samantha Wolff, Partner
425 Market Street, 26th Floor
San Francisco, CA 94105
(415) 777-3200
swolff@hansonbridgett.com
pmello@hansonbridgett.com
www.hansonbridgett.com

17. Healthnet

Allison Barnett, Senior Director Government Affairs
1201 K Street, Suite 1815
Sacramento, CA 95814
(916) 548-2989
allison.barnett@healthnet.com
www.healthnet.com

18. Kaiser Permanente

Kirk Kleinschmidt, Director, Government Relations
1950 Franklin St, 3rd Floor
Oakland, CA 94612
(510) 987-1247
kirk.p.kleinschmidt@kp.org
www.kp.org

19. Nationwide

Rob Bilo, VP of Business Development
4962 Robert J Mathews Parkway, Suite 100
El Dorado Hills, CA 95762
(866) 677-5008
bilor@nationwide.com
www.nrsforu.com

20. NextEra Energy

Grant Rosenblum
Executive Director
One California, Suite 1610
San Francisco, CA. 94111
(530) 219-1232
grant.rosenblum@nexteraenergy.com
www.nexteraenergy.com

21. OMNIA Partners

Doug Looney, Group Vice President, West - Public Sector
840 Crescent Center Drive, Suite 600
Franklin, TN 37067
(314) 210-8058
doug.looney@omiapartners.com
www.omniapartners.com/publicsector

22. OpenGov

Greg Balter, CPA
Regional Sales Manager, US - West
955 Charter St
Redwood City, CA 94063
(415) 230-9472
gbalter@opengov.com
www.opengov.com

23. Optum

Jennifer Schlecht, VP- Public Sector Sales
P.O. Box 9472
Minneapolis, MN 55440
(805) 300-4529
jennifer.schlecht@optum.com
www.optum.com

24. Pacific Gas & Electric Company

John Costa, Local Public Affairs
1415 L Street, Suite 280
Sacramento, CA 95814
(916) 584-1885
JB1F@pge.com
www.pge.com

25. Performance Based Building Coalition

Claudio Andreetta, Board Member
5555 Vista Cantora
Yorba Linda, CA 92887
(714) 318-4252
Claudio.w.andreetta@jci.com
www.p3buildings.org

26. Perspecta

Christy Quinlan, Client Principal, State and Local
608 Commons Dr.
Sacramento, CA 95825
(916) 206-7702
christy.quinlan@perspecta.com
www.perspecta.com

27. PRISM Risk

Rick Brush, Chief Member Services Officer
75 Iron Point Circle, Suite 200
Folsom, California 95630
(916) 850-7378
rbrush@CSAC-EIA.org
www.csac-eia.org

28. Procure America

Todd Main, Vice President of Government Services
31103 Rancho Viejo Rd. #D2102
San Juan Capistrano, CA 92675
(949) 388-2686
t.main@procureamerica.org
www.procureamerica.org

29. SiteLogIQ

John Burdette, Director
1512 Silica Avenue
Sacramento, CA 95815
(916) 988-8808
John.burdette@sitelogiq.com
www.sitelogiq.com

30. Southern California Edison

Haig Kartounian, Public Affairs Manager
2244 Walnut Grove Ave.,
Rosemead, CA 91770
(626) 302-3418
Haig.Kartounian@sce.com
www.sce.com

31. Synoptek

Eric Westrom, VP of Operational Planning and Strategy
3200 Douglas Blvd. Suite 320
Roseville, CA 95661
(916) 316-1212
ewestrom@synoptek.com
www.synoptek.com

32. UnitedHealthcare

Margaret Kelly, Sr. Vice President, Public Sector and Labor
5701 Katella Avenue
Cypress, CA 90630
(714) 252-0335
margaret_kelly@uhc.com
www.uhc.com

33. Vanir Construction Management, Inc.

Bob Fletcher, Vice President of Business Development
4540 Duckhorn Drive, Suite 300
Sacramento, CA 95834
(916) 997-3195
bob.fletcher@vanir.com
www.vanir.com

34. Wellpath

Patrick Turner, Director of Business Development
12220 El Camino Real
San Diego, CA 92130
(281) 468-9365
patrick.turner@cmgcos.com
www.wellpathcare.com

35. Western States Petroleum Association

Catherine Reheis-Boyd, President
1415 L St., Suite 600
Sacramento, CA 95816
(916) 498-7752
creheis@wspa.org
www.wspa.org

36. Witt O'Brien's

Ryan Mahoney, Vice President, Corporate
Development

1201 15th Street NW, Suite 600

Washington, DC 20005

(202) 585-0780

rmahoney@wittobriens.com

www.wittobriens.com

37. Zencity

Assaf Frances, Director of Urban Policy &
Partnerships

20 Carlebach Street,

Tel Aviv, Israel, 6473005

(718) 710-4564

frances@zencity.io

www.zencity.io



GOLD Partners

1. AT&T

Mike Silacci, Regional Vice President
External Affairs – Greater Los Angeles Region
2250 E. Imperial Hwy, Room 541
El Segundo, CA 90245
(213) 445-6817
Michael.Silacci@att.com
www.att.com

2. ForeFront Power

Sam Zantzing, Manager
100 Montgomery St, Suite 725
San Francisco, CA 94104
(415) 802-2134
szantzing@forefrontpower.com
www.forefrontpower.com

3. HdL Companies

Andrew Nickerson, President
120 S. State College Blvd., Suite 200
Brea, CA 92821
(714) 879-5000
anickerson@hdlcompanies.com
www.hdlcompanies.com

4. Kofile

Eugene Sisneros, Western Division Manager
Patty Melton, Account Manager
1558 Forrest Way
Carson City, NV 89706
(713) 204-5734
Eugene.sisneros@kofile.us
www.kofile.us

5. Kosmont Companies

Larry Kosmont, CEO
1601 N. Sepulveda Blvd., #382
Manhattan Beach, CA 90266
(213) 507-9000
lkosmont@kosmont.com
www.kosmont.com

6. KPMG

William F. Zizic, Managing Director,
Government & Infrastructure | Strategy
1225 17th Street, Suite 800
Denver, CO 80202
(312) 259-2869
wzizic@kpmg.com
www.kpmg.com

7. Paragon Government Relations

Joe Krahn, President
220 Eye Street, NE, Suite 240
Washington, DC 20002
(202) 898-1444
jk@paragonlobbying.com
www.paragonlobbying.com

8. Raymond James

Jose Vera, Managing Director
39 E. Union St.
Pasadena, CA 91103
(626) 628-2703
Jose.Vera@RaymondJames.com
www.rjpublicfinance.com

9. Recology

Eric Potashner, Senior Director Strategic Affairs
50 California Street, 24th Floor
San Francisco, CA 94111-9796
(415) 624-9885
epotashner@recology.com
www.recology.com



SILVER Partners

1. Aumentum Technologies

(a Harris Computer Company)
Ann Kurz – VP Sales & Marketing
510 E. Milham Ave.
Portage, MI 49002
(805) 479-3099
akurz@harriscomputer.com

2. CCHI

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

3. Cerner Corporation

James W. Ross, Senior Government
Strategist
8913 Ortega Court, NW
Los Ranchos, NM 87114
(816) 708-9579
james.ross@cerner.com
www.cerner.com

4. Comcast

Beth Hester, Vice President External Affairs
3055 Comcast Circle
Livermore, CA 94551
(925) 424-0972 x0174
beth_hester@comcast.com
www.business.comcast.com

5. Dewberry

Alan Korth, RA, LEED AP, Associate
Principal
300 North Lake Avenue 12th Floor
Pasadena, CA 91101
(626) 437-4674
akorth@dewberry.com
www.dewberry.com

6. FortiFi Financial

Chris Peterson, VP Market Development
11111 Santa Monica Blvd #900
Los Angeles, CA 90025
(858) 616-7500
chris@fortifi.com
www.fortifi.com

7. GEO Group

Jessica Mazlum, Business Development
Director - Western Region
7000 Franklin Blvd, Suite 1230
Sacramento, CA 95823
(916) 203-5491
jmazlum@geogroup.com
www.geogroup.com

8. Hospital Council of Northern & Central California

Brian L. Jensen, Regional Vice President
1215 K Street, Suite 730
Sacramento, CA 95814
(916) 552-7564
bjensen@hospitalcouncil.net
www.hospitalcouncil.net

9. IBM

Todd W. Bacon, VP / Managing Director
435 Market St., 20th Floor
San Francisco, CA 94105
(310) 890-9535
tbacon@us.ibm.com
www.ibm.com

10. Invisible Defender

Tori Klein, Attorney at Law
4625 W. Nevso Dr., Ste 2&3
Las Vegas, Nevada 89103
(541) 514-0117
toriakleinlaw@gmail.com
www.invisibledefender.com

11. LECET Southwest

Chad Wright, Director
4044 N. Freeway Blvd.
Sacramento, CA 95834
(916) 604-5585
cwright@lecetsw.org
www.lecetsouthwest.org

12. Liebert Cassidy Whitmore

Cynthia Weldon, Director of Marketing
6033 W. Century Boulevard, 5th Floor
Los Angeles, CA 90045
(310) 981-2055
cweldon@lcwlegal.com
www.lcwlegal.com

13. LinkedIn Talent Solutions

Cecily Hastings, State and Local
Relationship Manager
6410 Via Real Drive
Carpinteria, CA 93013
(202) 355-3429
chastings@linkedin.com
<https://business.linkedin.com/talent-solutions/product-overview>

14. Lockheed Martin Sikorsky

Robert Head, VP State, Local and PAC
Affairs
2121 Crystal Drive, Suite 100
Arlington, VA 22202
(703) 413-6990
Robert.h.head@lmco.com
www.lockheedmartin.com

15. MuniServices

Fran Mancia, VP Government Relations
1400 K St. Ste.301
Sacramento, CA 95814
(916) 441-4530
fran.mancia@avenuinsights.com
www.MuniServices.com

16. Northrop Grumman Aerospace Systems

Joe Ahn, Manager, State and Local Affairs
101 Continental Blvd, MS-D5/140
El Segundo, CA 90245
(310) 332-4667
joe.ahn@ngc.com
www.northropgrumman.com

17. PARS

Mitch Barker, Executive Vice President
4350 Von Karman Avenue, Suite 100
Newport Beach, CA 92660
(800) 540-6369 x116
mbarker@pars.org
www.pars.org

18. RBC Capital Markets, LLC

Bob Williams, Managing Director
2 Embarcadero Center, Suite 1200
San Francisco, CA 94111
(415) 445-8674
bob.williams@rbccm.com
www.rbccm.com/municipalfinance/

19. Republic Services

Charles Helget, Director, Gov. Affairs
980 - 9th Street, 16th Floor
Sacramento CA 95814
(916) 257-0472
chelget@republicservices.com
www.RepublicServices.com

20. SAIC

Brenda Beranek, Senior Director, Business
Development
4065 Hancock Street, M/S Q1-A
San Diego, CA 92110
(916) 276-1982
Brenda.L.Beranek@saic.com
www.saic.com

21. Sierra Pacific Industries

Andrea Howell, Corporate Affairs Director
PO Box 496028
Redding, CA 96049
(530) 378-8104
AHowell@spi-ind.com
www.spi-ind.com

22. Sierra West Group, INC.

Mary Wallers, President
9700 Business Park Drive, #102,
Sacramento, CA 95827
(916) 212-1618
mewallers@sierrawestgroup.com
www.sierrawestgroup.com

23. Telecare Corporation

Rich Leib
1080 Marina Village Parkway, Suite 100
Alameda, CA 94501
(619) 992-4680
Rich.leib@liquidenviro.com
www.telecarecorp.com

24. Ygrene Energy Fund

Crystal Crawford, Vice President, Program
Development & Oversight,
815 5th Street
Santa Rosa, CA 95404
(866) 634-1358
crystal.crawford@ygrene.com
www.ygreneworks.com



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April 22, 2021

TO: CSAC Board of Directors

FROM: Manuel Rivas, Jr., Deputy Executive Director of Operations and Member Services
David Liebler, Director of Public Affairs and Member Services
Sara Floor, Communications Manager

SUBJECT: Communications and Member Services Report

Strategic communications has taken on increased emphasis for CSAC in 2021 as the Association plays a leading role on various legislative and budget-related issues, as well as evolving work around the COVID-19 vaccination process, and economic reopening/recovery. A key foundation of our success thus far has been continued collaboration between CSAC’s Communications and Legislative teams.

Key components of our communications work include:

EARNED MEDIA

The CSAC Communications Team continues to making our work with the media a high priority, not only on pandemic-related issues, but also on other top legislative issues, such as broadband.

News Releases: Through March, CSAC has written and distributed four news releases this calendar year on four very different topics. The most recent release supported the [\\$8 billion broadband coalition budget request](#). Other releases included a reaction to the [statewide vaccine delivery plan](#), [Governor Newsom’s January budget proposal](#), and the [2021 Local Streets and Roads Program Awards](#) (a partnership with County Engineers Association of California and CalCities). All of the releases were distributed to the Capitol Press Corps.

Media Inquiries: CSAC’s relations with the media continue to be strong, with many requests for comments in response to the aforementioned news releases and the evolving COVID-19 story. Through mid-March, CSAC had fielded 40 media inquiries, a 33 percent increase over the same time period in 2020 and 40 percent hike over 2019. Outlets requesting comment from CSAC continue to be top-tier, including the *Associated Press*, *Wall Street Journal*, *Politico*, *CalMatters* and *Los Angeles Times*. A key reason for this growth is a visible increase in CSAC’s presence as a trusted resource for major media outlets.

Media Mentions: Since the beginning of the calendar year, CSAC has had 44 media mentions – nearly double over the same period in 2020. More than half of these mentions have related to COVID-19 response and the vaccine distribution. While the majority of these mentions have been for print or online publications, Executive Director Graham Knaus has also conducted live interviews with KNX 1070 Los Angeles and KGO-TV, ABC 7 Bay Area.



SOCIAL MEDIA

CSAC's social media platforms are growing and interest among viewers is consistently higher over 2020 levels. For the first three months of the year, our Twitter feed had more than 1 million views. Of that amount, CSAC-created graphics/videos generated more than 350,000 views. Other CSAC-focused tweets received significant viewership; for example, a tweet spotlighting a quote by CSAC President James Gore on the updating of the Blueprint for a Safer Economy had more than 21,000 views.



Our Communications Team has produced a wide variety of graphics and videos supporting CSAC priorities such as the vaccination process and reopening, federal advocacy efforts and our Legislative Conference.

Regular posts to Facebook and Instagram continue to be made, reaching audiences that don't necessarily follow CSAC's Twitter feed.

ADVOCACY CAMPAIGN MATERIALS

This year, the Communications Team has already developed two communications toolkits to support county advocacy and outreach supporting COVID-19 vaccinations as well as the most recent Broadband Budget request.

The [COVID-19 vaccination tool kit](#) was distributed to all 58 counties, providing an opportunity for graphics and videos to be tailored to local needs. CSAC received positive feedback from counties for producing these materials.



The [Broadband toolkit](#) includes talking points, social media messages, graphics, short videos and will likely include an op-ed in development by a partner organization. Materials for this tool kit have been shared with our coalition member organizations, including the California Hospital Association, California Forward, California Association of School Business Officials, California School Based Administrators, UCC and RCRC. Like the materials in the vaccine toolkit, the materials in the broadband toolkit can be personalized for each partner association.



SPOTLIGHTING OUR MEMBERSHIP

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



As of April 5, nearly 50 county officials from 41 different rural, suburban and urban counties have been profiled. Thirty county supervisors have been spotlighted, as well as staff from departments ranging from county administration to public health.



Look for Profiles in Leadership every other Thursday and Membership Monday

UPCOMING CSAC CONFERENCES

2021 CSAC Annual Meeting: CSAC staff is already beginning to plan for the 2021 Annual Meeting that is scheduled to be held in Monterey County. While we are currently optimistic that an in-person conference will be held, staff is exploring opportunities for a hybrid version that will allow members to attend specific events virtually if they so choose.

Future Conference Sites: While sites for the 2021 and 2022 Annual Meetings – Monterey County and Orange County, respectively – have already been contracted, CSAC staff is looking at venues for 2023 and 2024. Proposals for a variety of locations are currently being reviewed internally, and recommendations will be brought before the Board later this year. Staff is also beginning to take a fresh look at traditional conference scheduling, events and logistics to assess whether any alterations could allow for additional venues to accommodate the Annual Meeting.

It is also expected that the 2022 Legislative Conference will be held in person. We are currently working to secure space at the newly renovated Sacramento Convention Center this is tentatively scheduled to re-open late next month.



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MEMORANDUM

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

From: Jennifer Bacon Henning, Litigation Coordinator

Date: April 22, 2021

Re: Litigation Coordination Program Update

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

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

COUNTIES	CITIES	OTHER AGENCIES
Los Angeles		
Monterey		
Napa	-----	-----
San Francisco		
Santa Cruz		

Bailey v. San Francisco District Attorney's Office

Unpublished Opinion of the First Appellate District, 2020 Cal.App.Unpub.LEXIS 5993 (1st Dist. Sept. 16, 2020)(A153520), *petition for review granted* (Dec. 30, 2020)(S265223)

Status: Amicus Brief Due May 4, 2021

An employee in the SF DA's Office brought this hostile work environment case stemming from one incident in which a co-worker used a racially derogatory term. The City investigated, counseled the offending employee, and separated the complaining employee from the offending employee. Plaintiff thereafter filed this Fair Employment and Housing Act action against her employer. The trial court ruled in the City's favor, and the Court of Appeal affirmed in an unpublished opinion. The court found that there were no triable issues of fact on which a jury could find for plaintiff on her claim for hostile work environment harassment based on race because the single alleged racial epithet by a coworker was not sufficiently severe or pervasive to alter the conditions of her employment. The court also affirmed the trial court conclusion that undisputed

April 22, 2021

material facts showed that the DA's Office promptly took corrective action by counseling the employee who made the offensive remark, and that plaintiff conceded that she did not experience any racial harassment after the City took corrective action. Finally, the appellate court found that plaintiff did not suffer any adverse employment actions beyond mere social slights and work-related criticism. The California Supreme Court has granted review, and CSAC will file a brief in support of San Francisco.

Center for Biological Diversity v. U.S. Bureau of Land Management

Pending in the United States District Court for the Northern District of California (filed Oct. 30, 2019)(3:19-cv-07155-JSC)

Status: Amicus Brief Due May 28, 2021

The Center for Biological Diversity is challenging BLM's approval of a resource management plan amendment for the central coast planning area (covering Alameda, Contra Costa, Fresno, Merced, Monterey, San Benito, San Francisco, San Joaquin, San Mateo, Santa Clara, Santa Cruz and Stanislaus, though San Francisco has no BLM land). The plan amendment opens BLM land in Fresno, Monterey, San Benito, Alameda, Contra Costa and Santa Clara Counties to oil and gas leasing, including "fracking" extraction. CBD alleges that BLM violated NEPA in adopting the plan amendment. Santa Cruz and Monterey Counties have joined as plaintiffs, and added two additional claims relevant to counties: failure to disclose and discuss possible conflicts between the proposed actions and local land use plans and policies, in violation of the National Environmental Policy Act (NEPA); and failure to coordinate with local governments when developing and revising the RMPA, in violation of the Federal Land Policy Management Act (FLPMA). The case is pending in federal district court. CSAC will file a brief in support of Santa Cruz and Monterey Counties.

Ray v. County of Los Angeles

Pending in the Ninth Circuit Court of Appeals (filed Nov. 25, 2020)(20-56245)

Status: Amicus Brief Due May 5, 2021

This IHSS litigation was prompted by a federal Department of Labor regulation eliminating the so-called "companion exemption," which largely exempted home care workers from overtime pay requirements. That regulation was supposed to go into effect on January 1, 2015, but due to court action and administrative delay, it did not go into effect in California until February 1, 2016. This class action lawsuit against LA County seeks back pay for overtime for IHSS providers for January 1, 2015 through February 1, 2016, which tees up the question of whether the County is the "employer" for purposes of overtime liability. The federal trial court concluded that the County is not the employer, and is therefore not liable for overtime back pay. Plaintiffs have appealed, and CSAC will file a brief in support of LA County.

Stop Syar Expansion v. County of Napa

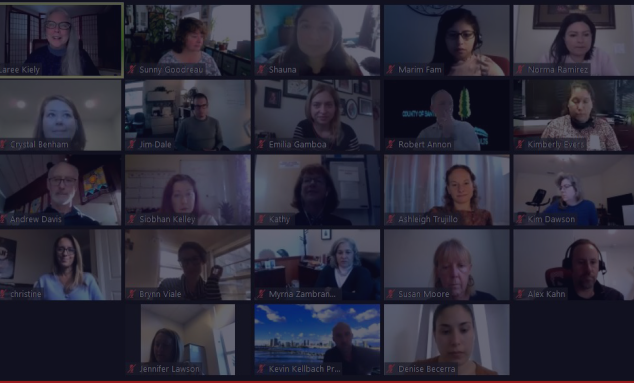
Unpublished Opinion of the First Appellate District, 2021 Cal.App.Unpub.LEXIS 1984 (1st Dist. Mar. 25, 2021)(A158723)

Status: Depublication Request Filed Apr. 14, 2021

This case is a CEQA challenge to an aggregate operation expansion project, which was approved by the Planning Commission and Board of Supervisors after seven years of

April 22, 2021

CEQA review, with over 100 pages of conditions and mitigation measures. The trial court ruled in favor of the County, and the Court of Appeal affirmed in an unpublished opinion. The court determined that petitioner failed to exhaust its administrative remedies on all but one of its claims. The court found that petitioner's appeal to the Board on the issues before the court were nothing more than "bland and general" references that were too generic to satisfy the exhaustion requirement because they did not apprise the Board of the specific issues being pursued on appeal. On the one issue that the Court of Appeal found exhaustion had been met (daily particulate emissions), the court upheld the County's use of a five-year average annualized approach to calculating emissions rather than a one-year (250 work days) approach, calling petitioner's argument a disagreement among experts that was not a sufficient basis to find the EIR inadequate. Finally, the court held that petitioner's argument that the project was not consistent with the County's general plan was not a CEQA issue, and therefore needed to be pursued under Civil Code of Procedure § 1085 as a separate cause of action. CSAC joined Napa County in requesting that the opinion be published.



Education is the most powerful weapon which you can use to change the world - Nelson Mandela

Schedule at a Glance

Date	FEBRUARY	Page
11	341 IT Service Management	2
11	119 Collaboration: A Way Through Crisis	2
18	135 Finding the Blind Spots	2
26	381 Creative Budget Solutions	2
MARCH		
11	151 Financing California Counties	2
12	357 When Bad Things Happen	3
18	165 California Local Government 101	3
19	121 Inclusive Leadership	3
25	307 Realignment 101	3
26	307 Realignment 101	3
APRIL		
1	325 Strengths in Leadership	4
1	396 State Budget 101	4
8	342 IT Performance Metrics	4
9	360 Manage Conflict	4
15	325 Strengths in Leadership	4
15	396 State Budget 101	4
MAY		
7	326 Reimagining the World of Work	5
13	151 Financing California Counties	5
14	153 Labor Relations	5
20	360 Manage Conflict	5
21	137 Initiating, Navigating, and Negotiating	5
JUNE		
10	338 IT Organizational Culture	6
11	379 Beyond Survival	6
17	377 Strong Work Team	6

Course Guide

Winter-Spring 2021

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LEARN . GROW . ACHIEVE

FEBRUARY

Strategies to move technology changes forward

341 IT Service Management

Thursday, February 11, 2021 • 9:00 am - 1:30 pm

IT exists in large measure to support other parts of the county; your internal customers. However, many IT departments do not approach IT delivery through a customer-service lens. Instead they focus on maintaining performance levels and reacting to requests. As cloud services proliferate, county leaders have more options available to procure IT services. By taking an "order taker" posture, IT functions risk being outsourced altogether, compromising the unique value they can provide the organization. This course will enable county IT leaders to properly position themselves against these external options, by helping them identify their current level of IT customer-service sophistication, and instilling the knowledge, tools, and templates required to institute a proactive IT service management operation.

Instructor: Steve Monaghan, Chief Information Officer (CIO) for Nevada County.

Collaboration divides the task and multiplies the success

119 Collaboration: A Way Through Crisis

Thursday, February 11, 2021 • 9:00 am - 1:30 pm

Recently, local agencies have been forced to rethink how they conduct business in order to effectively serve their public (as driven by issues such as COVID-19, homelessness, and fires). As counties, our resiliency and ability to deliver appropriate solutions requires interdisciplinary, interdepartmental, and interjurisdictional collaboration. Bringing together multiple organizations and jurisdictions - each with their diverse interests, perspectives, and experiences - can be challenging. However, when collaboration is done strategically, the results often lead to better outcomes for everyone. This course will examine the techniques and practices of building effective collaborations with a focus on the critical aspects of communication needed for people to work together effectively. Through interactive group discussions and exercises, staff and elected officials will be offered the tools to build efficient collaborations. Learn from county leaders who have successfully established bridges between organizations and diverse communities of interest.

Instructors: Scott DeMoss is a County Administrative Officer of Glenn County, Nate Greenberg is the Director of Information Technology in Mono County and Sonia De La Rosa is the principal administrative analyst for Fresno County.

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

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

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

Hard won gains of the civil rights movement stand as one of the defining aspects of the United States as a nation. Despite these gains, significant gaps remain when we look at outcomes in education, health, employment and wealth on the basis of race, gender, sexual orientation, disability and other demographics. So, what's going on? In this session we will look at how implicit bias, the way we unconsciously exhibit judgments towards other individuals and groups, may also impact organizations, institutions and systems where fairness is critical. This session will focus on finding these blind spots and identifying both individual and organizational best practices and strategies that support an equitable approach to service provision.

Instructor: Adele James is founder of Adele James Consulting and adjunct professor of management at the University of San Francisco.

Budgeting = Awareness

381 Creative Budget Solutions and Innovative Service Design

Friday, February 26, 2021 • 9:00 am - 1:30 pm

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

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

MARCH

The context of county-state revenue relationships

151 Financing California Counties: The History

Thursday, March 11, 2021 • 9:00 am - 1:30 pm

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

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

2 • To register for classes please visit www.csacinstitute.org

Professional Development for California Counties

Prepare for organizational scandals and crises

357 When Bad Things Happen: Managing the Media in Crises and Emergencies

Friday, March 12, 2021 • 9:00 am - 1:30 pm

Counties are prepared for natural disasters ... but what about federal and state investigations, embezzlement of funds, arrest or death of an official, program failure, scandals uncovered and other unexpected situations. This course focuses on the communications principles required to respond to organizational crises. Case studies are analyzed to identify successful and unsuccessful responses. A set of steps are presented to prepare a communications response, including role assignments, strategies and tactics which target affected audiences, key messages which tell the county's story, and delivering the response via the media and other communications vehicles. Techniques are shared for response options, sample messages, understanding media perspective and how to avoid common pitfalls and missteps.

Instructor: Sheri Benninghoven, APR is President of SAE Communications. Scott Summerfield is an expert in public agency strategic communications.

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

156 California Local Government 101

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

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

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

Inclusive leadership is not a destination. It's a journey that requires humility, curiosity and courage. - Thais Compont

121 Inclusive Leadership

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

Inclusion happens one thought, one moment, one conversation, one interaction, and one person at a time. Today's emphasis on Diversity, Equity, and Inclusion (DEI) is not a trend or a short-lived new look at the workforce and leadership. It is a mandate for the 21st century. However, understanding and shifting our mindset is not enough; we also have to figure out what to DO. How do we create a culture of inclusion and make inclusive decisions? How do we interact with our co-workers and the people we supervise and lead? How can we ensure that everyone has access to the opportunities in our organization? The answers to these questions have to become behaviors that can ensure that DEI is actually working in the workplace. This course, "Inclusive Leadership" addresses the third leg of our DEI leadership responsibilities.... The course will focus how to inclusively lead individuals because we are all different, each as unique as our fingerprint. So, leadership asks: "What do I do differently to ensure DEI on my team and in our organization?" This course will reinforce the DE mindset and add to leadership information and knowledge, but it will do more: we will focus on developing new tools, new behaviors, things leadership can actually do to create inclusion and equity in a world of individuals and diversity.

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

Context, structure, and funding of realignment in California

307 Realignment 101: The Basics of 1991 and 2011 Realignments

Thursday, March 25, 2021 • 9:00 am - 1:30 pm

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

Instructors: Diane Cummins, Special Advisor to the Governor on State and Local Realignment; Robert Manchia, San Mateo County Chief Financial Officer; Ardee Apostol, Acting Assistant Finance Director, San Diego County Health and Human Services Agency; Monica Bentley, Assistant Director of Finance, Riverside County Department of Public Social Services; and Josh Gauger, Legislative and Budget Representative, California State Association of Counties.

Context, structure, and funding of realignment in California

307 Realignment 101: The Basics of 1991 and 2011 Realignments

Thursday, March 26, 2021 • 9:00 am - 1:30 pm

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

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

3 • To register for classes please visit www.csacinstitute.org

APRIL

Strive not to be a success, but rather to be of value - Albert Einstein

325 Strengths in Leadership

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

Do you know how to maximize your leadership potential? Do you know how your top strengths work together so you can maximize your leadership potential? Strengths in Leadership is a two-day course designed to enhance personal growth and leadership development, strengthen internal communication among teams and launch organizational change. Participants will discover and explore their personal talent themes through interactive, virtual sessions, then explore how understanding the four domains of leadership (executing, influencing, relationship building and strategic thinking) can improve team outcomes and strengthen organizations. This session includes the CliftonStrengths assessment and Strengths-Based Leadership Book, developed based on years of research by Gallup, Inc.

Instructor: Adrian Ruiz is a Gallup Certified Strengths Coach at Gallup Inc.

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

396 State Budget 101: What Counties Need to Know

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

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

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

Create better value for – and relationships with – IT customers

342 IT Performance Metrics and Customer Value Management

Thursday, April 8, 2021 • 9:00 am - 1:30 pm

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

Instructor: Mac Avancena, Jr., Chief Information Technology Officer, Kern County

Facilitate conflict constructively

360 Manage Conflict (Even Hostility) in Comfort

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

Conflicts and disagreements are a fact of life. They can contribute to better outcomes or can lead to an escalating situation. Transform the most difficult circumstances into a satisfying experience for all involved. This course helps County elected officials and executives identify constructive approaches to positively managing conflict whether from the dais, in a meeting, or one-on-one. Participants analyze their own response to conflict and develop tools to quickly assess and respond to difficult situations and create practical, positive outcomes.

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

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

396 State Budget 101: What Counties Need to Know

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

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

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

MAY

Transitioning back into the office

326 Reimagining the World of Work

Friday, May 7, 2021 • 9:00 am - 1:30 pm

Resilience is the art of bouncing back. But now, it's time to start leaping forward and be prepared for the next chapter. Or be READY for the next chapter. Or what comes next. Or even what might be coming. Readiness asks us to anticipate and reimagine our new world and be intentional about how to shape it. Focusing first on the human factor and the health and safety of employees, this workshop will examine what counties should consider when they start the complex task of returning virtual employees to the workplace and creating the workplace of the future. Hear from leaders across the state and County practitioners in a moderated discussion with Laree Kiely.

The context of county-state revenue relationships

151 Financing California Counties: The History

Thursday, May 13, 2021 • 9:00 am - 1:30 pm

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

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

Employees are every county's largest budget item

153 Labor Relations and Negotiations in Local Government

Friday, May 14, 2021 • 9:00 am - 1:30 pm

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

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

Facilitate conflict constructively

360 Manage Conflict (Even Hostility) in Comfort

Thursday, May 20, 2021 • 9:00 am - 1:30 pm

Conflicts and disagreements are a fact of life. They can contribute to better outcomes or can lead to an escalating situation. Transform the most difficult circumstances into a satisfying experience for all involved. This course helps County elected officials and executives identify constructive approaches to positively managing conflict whether from the dais, in a meeting, or one-on-one. Participants analyze their own response to conflict and develop tools to quickly assess and respond to difficult situations and create practical, positive outcomes.

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

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

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

Friday, May 21, 2021 • 9:00 am - 1:30 pm

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

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

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

JUNE

Dealing with the ABC's of IT (Attitude, Behavior and Culture)

338 IT Organizational Culture

Thursday, June 10, 2021 • 9:00 am - 1:30 pm

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

Instructor: Steve Monaghan, Chief Information Officer (CIO) for Nevada County.

A good half of the art of living is resilience

379 Beyond Survival: Best Practices for Personal Readiness and Resilience

Friday, June 11, 2021 • 9:00 am - 1:30 pm

This interactive session will be facilitated by two long-standing faculty in the CSAC Institute for Excellence in County Government. The discussion focuses on best practices for working in this COVID-19 environment of uncertainty and ambiguity. The interactive seminar will present relevant knowledge and tools for going beyond merely surviving to thriving in the context of global pandemics, civil protest, outreach to underserved communities, wildfires and the daily challenges of county government. The significant uncertainty in county government calls for a combination of survival skills coupled with connecting to deeply human values. We are, at the very least, human beings being human. The interactive session, with small group discussions, will suggest best practices for "Deep Survival", moving to the concept of being "Antifragile" while staying authentic to our personal values and unique selves. The faculty draw on proven approaches for helping you and those you work with in county government, and the communities you may be working with to:

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

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

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

Together Everyone Achieves More

377 Building and Maintaining a Strong Work Team in the New Normal

Thursday, June 17, 2021 • 9:00 am - 1:30 pm

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

Instructor: Adele James is founder of Adele James Consulting and adjunct professor of management at the University of San Francisco.

COURSE SCHEDULE INDEX

Institute Courses by Topic

COURSE		P age
LEADERSHIP COURSES		
119	Collaboration: A Way Through Crisis	2
121	Inclusive Leadership	3
135	Finding the Blind Spots	2
137	Initiating, Navigating, and Negotiating	5
325	Strengths in Leadership	4
326	Reimagining the World of Work	5
360	Manage Conflict (even hostility) and Disagreement in Comfort	4 & 5
377	Building and Maintaining a Strong Work Team in the New Normal	6
379	Beyond Survival	6
381	Creative Budget Solutions and Innovative Service Design	2
POLICY & GOVERNANCE COURSES		
151	Financing California Counties: The History	3 & 5
153	Labor Relations	5
156	California Local Government 101	3
307	Realignment 101	5
338	IT Organizational Culture – Dealing with the ABC's of IT	6
341	IT Service Management	2
342	IT Performance Metrics and Customer Value Management	4
357	When Bad Things Happen	3
396	State Budget 101	4

ABOUT

CSAC William "Bill" Chiat Institute

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

Course Registration and Fees

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

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

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

Contact Us

Foundation Interim Director of Operations and Educational Programs -

Chastity Benson cbenson@counties.org

Marketing & Member Specialist - Elizabeth Baskins ebaskins@counties.org

Admin. Assistant - Olviya Vataman ovataman@counties.org

916/327-7500 or info@csacinstitute.org



Cost-Effective Solution for County Succession Planning and Executive Development

Registration fees include professional instruction, course materials, and certificate

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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Update on Activities April 2021

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

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

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

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

ILG Welcomes Virginia Bass to Board of Directors

ILG is excited to welcome Virginia Bass to the Board of Directors as the new CSAC liaison replacing Lee Lor. Virginia's service was confirmed at the February ILG board meeting.

Engagement, Equity and Inclusion

In the wake of continued social unrest, racially-motivated violence and discrimination, ILG is committed more than ever to advancing equity.

The ILG team is exploring trainings, resources and other support for local governments to help us advance this work.

ILG Welcomes New Senior Manager of Public Engagement and Equity

ILG is excited to announce that we have hired a Senior Manager of Public Engagement and Equity. Julia Salinas joins us from the City and County of San Francisco where she led efforts around community and stakeholder

engagement, strategic planning, program evaluation and other initiatives. She is actively assessing and refining ILG program offerings for 2021 and will be working closely with our affiliates to define appropriate education and training materials for our local government partners around the topics of public engagement and equity. She can be reached at jsalinas@ca-ilg.org.



2021 Trainings

The ILG team is finalizing our training schedule for 2021. We will be pursuing topics of interest to our county, city and special district partners including virtual engagement, budgeting and finance, housing, local government basics and climate resilience. Review the partnership flyer at the end of this report or contact Erica Manuel (emanuel@ca-ilg.org) or Melissa Kuehne (mkuehne@ca-ilg.org) for more information.

New Webinar Series - Leading Local

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

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

ILG hosted the first webinar in the series in March, “The Role of Local Government in Times of Crisis,” which featured four local government icons discussing how best to tackle topics like social justice, equity, COVID response and the growing polarization in our communities.

Find out more: www.ca-ilg.org/webinar/leading-local-role-local-government-times-national-crisis.

The second session will cover how local leaders are addressing hate crimes. The discussion will explore how local leaders can tackle complicated issues like race-based violence and hate crimes. Registrants will learn from elected officials and non-profit leaders about how they are navigating the complexity of this topic and gain timely tips about how to #stopAAPIhate, discuss discrimination and do more than just issue a public statement.

The advertisement is a rectangular graphic with a green and blue color scheme. At the top left is the ILG logo. The main title 'LEADING LOCAL' is in large, bold, white letters. Below it, the text 'A FREE LEADERSHIP SERIES FOR LOCAL GOVERNMENT STAFF & ELECTED OFFICIALS' is written in smaller white font. The central image shows silhouettes of a diverse group of people standing in a line. To the right, the text 'SESSION #2 ADDRESSING HATE CRIMES' is displayed in white. Below this, a calendar icon is shown next to the date 'FRI, APRIL 23' and the time '11:00 AM - 12:30 PM'. A note says 'REGISTRATION IS FREE!'. At the bottom, there are two buttons: 'RESERVE YOUR SPOT TODAY!' on the left and 'WWW.CA-ILG.ORG' on the right.

Planning and Housing Resources

Local Leaders Webinar Series

California's housing crisis is growing. To help city and county leaders better navigate complex housing issues in their communities, ILG is hosting a webinar series featuring subject matter experts on land use and housing, legal regulations and parameters and community engagement. This series will provide information and best practices, facilitate discussion and answer questions to help local governments better address housing issues in our communities. [Find out more.](#)

On April 1, ILG hosted the first webinar in the series "Exploring New Housing Laws and Ordinances." Over 600 local officials and staff registered for this webinar, which preceded an update on current housing laws and proposed legislation that will impact local housing development. A big thank you to CSAC's Chris Lee for participating in the webinar and sharing his expertise about pending legislation that will impact local planning and housing efforts. [Access the recording and slide deck here.](#)

The next webinar in the series, "Rental and Mortgage Assistance, Tenant Protection and Other Tools to Support Residents During the COVID-19 Pandemic," will take place on Thursday, March 6 and will discuss programs and tactics local governments have put in place including rental assistance, tenant protection and anti-displacement practices. [Register here.](#)

Additional topics will include:

- Effective Leadership in Housing and Development
- Equity in Housing: Meeting and Exceeding California's Fair Housing Requirements
- Strategies to Engage Your Community on Housing Issues
- Climate-Resilient Land Use & Housing Policies
- Housing Strategies to Help Address the Homelessness Crisis

Planning Commissioners Handbook Update and Training

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

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

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

In conjunction with this update, ILG will also be designing and hosting regional Planning Commissioner trainings. Those trainings are expected to begin late summer/early fall 2021 and continue through 2022.

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

Beacon Program Award Applications Open

The 2021 Beacon Award application opened on April 1. The Beacon Program recognizes voluntary efforts by local governments to reduce greenhouse gas emissions, save energy and adopt policies and programs that promote sustainability. Award categories focus on progress toward saving energy, reducing GHG emissions and implementing sustainability best practices. New this year, the program will also recognize efforts to advance equity, promote cross-agency collaboration and increase climate resilience.

Find out more: www.ca-ilg.org/BeaconProgram.



Cross-promoting CSAC

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

Some recent social media posts include:

- 02/08/2021 Follow our affiliate @CSAC_Counties for the latest news/updates on California's counties. #CAcounties
<https://twitter.com/InstLocGov/status/1358840803213283329>
- 02/10/2021 Sign up for ILG affiliate @CSAC_Counties #CSAC #Bulletin for the latest news/updates on California's counties. #CAcounties
<https://twitter.com/InstLocGov/status/1359552938901860355>
- 03/11/2021 #TeamILG is co-hosting a webinar with our affiliate California State Association of Counties on March 18 at 11am on #workforcehousing. California's housing crisis is one of the biggest challenges facing #localgov leaders. Join us for this FREE webinar for an overview on the Workforce Housing Program and tools available to help #localgov meet the workforce housing needs in their communities. Register: <https://register.gotowebinar.com/regi.../1332784427461400843>
<http://bit.ly/3virXXC>
<https://twitter.com/InstLocGov/status/1370074195602771968>
<https://www.linkedin.com/feed/update/urn:li:activity:6775856212295712769>
- 3/12/2021 Yesterday, #TeamILG convened the Statewide Planning and Housing Working Group, which will meet regularly to share expertise and technical skills in order to update the Planning Commissioner's Handbook. The handbook is one of our most popular resources, but a lot has changed in the world of #planning and #landuse and ILG is relying on the experience of local and state leaders, PlaceWorks, Ascent Environmental, California Department of Housing & Community Development, Governor's Office of Planning and Research, California Coalition for Rural Housing - CCRH, Best Best & Krieger LLP, County of Los Angeles, Southern California Association of Governments (SCAG), City of Palm Springs, City of Rancho Cucamonga - City Government, El Dorado County, CA - Government, The Greenlining Institute, California State Association of Counties to bring you the latest and greatest guide to your role as a Planning Commissioner!
<https://bit.ly/2PhJCyz>
- 3/16/2021 "CSCDA Free Webinar on Thursday, March 18, 2021 that covers their Workforce Housing Program now in Anaheim, Long Beach & Carson <https://ca-ilg.org/webinar/workforce-housing-program-provides-rent-relief-californias-middle-income-residents...> @InstLocGov @CSCDA_Update @CSACFinCorp #Housing @CalCities @LongBeachCity @cityofcarson_ca @CityOfAnaheimCA #EconomicDevelopment"
<https://twitter.com/bmoura/status/1371949037767696392?s=20>
- 3/17/2021 Last chance to reg. for tomorrow's webinar on #workforcehousing by #TeamILG & our affiliate @CSAC_Counties. The webinar will give an overview of the Workforce Housing Program & offer tools/resources to help #localgov meet the housing needs in their comms. <https://bit.ly/38P2KKO>
<https://twitter.com/InstLocGov/status/1372296131640651778?s=20>
<https://bit.ly/3sv7Gwe>
<https://twitter.com/InstLocGov/status/1374057809176793089?s=20>
- 3/22/2021 Join ILG on April 1 @ 2pm for a FREE webinar about CA's #housing crisis. Experts from our affiliates @CalCities, @CSAC_Counties, & our partners at @California_HCD will give an update on housing laws & legislation that will impact local housing development:

<https://bit.ly/3IIZEqD>

<https://www.linkedin.com/feed/update/urn:li:activity:6779838278037307393>

ILG Board Meeting

ILG's Board of Directors met on February 26 to hear year-end financial updates and discuss strategic planning and priorities for 2021.

The remainder of ILG's Board meetings for the year will take place:

- Friday, May 21st
- Friday, August 20th
- Friday, November 19th

INSTITUTE FOR LOCAL GOVERNMENT

Promoting Good Government at the Local Level



About the Institute for Local Government

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

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

Program Areas

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



LEADERSHIP & GOVERNANCE



PUBLIC ENGAGEMENT



SUSTAINABLE & RESILIENT COMMUNITIES



WORKFORCE & CIVICS EDUCATION

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

2021 Webinar, Workshop & Training Topics

Tentative List

LEADING LOCAL Webinar Series

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

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

Session topics will include:

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

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

Leadership & Governance

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

Public Engagement

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

Sustainable & Resilient Communities

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

Workforce & Civics Education

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

Contact ILG for More Information about Becoming a Partner!

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

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

JANUARY

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

FEBRUARY

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

MARCH

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

APRIL

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

MAY

- 31 Memorial Day

JUNE

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

JULY

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

AUGUST

- 12 CSAC Executive Committee Meeting | Sacramento

SEPTEMBER

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

OCTOBER

- 11 Indigenous Peoples Day
- 13 - 15 Executive Committee Retreat | TBA

NOVEMBER

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

DECEMBER

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