
League of California Cities

VISION

*To be recognized and respected as the leading advocate
for the common interests of California's Cities*

MISSION

*To restore and protect local control for cities through education and advocacy
to enhance the quality of life for all Californians*

CORE BELIEFS

We believe...

- *Local self-governance is the cornerstone of democracy.*
 - *Our strength lies in the unity of our diverse communities of interest.*
 - *In the involvement of all stakeholders in establishing goals and in solving problems.*
 - *In conducting the business of government with openness, respect, and civility.*
 - *The spirit of public service is what builds communities.*
 - *Open decision-making that is of the highest ethical standards honors the public trust.*
 - *Cities are the economic engines of California.*
 - *The vitality of cities is dependent upon their fiscal stability and local autonomy.*
 - *The active participation of all city officials increases the League's effectiveness.*
 - *Focused advocacy and lobbying is most effective through partnerships and collaboration.*
 - *Well-informed city officials mean responsive, visionary leadership, and effective and efficient city operation.*
-

Preface

This League of California Cities Board Manual provides a framework for the organization and operation of the League of California Cities board of directors.

The Introduction to this Manual, comprising Chapter I, addresses the role of the board and its individual members. It identifies the ten basic responsibilities of nonprofit boards described in a publication by BoardSource, an organization dedicated to increasing the effectiveness of nonprofit boards. The balance of the Manual is organized to address these basic responsibilities.

You are encouraged to use and bring your Board Manual to each meeting of the board. The Manual reflects previous actions of the board of directors. The board may modify policies included in the Board Manual at any board meeting except for policies contained in the bylaws. Questions of interpretation of the contents will be resolved by the executive committee should the need arise.

CHAPTER I

INTRODUCTION

Congratulations on your election or appointment to the board of directors for the League of California Cities. We hope this Board Manual will give you a quick introduction to your important new role, that it will answer some of the questions you have about your new responsibilities, and that it will serve as a convenient reference throughout the period of your service on the League board.

The duties of the board of directors include some imposed by law, some specifically outlined by the League bylaws, and others that are the practical but necessary and evolving requirements needed for the League to serve its members effectively. Appendix 1 of this Manual contains a Director Job Description.

ROLE OF THE BOARD OF DIRECTORS

A very helpful publication produced by BoardSource identifies these ten basic responsibilities of nonprofit boards¹:

- 1. Determine the organization's mission and purpose.**
A statement of mission and purposes should articulate the organization's goals, means, and primary constituents served. It is the board's responsibility to create the mission statement and review it periodically for accuracy and validity. Each individual board member should fully understand and support it.
- 2. Select the chief executive**
Boards must reach consensus on the chief executive's job description and undertake a careful search process to find the most qualified individual for the position.
- 3. Support the executive and review his or her performance**
The board should ensure that the chief executive has the moral and professional support he or she needs to further the goals of the organization. The chief executive, in partnership with the entire board, should decide upon a periodic evaluation of the chief executive's performance.

¹ "Ten Basic Responsibilities of Nonprofit Boards," by Richard T. Ingram, Washington, DC, National Center for Nonprofit Boards, second edition published in 1999. NCNB has changed its name to BoardSource.

4. **Ensure effective organizational planning**
As stewards of an organization, boards must actively participate with the staff in an overall planning process and assist in implementing the plan's goals.
5. **Ensure adequate revenues**
One of the board's foremost responsibilities is to provide adequate resources for the organization to fulfill its mission.
6. **Manage resources effectively**
The board, in order to remain accountable to its [members,] donors, the public, and to safeguard its tax-exempt status, must assist in developing the annual budget and ensuring that proper financial controls are in place.
7. **Determine, monitor, and strengthen the organization's programs and services**
The board's role in this area is to determine which programs are the most consistent with the organization's mission, and to monitor their effectiveness.
8. **Enhance the organization's public standing**
An organization's primary link to [its members], the public, and the media, is the board. Clearly articulating the organization's mission, accomplishments, and goals, as well as garnering support from important members of the community, are important elements of a comprehensive public relations strategy.
9. **Ensure legal and ethical integrity and maintain accountability**
The board is ultimately responsible for ensuring adherence to legal standards and ethical norms. Solid personnel policies, grievance procedures, and a clear delegation to the chief executive of hiring and managing employees will help ensure proper decorum in this area. The board must establish pertinent policies, and adhere to provisions of the organization's bylaws and articles of incorporation
10. **Recruit and orient new board members and assess board performance**
All boards have a responsibility to articulate and make known their needs in terms of member experience, skills, and many other considerations that define a "balanced" board composition. Boards must also orient new board members to their responsibilities and the organization's history, needs, and challenges. By evaluating its performance in fulfilling its responsibilities, the board can recognize its achievements and reach consensus on which areas need to be improved.

Collectively, the board of directors retains all these responsibilities. Specifically, the League bylaws charge the League board to exercise overall supervision, control and direction for League activities and affairs.

Similar to its mission statement, the League’s bylaws state that “the League’s purpose is to strengthen and protect local control for cities through education and advocacy to enhance the quality of life for all Californians.” The bylaws detail the following objectives:

- a. Advocate legislation that results in benefits to member cities
- b. Communicate to member cities and the public on issues related to the general welfare of citizens in California cities
- c. Pursue strong intergovernmental relationships to promote the well being of California cities
- d. Organize educational opportunities, such as conferences of city officials
- e. Stimulate greater public interest and more active civic consciousness as to the importance of cities in California’s system of government
- f. Collect and disseminate information of interest to member cities
- g. Engage the membership in a continuing analysis of the needs of member cities

(Reference: Bylaws, Article VII, section 1, and Article II, section 2)

THE ROLE OF INDIVIDUAL DIRECTORS

Directors are important liaison officers between the League board and the League membership. Directors elected to represent divisions need to maintain a strong and active two-way communication link between the members of their respective divisions and the board. Similarly, department directors serve this role between the board and the professional groups they represent. All directors—whether serving as a representative of a division, a department, a large city, or an at-large director—should bring the board the best thinking about the problems facing cities and the League and should assume responsibility for interpreting board policy to the membership.

At the same time, each director helps keep the League and all its parts working together smoothly. Each director should be committed to the value of cities working together through the League, and should understand and support the League’s mission, values, core beliefs, strategic goals and implementation strategies. Each director should be alert to any development that might impede the basic purpose and objectives of the League. Once the board has a position on an issue, the board must “speak with one voice.” Directors should not speak or work against the actions of the board.

Additional board member responsibilities include²:

- Attend all board meetings and appropriate division, department, or general membership meetings
- Be informed about the League's mission, services, policies, and programs
- Review agenda and supporting materials prior to board meetings
- Serve on committees and offer to take on special assignments
- Inform others about the League
- Suggest possible nominees to the board or policy committees who can make significant contributions to the work of the board and the League
- Keep up-to-date on developments relating to cities
- Follow conflict of interest policies and promote confidence in the League's decision-making
- Refrain from making special requests of the staff
- Assist the board in carrying out its fiduciary responsibilities, such as reviewing the annual financial statements and the budget
- Make a personal commitment to the League's success

Appendix 1 of this Manual contains a Director Job Description.

LEGAL OBLIGATIONS OF THE LEAGUE'S BOARD MEMBERS

California law imposes upon the League's board of directors certain standards of conduct, including an obligation to act in good faith, in a manner the director believes to be in the best interest of the League and with such care, including reasonable inquiry, as an ordinarily prudent person in a like position would use under similar circumstances. *See* Cal. Corp. Code § 7231(a). This standard of care has been incorporated in the League's bylaws. *See* League Bylaws, art. VII, § 13.

Both California law and the League's bylaws indicate that directors may rely on information, opinions, reports, or statements, including financial statements and other financial data, prepared or presented by:

1. One or more League officers or employees whom the Director believes to be reliable and competent as to the matters presented;
2. Counsel, independent accountants, or other persons as to matters which the Director believes to be within such person's professional or expert competence; or

² Board member responsibilities adapted from *Six Keys to Recruiting, Orienting, and Involving Nonprofit Board Members*. Washington, DC: BoardSource, formerly the National Center for Nonprofit Boards, 1995.

3. A League Board committee upon which the Director does not serve, as to matters within the committee's designated authority, provided that the Director believes the committee merits confidence.

The Director may rely on such information, opinions, reports, or statements as long as the Director acts in good faith after reasonable inquiry (when the need for such inquiry is indicated by the circumstances) and as long as the Director has no knowledge that would suggest that such reliance is unwarranted. *See* Cal. Corp. Code § 7231; League Bylaws, art. VII, § 13.

Adherence to these standards generally insulates directors, as volunteers, from financial liability for failing to discharge their duties. *See* Cal. Corp. Code § 7231.5(a). In addition, both California law and the League's bylaws generally provide that the League board may indemnify directors that find themselves involved with legal actions as the result of their service on the board. *See* Cal. Corp. Code § 7237; League Bylaws, art. XV, § 1.

In addition, the League maintains errors and omissions insurance with coverage that includes directors. *See* Chapter VI of this Board Manual, League Insurance Coverage.

(Reference: Bylaws, Article VII, section 13, and Article XV, section 1)

THE LEAGUE'S NON-PROFIT CORPORATION STATUS

The League has two forms of non-profit corporation status. The first is its status under state nonprofit corporation law. The second is its tax status.

Status under State Nonprofit Corporation Law

Although the League was founded in 1898, it incorporated in 1932. Under current corporation law, the League is a nonprofit mutual benefit corporation. *See* Cal. Corp. Code §§ 7110 *et seq.*

Mutual benefit corporations are organized for the benefit of their members and are subject to less extensive state regulation and supervision. *See Advising California Nonprofit Corporations*, CEB, at 45. However, California Nonprofit Mutual Benefit Corporation Law does require the League to do the following:

- Keep up-to-date versions of the League's **articles of incorporation and bylaws**, *see* Cal. Corp. Code § 7160;
- Keep 1) adequate and correct **books and records of account**, 2) **membership records**, including the League's members' names, addresses and membership class,

and 3) **minutes** of the proceedings of the League's members, board and board committees, *see* Cal. Corp. Code § 8320(a);

- Prepare an **annual report** within the close of the corporation's fiscal year, containing in "appropriate detail" 1) an end-of-year balance sheet, 2) an income statement and changes in financial position for the fiscal year, 3) a statement of where the current members' names and addresses are located, 4) a statement relating to certain sensitive transactions (self-dealing, loans, indemnification, etc.), *see* Cal. Corp. Code § 8321(a), and 5) the accountant's report or, if no independent audit occurred, a statement to that effect by a corporate officer, *see* Cal. Corp. Code § 8321(b); the report must be sent to any member who requests a copy in writing and the League must notify each member in writing of the member's right to receive the report, *see* Cal. Corp. Code § 8321(a); and
- Biennially file a **form SI-100 with the Secretary of State**, including 1) the names and addresses of its chief executive officer, secretary and chief financial officer, 2) the street address of the League's principal office, and 3) the designation of an agent for service of process. Cal. Corp. Code § 8210(a)-(b).

Status under Federal Tax Laws

For purposes of federal tax law, the League's income is not subject to taxation under Internal Revenue Code section 115. That section provides that gross income does not include income derived from the exercise of any essential governmental function that accrues to a state or a political subdivision. *See* 26 U.S.C. § 115.

Although the term "essential governmental function" is not clearly defined, if an entity is established to perform a public or governmental function and that entity engages in activity that furthers public or governmental interests, the entity will be deemed to be providing an "essential governmental function." The Internal Revenue Service has recognized that state leagues of cities engage in such activities.

The League's instrumentality status is premised on the League's membership being comprised exclusively of cities. This constrains, for example, the League from creating membership or quasi-membership opportunities in the League for non-governmental entities (for example, corporate partners).

CHAPTER II

SETTING THE LEAGUE’S MISSION, PURPOSE, AND POLICIES

VISION, MISSION, AND CORE BELIEFS

The League approved in 2001 the Vision Statement, Mission Statement, and Statement of Core Beliefs following an extensive and highly participative strategic planning process. In 2003 the board incorporated ethics into its core beliefs.

VISION—To be recognized and respected as the leading advocate for the common interests of California's Cities.

MISSION—To restore and protect local control for cities through education and advocacy to enhance the quality of life for all Californians.

CORE BELIEFS—We believe...

- *Local self-governance is the cornerstone of democracy.*
- *Our strength lies in the unity of our diverse communities of interest.*
- *In the involvement of all stakeholders in establishing goals and in solving problems.*
- *In conducting the business of government with openness, respect, and civility.*
- *The spirit of public service is what builds communities.*
- *Open decision-making that is of the highest ethical standards honors the public trust.*
- *Cities are the economic engines of California.*
- *The vitality of cities is dependent upon their fiscal stability and local autonomy.*
- *The active participation of all city officials increases the League’s effectiveness.*
- *Focused advocacy and lobbying is most effective through partnerships and collaboration.*
- *Well-informed city officials mean responsive, visionary leadership, and effective and efficient city operation.*

(Reference: Bylaws, Article II, section 1; Board Minutes, April 2001 and November 2003)

ONGOING STRATEGIC PLANNING PROCESS

The League's vision and mission statements are implemented through an ongoing strategic planning process designed to achieve the following objectives:

- To commit the League to an ongoing process of planning that results in clear goals and implementation strategies being developed by every part of the organization—board, divisions, departments, policy committees, and caucuses—in order to achieve the vision and mission of the League.
- To inspire, coordinate and focus the efforts of all parts of the organization for the strongest possible impact.
- To build ongoing accountability for achieving the goals that are established.
- To focus the resources of the League to the best possible advantage.
- To have a system of evaluation process.

Roles and key features of the process include:

1. The board will provide overall leadership by annually establishing strategic goals and League-wide implementation strategies.
2. The leadership of each division, department, policy committee and caucus will develop a work plan for the sub-unit to support implementation of the strategic goals.
3. The League's first vice-president will have responsibility for shepherding the strategic planning process.
4. Directors from regional divisions and departments will report back after each board meeting to their respective divisions and departments. Staff will send written reports of board action to policy committees and caucus officers.
5. The first vice-presidents of divisions and departments, the vice chairs of policy committees, and caucus chairs will have responsibility for implementation of the strategic planning process and for preparation of brief status reports for the board of directors.

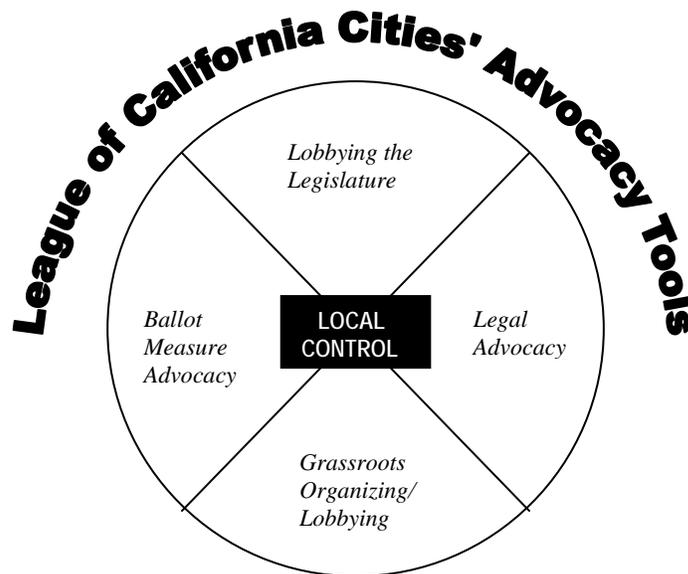
(Reference: Board Minutes, April 2001 and July 2001)

CHAPTER III

LEAGUE PROGRAMS AND SERVICES

ADVOCACY

The League has identified its two main activities as advocacy and education. The League's advocacy roles are shown in the following graphic:



Mission Statement

To restore and protect local control for cities through education and advocacy to enhance the quality of life for all Californians.

Lobbying the Legislature

The League's legislative lobbying activities are specifically authorized by state law. *See* Cal. Gov't Code § 50024 (providing that cities may join associations to lobby the legislature); *see also* *Lehane v. City and County of San Francisco*, 30 Cal. App. 3d 1051 (1972) (upholding city's membership in the League).

POLICY DEVELOPMENT PROCESS AND STANDING POLICY COMMITTEES

The Board has had a philosophy of doing everything possible to **broaden the authority of cities** to perform their functions and to oppose any action that would curtail the existing powers of cities. This policy is based on the firm belief that city councils are well qualified to make sound decisions affecting their communities and that they should have available the broadest possible range of alternatives to resolve local issues. The Board has strongly supported the principle of home rule.

Another basic idea generally followed is that the League takes action only on matters that are of **broad municipal interest**. In other words, it is preferable that the League act only on those matters that are of concern to a large number of cities, rather than to the cities of a given area or to an individual city. Similarly, it is unsound for the League to take an active position on a subject when the cities in the state are about equally divided on each side of the issue. It has been the attitude of the board to attempt to resolve these issues so that a large majority of the cities are on one side or the other.

Overview of Policy Development Process

To clarify the policy-making authorities within the League, the board of directors in 1953 adopted the following statement:

- 1) **The General Assembly.** The ultimate power of decision on any matter of League policy or program rests with the General Assembly of the League, which is an assembly of authorized delegates of member cities convened in general session at any annual or special conference called as provided in the League bylaws.
- 2) **The Board of Directors.** Recognizing that a statewide meeting of the cities cannot be called frequently, the League bylaws provides that the board of directors, including, as it does, elected representatives from each of the regional divisions and departments of the League, has the power to determine League policy between the annual conferences of the members of the League.
- 3) **The Executive Committee.** As in the case of other organizations, there is an Executive Committee of the board of directors composed of the five officers of the League. To the extent that an immediate policy decision may become necessary, the League bylaws authorizes this Executive Committee to determine the precise policy so long as such a decision is consistent and in conformity with the broad policies previously established by actions of the General Assembly or the board of directors.

- 4) **The Staff.** The staff of the League does not determine policy, but is necessarily empowered, on a day-to-day basis, to make those administrative decisions necessary to effectuate the policies established by the General Assembly, the board of directors, or the Executive Committee.
- 5) **Special Meetings and Committees.** Special meetings of cities or committees of the League do not determine League policy, but are advisory to the board of directors or the General Assembly.
- 6) **Issues for League Policy.** The League bylaws provide that the League shall take no action on any matter which is not directly the concern of municipal government except as to resolutions of congratulations or condolence. It is the policy of the board of directors to avoid taking action on any matter which is not of some general concern of the cities as distinguished from matters of interest only to one or to some very small number of cities unless the interests of cities generally are, or are likely to become, involved.

As a general proposition, the board of directors does not wish to have the League take a position on a matter which is controversial among the cities, but the board recognizes that the general municipal interest will require such action from time to time and in such cases the board reserves the right to act for the general municipal interest after appropriate notice and consultation with all the interested cities.

(Reference: Board Minutes, April 1953)

Resolutions and the Work of the Policy Committees

This broad policy has been refined further over the years in an effort to clarify the relationship between Annual Conference resolutions and the work of the policy committees and board of directors; and has been conveyed to the membership as follows:

The principal means of addressing policy issues is through the eight standing policy committees and the board of directors. This process allows timely consideration of issues in a changing environment. The committees meet four or five times per year and the board considers committee recommendations at each of its quarterly meetings.

This process also ensures broad access for city officials to both initiate discussion and influence decisions. Each regional League division and each functional department has representation on each policy committee. That means that every city official has representatives on every committee. League presidents exercise their prerogative to appoint additional members to the committees [up to sixteen per policy committee] to provide population and

geographic balance, as well as expertise. In all, over 400 city officials typically serve as policy committee members.

Finally, policy committees have the opportunity to develop real subject-matter expertise, which lends continuity to the process and the policies adopted.

Annual Conference resolutions constitute a supplemental or secondary process for developing League policies. They are used to accomplish the following objectives:

- (a) Focus public or media attention on an issue of major importance to cities.
- (b) Establish a general direction for the League by setting forth general principles around which more detailed policies may be developed by the policy committees and board of directors.
- (c) Consider important issues not adequately addressed by the policy committees and board of directors.
- (d) Amend the League bylaws. Resolutions to amend the League bylaws will require a two-thirds majority of voting delegates at the General Assembly for approval.

(Reference: Board Minutes, July 1988)

Policy Committees

Standing policy committees exist to study specific areas of municipal concern and to recommend action on these issues to the board of directors and, through the Annual Conference resolution procedure, to the General Assembly of the League. Currently, the board has established the following policy committees:

- Administrative Services
- Community Services
- Employee Relations
- Environmental Quality
- Housing, Community and Economic Development
- Public Safety
- Revenue and Taxation
- Transportation, Communications, and Public Works

In 1975 the Board of Directors revised the alignment and operation of policy committees to accomplish the following:

1. Establish a formal procedure for developing policy from the individual cities and city officials through the League divisions and departments and affiliate groups.
2. Provide a more effective communication in both directions between the cities and the board through divisions and departments.
3. Decentralize to the divisions, departments, and affiliate groups appointments to policy committees with additional appointments by the League president to balance the representation.
4. Broaden policy committees to include all issues confronting cities.

A 1993 Annual Conference resolution indicates policy committee appointments should be reevaluated annually on an individual basis by the appointing authority as an attempt to provide a balanced view of member cities on policy committees.

Composition. The membership of policy committees is now included in the League bylaws. *See* League bylaws art. VII, sec. 10.

Appointment of Policy Committee Chair and Vice Chair. The League President appoints the policy committee chairs and vice chairs, whose service should not exceed two one-year terms. In keeping with the policy to attempt a geographic balance in its leadership, the committee chair and vice chair should, when possible, considering all relevant factors, be from different geographic areas and will alternate as those appointments are changed.

(Reference: Bylaws, Article VII, section 10; Annual Conference Resolutions, 1993 #2; Board Minutes, July 1975 and July 2010)

Annual Conference Resolutions Process

Article VI of the League bylaws provides the framework for members to propose and consider annual conference resolutions. No resolution should be considered or adopted unless it has some direct relationship to municipal affairs. Also, no resolution should be adopted until an opportunity has been afforded for a full and free debate thereon. For a complete review of the annual conference resolutions process, see League bylaws Article VI

(Reference: League Bylaws, Article VI)

ADOPTING POSITIONS ON LEGISLATION

Focusing on Strategic Priorities. The board of directors has sometimes spent many hours in its meetings reviewing legislation and establishing League positions on legislation based on recommendations from the policy committees. From a desire to focus the board's legislative discussions on major policy issues and direct more time to the League's strategic priorities, the board in 2003 adopted a policy for assigning and screening bill assignments and discussion.

At the board level, all legislative positions or policies backed by a two-thirds majority of a policy committee vote are placed on the board consent agenda. To remove legislative items in this category requires a majority vote of the board. All other legislative recommendations of policy committees are placed on the regular board agenda.

(Reference: Board Minutes, July 2003)

MODIFYING POLICIES ADOPTED BY THE GENERAL ASSEMBLY

Occasionally, it has been desirable for the board of directors and general League membership to change a policy adopted by the General Assembly. In 1979 the General Assembly adopted a procedure authorizing the board of directors to propose a change in a policy adopted by the General Assembly. The proposed change becomes League policy if it is ratified by a majority of the League divisions representing a majority of member cities following appropriate notice to all cities and division officers. This provides a mechanism to change policies when extraordinary conditions necessitate and helps to ensure that League policies are responsive to changing circumstances in the legislative arena.

(Reference: Bylaws, Article VII, section 15)

SUMMARY OF EXISTING POLICY AND GUIDING PRINCIPLES

Every two years with support from policy committees the League produces a "Summary of Existing Policy and Guiding Principles." This publication contains policy guidelines and positions adopted by the board of directors on legislative issues.

(Reference: Board Minutes, 1998 and April 1999)

LEGISLATOR OF THE YEAR AWARD

Periodically, the Executive Committee, based upon recommendations from the League staff, selects one or more legislators for special recognition for his or her contribution to California

cities. The legislator is recognized at the League Annual Conference with a plaque suitable for display in the legislator's office.

(Reference: Board Minutes, November 1988)

CONGRESSIONAL LEADER OF THE YEAR AWARD

The League board may, from time to time, select one or more members of the California Congressional delegation for special recognition to thank the member(s) for outstanding contributions to the cities of California. The award should be something suitable for display in the member's office and will normally be presented to the member during a League of California Cities event conducted during the NLC Congressional City Conference.

(Reference: Board Minutes, July 2000)

Grassroots Organizing and Lobbying

The Grassroots Network was created by a bylaws amendment in 2001. It consists of a series of regional public affairs managers throughout California who promote statewide League policy priorities and coordinate grassroots city advocacy efforts. The bylaws require the board to set long-term goals and annual objectives for the Grassroots Network. During the 2007 League annual conference, League members voted to continue the Grassroots Network indefinitely.

(Reference: Bylaws, Article XVII; Board minutes, July 2001)

Ballot Measure Advocacy

The League's mission is "to restore and protect local control for cities." Since many of the most important public policy decisions affecting the future of cities are being decided today in statewide ballot measure elections, the League needs the capacity to advocate for cities when ballot measures are being considered. Accordingly, the League maintains two political action committees, CITIPAC and SOS (the Save Our Services). Both are dedicated to effective ballot measure advocacy. The board directs both committees.

In 1996, the League sought a legal opinion on what constitutes allowable expenditure of League revenues from various sources, including membership dues. This opinion concluded that the League, as a non-profit mutual benefit corporation, is not subject to the same

restrictions on expenditures as public agencies. Therefore, any League revenue could be used to support the League's ballot measure activities. But the League, in order to avoid even the appearance of impropriety, has carefully segregated its "public" revenues (for example, those funds received from membership dues) from its "non-public" revenues (for example, advertising and conference exposition revenues). Thus the League only uses "non-public" revenues to support its ballot measure activities.

CITIPAC

Achieving its mission requires the League to develop the financial capacity to sponsor, support, or defeat statewide ballot measures. CITIPAC is the League's fundraising arm for ballot measure and public advocacy. Funds are raised from special events, solicitation of corporate and individual donors, and by professional fundraisers.

The CITIPAC Steering Committee works to maximize CITIPAC fundraising efforts within divisions and statewide. The steering committee includes a representative of each regional division and a CITIPAC chair position is appointed by each division.

The board has adopted the following guidelines to provide added protection in the expenditure of CITIPAC funds:

1. A two-thirds vote of the board of directors is required for any CITIPAC expenditure exceeding \$10,000 towards any ballot measure.
2. Any expenditure of CITIPAC funds is restricted to measures that have been endorsed or opposed by two-thirds vote of the League board of directors, or a majority of the general assembly.
3. A report detailing expenditures and contributions made to CITIPAC must be provided to the board annually.
4. CITIPAC committee of the board of directors or the board as a whole is charged with overseeing CITIPAC expenditures and recruiting board members and other city officials to contribute to CITIPAC, with assistance from the CITIPAC Steering Committee.

(Reference: Board Minutes, April 2003, October 2005 and May 2007)

SOS

SOS, or Save Our Services, is a political action committee that was created by Action for Better Cities (ABC). By action of the League and ABC boards, ABC is inactive, and its ongoing responsibilities have been transferred to the League. SOS was created to receive contributions by city officials and employees through payroll deduction to support the League's local revenue protection agenda. SOS is an ongoing and active program.

(Reference: Board Minutes, February 2003, April 2003, and July 2003)

Legal Advocacy

INTRODUCTION AND OVERVIEW

The League's legal advocacy program recognizes that the courts can play a significant role in either expanding or contracting city authority and prerogatives. As a result, the League monitors developments in the courts for their impact on cities.

The focus of these efforts is activities in the appellate courts at both the state and federal levels. Appellate court decisions have the force of precedent on both cities and other courts.

The mechanism cities have for shaping appellate law is what is known as a "friend of the court" brief or *amicus curiae* brief, although in very limited circumstances the League may get more directly involved in litigation as an actual party to the litigation. Amicus briefs aid the court in understanding the implications of the legal issues presented by a particular case. Such briefs may only be filed with the courts' permission and such permission is forthcoming only when they play their role of providing meaningful assistance to the courts.

LEGAL ADVOCACY POLICY

The League Board has adopted a Legal Advocacy Policy establishing a Legal Advocacy Program and establishing Guiding Principles. The Legal Advocacy Program is advised by the Legal Advocacy Committee, which is composed of city attorneys from around the state. This advice includes but is not limited to:

- Whether the League should initiate litigation or participate in litigation as an *amicus curiae*;
- Whether the League should coordinate litigation activities among interested cities or encourage cities to participate as *amici curiae* in litigation; and
- Whether the League or interested cities should weigh in on a request for input on an Attorney General opinion request.

AUTHORIZATION AND REPORTS

The following actions require League Board approval:

1. Recommendations that the League initiate litigation or coordinate litigation among interested cities;
2. Recommendations that the League encourage cities join in *amicus* briefs when one or more cities have an interest adverse to the position recommended.

Recommendations for all other forms of legal advocacy activities are made to the League's Executive Director for approval. The Executive Director in his or her discretion may consult with the League's executive committee or the full League Board if there is a question whether *amicus* involvement with a case is consistent with League policies and/or present strategic or other political issues.

The League Board receives regular reports on all legal advocacy activities.

(Reference: Board Minutes, November 2002 and July 2003)

EDUCATION

Along with advocacy, education is the other principal element of the League's mission. Educational programs are a part of the work of League divisions, departments and caucuses. Conferences and institutes are conducted throughout the year for various audiences of city officials. Award programs and work of the Institute for Local Government all help the League advance its education objectives.

Conferences, Institutes, and Exposition

The Annual Conference is the League's biggest event, giving city representatives the opportunity to guide the organization's governance and set policies and priorities. Conferees also benefit from a broad range of educational and networking opportunities, and from the extensive array of exhibitors' displays at the Exposition. In addition, professional conferences present opportunities for city officials to network and learn with peers from around the state.

Annual educational events include:

- Annual Conference
- City Attorneys Continuing Education Seminar
- City Attorneys Department Spring Conference

- City Clerks New Law and Election Seminar
- City Managers Department Meeting
- Municipal Finance Institute
- Fire Chiefs Leadership Seminar
- Legislative Action Days and Advanced Leadership Workshop
- Legislative Briefings
- Mayors and Council Members Executive Forum
- New Mayors and Council Members Academy
- Planners Institute and Mini Expo
- Public Works Officers Institute and Mini Expo

For a complete listing of dates, locations and costs, and to register online, go to www.cacities.org/events.

League Educational Program Policies

ANNUAL CONFERENCE SITE SELECTION

When multiple cities have sufficient space and dates available to hold the annual conference, the Board may direct that the following site selection committee process be used. Alternatively, the Board may simply take under consideration a report and recommendation from staff.

To provide a fair and equitable process for the selection of future Annual Conference sites, there will be a five member *ad hoc* committee appointed as needed by the League president and comprised of:

- An elected official from a small city (under 10,000 population)
- Two other elected officials, one from the north and one from the south
- A representative of the City Managers Department
- A representative of one department other than the Mayors and Council Members and City Managers

Appointments will be made with geographic balance in mind. None of these officials will serve concurrently as a League officer or director, or be from a city bidding on the conference, nor should they have any direct interest in where the meeting is located.

When appointed, the committee will be given a deadline and charged with selecting the sites for specific years, and base its recommendations on the following criteria:

- Capacity, configuration and costs of function space
- Availability, costs and levels of all needed services

- Lodging capabilities, costs and service levels
- Catering costs and service capabilities
- Convenience and cost of travel to the site
- Ability of the site to attract attendees
- Level of interest and support from the community
- Availability of satisfactory dates
- Relative effect of negative features of the site
- The League should be open to considering proposals for hosting the annual conference regardless of location, North or South.

The Annual Conference serves the League in a number of critical ways. It is the means by which many city officials develop their impression of and support for the League. It is a major source of revenue. It draws attention to important municipal issues, and it conveys an impression of professionalism to both members and the public. The committee must also consider these rather intangible factors. Sites must serve to advance these interests of the League and cities.

Staff will prepare a standard request for proposal and bid forms so that interested cities can respond and receive fair and equal consideration. Staff will analyze and rank these proposals, and then present them to the committee to consider the proposals and staff recommendations. The committee may also choose to hear directly from representatives of the bidding cities. The committee will make its recommendation to the board for final action. Board action could be direction to staff to proceed with negotiations with one or more bidding cities, or to finalize arrangements with one bidder. Staff would then negotiate or execute the needed contracts.

Throughout the process, care must be taken to not so limit options that we diminish the League's negotiating leverage, and to keep choices open until we have a proposal that is acceptable.

(Reference: Board Minutes, January 1995 and February 2002)

ATTENDANCE AND HOSPITALITY FUNCTIONS AT LEAGUE TRAINING PROGRAMS

The purpose of League meetings and training programs is to provide educational and professional development opportunities to city officials so that they may be better able to serve their residents and to advance the League's advocacy mission. This is best accomplished in an atmosphere of professionalism, concentration and collegiality.

Attendance – The Annual Conference and Exposition is the principal meeting at which attendance by other than public officials and employees is encouraged. The Exposition itself is offered as a unique educational opportunity for city officials to learn about new products

and services of value to cities. Accordingly, the League will encourage attendance at the Annual Conference by persons other than public officials and employees, whose purpose in attendance is to learn about city issues or to professionally inform city officials regarding products, services, or issues of interest to cities statewide.

Within the League's policy of complying with the spirit of the Brown Act, League departments may adopt a more restrictive policy than above that would apply to education programs under the auspices of the department if the department deems it necessary for specific events. If no policy is adopted, the policy applicable to the Annual Conference will apply. Departments are encouraged to welcome attendance at their educational programs by non-city officials whose position or business can be informed by the program in ways that can lead to enhanced understanding of and support for city interests.

With regard to attendance of key retired city officials, each department is encouraged to adopt a policy regarding attendance of retirees so long as they are not attending the training program for commercial purposes and no direct expenses accrue to the League.

Hospitality – At the Annual Conference and those department educational programs where more restrictive policies have not been established, those sponsoring any sort of a hospitality function, exhibit, or other contact with attendees must comply with the following rules:

1. All representatives hosting a hospitality event must be registered participants in the conference.
2. No hospitality events are to operate during the program hours of the conference. Contacts should be made in a manner that does not distract from the primary program of the conference.
3. On-site publicity of such hospitality functions must comply with the rules of the facility and be limited to notices posted on the bulletin board in the League's registration area, or the event board of the facility. Notices are not to be posted or distributed in the rooms in which League meetings are being held.
4. Unless specifically authorized in writing by the League, the League's name is not used in conjunction with announcements of such functions in any manner that indicates League sponsorship or endorsement of the functions.

Any non-compliance with these rules may result in dismissal from that conference and future conferences.

The League reserves the right to refuse registration to anyone not an official or employee of a member city, whose attendance is not in accord with the above policy. All persons attending, or in any way participating in League conferences, must be properly registered.

In the interest of informing the public and advancing the professional quality of the public service, members of the working press and students (after prior arrangements in writing through their professors) will be registered at League meetings and training programs with the registration fee waived.

With regard to department training sessions, each League department may establish more restrictive policies relative to hospitality functions consistent with the purposes of the program as determined by each department.

(Reference: Board Minutes, November 1988)

POLICY ON PARTISAN ACTIVITY AT LEAGUE FUNCTIONS

Much of the League's long-term stability and success is because it is non-partisan, and city officials of all political persuasions can join in the League to work in unison on municipal problems. At the same time, however, it is appropriate for the League to keep city officials informed about the partisan policies and positions taken by state and federal officials and candidates that affect municipal interests.

To preserve its non-partisan position and help inform city officials, the League may invite key partisan officials or candidates to address League meetings or to write position statements, which the League may publish. If such invitations are issued in the context of an election, the candidates of each major party will be extended equal invitations and the League will accommodate them as equally as possible. In no case will the League allow or condone partisan activities (pamphleteering, rallies, etc.) in the program or the official function space of its meetings. However, requests for function space under the control of the League during its meetings may be granted to partisan organizations on the same basis and conditions and with the same disclaimers as it would be to other organizations.

The League will not endorse candidates. It may take positions on issues on the ballot. Limited space may be made available at League meetings for official literature on either side of ballot measures that are of interest to cities.

In the interest of maintaining both the non-partisan nature of the League and its functions, and an atmosphere conducive to the business of the meeting itself, attendees are expected to refrain from partisan political activities and campaigning in the framework of League functions. When partisan speakers address the League, no inappropriate action should be taken that might suggest League support or opposition for the speaker. Press conferences may be scheduled if in keeping with the above statement.

(Reference: Board Minutes, April 1989)

MEETING SPACE AT LEAGUE CONFERENCES

The League may make space available at League conferences to private firms, political organizations and others on a space-available basis, so long as these organizations agree to abide by the League's policies relating to nondiscrimination and the timing of these organizations' meetings do not conflict with League program sessions.

(Reference: Board of Directors Minutes, October 1998)

LEAGUE SPONSORSHIP OF OTHER PROGRAMS

The League of California Cities judiciously lends its name as co-sponsor of programs offered by other organizations that sufficiently meet the League's stated conditions and criteria (listed below); the sponsoring organization is reputable and one with which the League has a satisfactory working relationship and whose general purposes the League supports; and the program itself is one which will advance the debate, the level of knowledge and the general public awareness of issues that are of particular concern to cities. League interests must clearly be advanced by such co-sponsorship.

Co-sponsorship normally involves lending the League's name to the publicity and credit for the design and conduct of the program. It does not necessarily mean that the League participates in the conduct or operation of the program, or concurs with the opinions expressed in the program.

Criteria:

1. The purpose and effect of the program is consistent with and advances the policies and programs of California cities and officials (or at least does not conflict with those policies and programs).
2. The program content is relevant and timely for city officials, and is adequate in scope and balance to cover all salient facets of the topic.
3. The program is not in conflict with any League program in terms of time and/or audience.
4. City officials and/or their representatives can be effectively involved in planning and reviewing the program content and structure.
5. The sponsoring agency may rent mailing labels for appropriate city officials at cost.

6. The faculty of the program is credible and reputable as demonstrated by having conducted similar successful programs or by recognized competence in the subject area.
7. The program is financially reasonable with charges in line with the program quality and expense.
8. The League has the option of sharing in any revenues from the program at a level that the sponsoring agencies deem appropriate.
9. The League has the opportunity to review the brochure and other publicity materials prior to reproduction and distribution.
10. Program announcements for sessions of more than one day are to be distributed to city officials two months in advance; and one-day meeting announcements are to be distributed at least one month in advance, unless there are extenuating circumstances where the program content is of an urgent nature.
11. The League will be given complimentary registrations to the meeting should it be in the League's interest to attend.

(Reference: Board Minutes, January 1975 and November 1988)

League Library and Clearinghouse

The League library is a valuable resource available to assist city officials and staff. The library strives to make as much information available online as possible. The library online catalog is accessible without a password and includes downloadable documents from cities as well as Helen Putnam Award summaries, handouts and presentations from League meetings, ordinances, videos and the like. For more information contact Lorraine Okabe at 916/658-8236 or okabel@cacities.org.

Award Programs

HELEN PUTNAM CALIFORNIA CITIES AWARD FOR EXCELLENCE

Each year the League recognizes achievement in managing resources to carry out public policy in a high quality, innovative and efficient manner. This award program not only gives public recognition to cities, but it also serves an important information exchange purpose in assisting other cities in addressing community concerns. Funding for the Award for Excellence program is provided by the League and by League Partners.

(Reference: Board Minutes, November 1988 and July 2007)

RUTH VREELAND AWARD

In 2005, a new category was added to the Helen Putnam Award for Excellence to recognize cities' work in "Engaging Youth in City Government." The new award was named the Ruth Vreeland Award. Its goal is to promote the understanding by youth of local government, their roles and responsibilities as citizens and their engagement in the community in ways that advance this understanding and benefit the community.

(Reference: Board Minutes, April 2004)

Institute for Local Government

The Institute for Local Government (ILG) is the nonprofit research and education arm of the League of California Cities and (more recently) of the California State



INSTITUTE FOR
LOCAL GOVERNMENT

Association of Counties (CSAC). ILG serves as a source of trusted research and information for local public officials and staff in California who wish to solve problems, improve local services and make decisions and policies in the public interest.

Mission. The Institute for Local Government promotes good government at the local level with practical, impartial, and easy to use resources for California communities.

Work. The Institute specializes in addressing issues of topical and practical concern to local officials. An important aspect of this involves developing practical "nuts and bolts" materials that are easy-to-read. These materials are made available in electronic form without charge on the Institute's website (www.ca-ilg.org), or to be purchased in hard copy form as well.

Leadership. The Institute has a distinguished board of directors comprised of current and former local officials, as well as representatives from the private sector. In addition, the League Board designates "liaison" members of the Institute board to ensure an ongoing flow of information between the League and Institute boards. A similar liaison operates between the Institute board and the League's city managers department.

Advisors. The Institute board receives advice on each of its project areas from advisory panels comprised of local officials, academicians and representatives of the private and nonprofit sectors.

Funding. The Institute’s activities are funded with grants, corporate sponsorships, publications sales and individual charitable contributions, including bequests and surplus campaign funds.

Institute for Local Government Program Areas include:

- Climate Change
- Public Engagement
- Communities for Healthy Kids
- Local Government 101
- Land Use and Environment
- Public Service Ethics

FINANCING AND PURCHASING PROGRAMS

California Communities

California Communities, or the California Statewide Communities Development Authority, is a joint powers authority sponsored by the League of California Cities and the California State Association of Counties (CSAC). The JPA was organized in 1988 and now has more than 500 members, including over 350 cities, 57 counties, and a number of special districts. CSCDA was created to provide local governments and private entities access to low-cost, tax- exempt financing for projects that create jobs, help communities prosper and improve the quality of life in California.



CSCDA programs for government financing include:

- Tax and Revenue Anticipation Notes (TRANS)
- Pension Obligation Bonds
- Statewide Community Infrastructure Program (SCIP)
- CaLease (tax-exempt lease-purchase financing)
- Water and Wastewater Pooled Financing
- Gas Tax and Proposition 42 Securitization

CSCDA programs for private sector and non-profit financing include:

- Industrial Development Bonds
- Multi-family and Senior Housing Bonds
- Non-profit Revenue Bonds

For more information visit www.cacommunities.com or call 800-635-3993.

U.S. Communities

U.S. Communities is a nonprofit corporation that assists public agencies in reducing the cost of purchased goods through pooling the purchasing power of public agencies nationwide. This is accomplished through competitively solicited contracts for quality products by lead public agencies. In addition to the direct cost savings, program participants avoid the time and cost of repeating the public solicitation process by piggybacking on the lead agency's competitive process.



The League is one of the founding sponsors of U.S. Communities and participates on the U.S. Communities board of directors. The sole purpose of U.S. Communities is to reduce costs for participating local agencies. Collectively, California cities save millions of dollars annually by using contracts offered through U. S. Communities.

The U.S. Communities Going Green program has helped local agencies access a broad line of environmentally certified products and services to help them meet their responsible procurement needs.

U.S. Communities offers a wide and expanding variety of products from leading national manufacturers and suppliers, including:

- Office supplies
- Electrical and communications supplies
- Office furniture
- Technology products
- Janitorial supplies
- Maintenance and hardware supplies
- Carpet and flooring
- Office machines
- Homeland security and public safety
- Park and playground equipment
- Roofing supplies and services
- Auto parts and accessories
- Housing compliance services

For more information visit www.uscommunities.org or call 866-472-7467.

CalTRUST

Organized as a joint powers authority (JPA), the Investment Trust of California (CalTRUST) is a program established by public agencies in California for the purpose of pooling and investing local agencies' funds, such as operating reserves and bond proceeds. Any California local agency may participate in CalTRUST and invest its funds, which are then pooled in each of the program's accounts.



CalTRUST offers three investment options: money market, short-term, and medium-term. A long-term option will be added when market conditions are conducive. Each account seeks to attain as high a return on investment as is consistent with the preservation of principal. A board of trustees, comprised of experienced public agency investment officers and policy makers, supervises and administers the investment program of the Trust.

CalTRUST invests only in fixed income securities eligible for investment by public agencies pursuant to California Government Code Sections 53601 *et seq.* and 53635 *et seq.*

For more information visit www.caltrust.org or call 916-441-6200.

CHAPTER IV

INTERNAL AND EXTERNAL RELATIONS AND COMMUNICATIONS

SUB-UNITS OF THE LEAGUE

The League is organized into various sub-units, namely divisions, departments, policy committee and caucuses. A very brief summary of each is provided below.

Regional Divisions

The League divides the state into 16 regional divisions:

Central Valley	North Bay
Channel Counties	Orange County
Desert Mountain	Peninsula
East Bay	Redwood Empire
Imperial County	Riverside County
Inland Empire	Sacramento Valley
Los Angeles County	San Diego County
Monterey Bay	South San Joaquin Valley

The purposes and functions of the divisions are:

- (a) To promote interest in the problems of city government and administration among city officials in the division;
- (b) To assist League in formulating policies by expressing the recommendations of the regional divisions;
- (c) To take action consistent with general League policy. Regional divisions may take no action in conflict with such policies; and
- (d) To meet not less than once every three months, provided that the League Annual Conference may be considered one such meeting of a regional division.

Each division elects its own officers consistent with each division's bylaws. Among the officers elected by each division is one director who serves on the League board. Division

presidents appoint division members to represent the division on policy committees, the general resolutions committee, and on other League committees.

Member Cities of the League are entitled to the benefits offered by the League, including the option to become a member of the appropriate League regional division. If a city does not pay its dues to the League, that city may not become a member of a League division or participate in any division activities. This includes not being eligible to be appointed to any regional boards for which the division may have an appointment or receipt of any state League or division services or information.

(Reference: Bylaws, Article IX; Executive Director Memorandum, February 22, 2010)

Functional Departments

The League divides its membership into 11 functional departments that represent the major areas of service within city government, including:

City Attorneys	Personnel and Employee Relations
City Clerks	Planning and Community Development
City Managers	Police Chiefs
Fire Chiefs	Public Works Officers
Fiscal Officers	Community Services
Mayors and Council Members	

Each department elects its own officers consistent with department bylaws. (Some departments do not have department bylaws, in which case Article X of the League bylaws provides guidance.) Among the officers elected by each department is one director who serves on the League board. Department presidents appoint department members to represent the department on policy committees, the general resolutions committee, and on other League committees.

(Reference: Bylaws, Article X and Board Minutes, September 2007)

Policy Committees

Eight standing policy committees exist to study specific areas of municipal concern and to recommend action on these issues to the board of directors. Policy committees are organized by subject matter and include:

Administrative Services	Housing, Community and Economic Development
Community Services	Public Safety

Employee Relations
Environmental Quality

Revenue and Taxation
Transportation, Communication, and Public Works

Policy committees are made up of division representatives, department representatives, appointments of the League president, representatives of League caucuses, some affiliate representatives, and representatives of the League Partner Program.

More information is contained in Chapter III, pages 14-15.

(Reference: Bylaws, Article VII, section 10, and (c); Board Minutes: July 2010))

Caucuses

The League is committed to promoting involvement within the League of a wide spectrum of city officials reflecting the diversity of California's cities. In addition, having groups within the League whose purpose is to connect city officials sharing similar characteristics promotes the League's goal of facilitating the sharing of information and ideas among city officials and promoting responsive city government. Finally, the League is stronger if all city officials understand the League's organization, policies, and strategic goals.

The board's group recognition policy authorizes diversity groups, which are usually called caucuses. The League has recognized four caucuses: the Latino Caucus, the African-American Caucus, the Asian Pacific Islander Caucus and the Gay, Lesbian, Bi-sexual and Transgender Local Officials Caucus.

The group recognition policy below includes additional information about caucuses or diversity groups.

(Reference: Board Minutes, October 1998 and July 2006)

GROUP RECOGNITION POLICY

From time to time, city officials and associations involving city officials will find it beneficial to associate either with or within the League on an ongoing basis. Generally, these groups fall into three categories:

- **Diversity Groups:** Groups that operate within the League, whose members share or support diversity-related characteristics such as nationality, race, ethnicity, gender, sexual orientation, age and religion.

- **Issue Groups:** Groups that operate within the League, whose members have shared a city characteristic or shared policy interests.
- **Affiliates:** Groups that are separate from the League, but have shared interests and membership.

General Policy Regarding Group Activities

Findings

One of the most important activities of the League is taking policy positions and advocating those positions on behalf of League members. It is important for the League speak with one voice for the organization to be effective in this regard. Therefore, groups may not take positions or lobby outside the League using the League's name unless the policies being advocated are consistent with clearly articulated and adopted League policy and priorities.

Securing League Support

If a group wishes the League to take positions on issues of interest to the group relating to city governance, the group must propose such positions in full consultation with the group's membership. The group must then work through the League's policy processes to explore issues and propose positions for action by the full board.

Expedited Consideration for Late-Breaking Issues

When a need for immediate action exists on a policy issue that arose since the last board meeting, the League board's executive committee may take action. Executive committee actions must be reported at the next full board meeting. This is consistent with general League practice.

(Reference: Board Minutes, October 1998)

Diversity Groups

Purpose/Goals

The League is committed to promoting involvement within the League of a wide spectrum of city officials reflecting the diversity of California's cities. In addition, having groups within the League whose purpose is to connect city officials sharing similar characteristics with one another promotes the League's mission of facilitating the sharing of information and ideas among city officials and promoting responsive city government. As a subunit of the League, diversity groups play an active role in accomplishing the League's strategic goals, and are regularly accountable to the League board for their annual work program and performance.

Examples

For purposes of this policy, diversity groups are those groups who are protected by state or federal law from discrimination. Examples include ethnicity, gender, and disability. The League has recognized four diversity groups, the Latino Caucus, the African-American

Caucus, the Asian Pacific Islander Caucus and the Gay, Lesbian, Bi-sexual and Transgender Local Officials Caucus.

Policy Committee Participation

At the time a diversity group is recognized by the board, each group is entitled to one voting member on each policy committee. The representative designated by a diversity group for a policy committee must be an elected city official from a Member City. A group is entitled to a representative on each policy committee until such time as the board may rescind its recognition of the group, or the group otherwise voluntarily dissolves. Groups recognized under this policy are affiliate organizations for purposes of the League Bylaws Article VII, section 10(c)(ii) only, and for no other purpose.

Form of Support

A recognized group can ask the League to provide support for the following administrative activities:

- Organizing meetings of the group at relevant League conferences, including securing meeting space, printing and mailing announcements for the meetings, and staff attendance at those meetings.
- Assistance in organizing conferences, including sessions of interest to the group at relevant League conferences (such assistance includes liaison work between the group and the overall conference program planning effort, avoiding conflicts with general session programs, assistance with identifying, recruiting and confirming speakers, securing space and audio-visual equipment for the session at no charge, and conference/session publicity).
- Consulting with the group concerning the League's requirements relating to diversity groups, including assistance with preparing reports on group activities to the League board.
- Allowing a "check-off" to pay additional amounts for group dues and event charges in the League's conference registration materials for the Mayors and Council Members Executive Forum and the Annual Conference.
- Bookkeeping services associated with processing payment for any expenses incurred by the group as well as tracking any dues, fees or any other monetary contributions made to the group.

In light of resource constraints, the League can only offer this support on a one-year, start-up basis. The overall limit on this start-up support from the League is \$5,000 for staff time and other in-kind support described above. Staff will provide quarterly reports to groups on where they are with respect to using up their \$5,000 allocation.

Staffing

After the first year, the kinds of administrative staffing described in the preceding section is funded by dues paid by group members and fees for group conferences or other programs. To ensure adherence to League personnel and other operational policies, only the League may provide these kinds of administrative staffing.

Non-Administrative Support

Groups may, through written service agreements, contract for fundraising or other non-administrative services. Such contracts will be between the service provider and the League; the contracts must contain appropriate clauses protecting the League's legal interests with respect to such relationships.

Fundraising

Fundraising must be approved in advance by the League's Board during the annual work program review. In soliciting funds, any fund-raiser must make it clear that the funds are being sought for a League diversity group, as opposed to the League in general.

Requesting Recognition/Criteria for Support

To request support in initially forming a diversity group, a spokesperson for the group contacts the League's executive director and provides the following information:

- **A list of city officials** who are committed to participating in a diversity group. The list must reflect a geographically diverse group of city officials, elected or appointed, from at least 10 percent of cities statewide. Only city officials may participate in League diversity groups.
- **The proposed mission statement and bylaws** for the group. The proposed mission must be compatible with and complimentary to the League's mission and goals. The groups must generally follow the League's model bylaws and the bylaws must include statements that (1) membership and participation in the group is open to any California city official on a non-discriminatory basis, and (2) the group's activities will be conducted in a non-partisan fashion.
- A draft first-year **work program and proposed budget** for the group, along with **anticipated funding sources/fundraising efforts** for expenses not covered as part of the League's initial support.

Decision Process

The group's request for recognition as a diversity group will be placed on the League board's agenda for decision. In reviewing the request, the board will consider the consistency of the group's mission with the League's and the resource demands associated with League recognition/support of an additional group.

Periodic Reporting to League Board

The group provides an annual report to the League board on its activities and accomplishments for the past year, and proposed activities, budget and funding sources/fundraising plans for the coming year.

Use of League Name

Compliance with the above policies entitles a diversity group to use the League's name and logo in conjunction with its activities.

(Reference: Board Minutes, October 1998 and July 2010)

Issue Groups

Purpose/Goals

From time to time, the League may find it beneficial to foster the exchange of information among city officials by recognizing groups of city officials within the League whose members have a shared city characteristic or city issue.

Examples

Examples of shared characteristics and policy interests include large cities, small cities, coastal cities, tourist cities, university cities, and cities facing military base closures.

Form of Support

Incidental staff support for such groups is subject to the executive director's discretion. For purposes of this policy, incidental support includes:

- Meetings of the group, including securing meeting space, printing and mailing announcements for the meetings, and staff attendance at those meetings; and
- Conference sessions of interest to the group at relevant League conferences, including liaison work between the group and the overall conference program planning effort, assistance with identifying, recruiting and confirming speakers, securing space and audio-visual equipment for the session, and placing notices of the session in the conference materials produced by the League.

Additional Staffing

Staffing which extends beyond the kinds of activities described above must be approved by the League board. To ensure adherence to League personnel and other operational policies, only the League may provide staffing for such groups.

Fundraising

Fundraising must be approved in advance by the League Board.

Requesting Recognition/Criteria for Support

To request support in initially forming an interest group, a spokesperson for the group contacts the League's executive director and provides the following information:

- **A list of local officials** who are committed to participating in the group. The list must reflect a geographically diverse group of city officials from a significant portion of cities involved in the kind of issue to be addressed by the group.
- **The goals of and work program for** the group. The goals must be compatible with and complimentary to the League's mission and goals. Participation in the group must be open to any California city official on a non-discriminatory basis, and the group's activities must be conducted in a non-partisan fashion.

Decision Process

The group's request for recognition as an issue group will be placed on the League board's agenda for decision. In reviewing the request, the board will consider the consistency of the group's mission with the League's and the resource demands associated with League recognition/support for an additional group.

Periodic Reporting to League Board

The group provides an annual report to the League board on its activities and accomplishments for the past year, and proposed activities, budget and any funding sources/fundraising plans for the coming year. Its budget will be part of the League budget and subject to the same controls, reviews and approvals.

Use of League Name

Compliance with the above policies entitles an issue group to use the League's name and logo in conjunction with its activities.

(Reference: Board Minutes, October 1998)

Affiliates

Purpose/Goals

The purpose of the League's affiliate program is to promote the exchange of information among city officials and develop broad support on issues affecting city government. Accordingly, the League finds it beneficial to recognize and assist other organizations serving city officials.

Examples

The following groups have been recognized as League affiliates: California Association of Councils of Government, California Building Officials, California Municipal Treasurers

Association, California Public Employer Labor Relations Association, California Public Parking Association, California Society of Municipal Finance Officers Association, California Streetlight Association, Community Redevelopment Agency Association, Management Information Systems Association of California, City Clerks Association of California, California Association of Public Information Officials, and the California Transit Authority.

Form of Support

To support the activities of these groups, the League may enter into service agreements to perform association management services on a full cost-recovery basis. Such service agreements are in writing and generally follow the form used as the League's standard contract services agreement and conform to League policies. In addition, the League will arrange for meeting space at League conferences, including the annual conference and executive forum, for these groups at no charge and allow a "check-off" to pay additional amounts for group dues and event charges in the League's conference registration materials for the executive forum and annual conference.

Requesting/Criteria for Support

To request this support, an officer for the group contacts the League's executive director and provides the following information:

- **A list of local officials** who are members of the group. The list must reflect a geographically diverse group of city officials from at least 10 percent of the cities statewide.
- **The articles of incorporation and bylaws** for the group. The proposed mission must be compatible with and complimentary to the League's mission and goals. The bylaws and/or transmittal letter to these materials must indicate that membership in the group is open to any California city official on a non-discriminatory basis, and the group's activities are conducted in a non-partisan fashion.
- **Funding for the group** must include membership dues and fees.
- **Relevant non-profit corporation records**, including federal and state non-profit certifications and recent filings, accounting records, board meeting minutes and membership meetings, and membership records, if the group wishes to enter into an agreement for League services.

Decision Process

The group's request for affiliate status will be placed on the League board's agenda for decision. In reviewing the request, the board will consider the consistency of the group's mission with the League's and the resource demands associated with League recognition/support of an additional affiliate.

Policy Committee Participation

At the time a group is recognized as a League affiliate, the League board designates which, if any, policy committees may have an *ex officio* (non-voting) member from the affiliate. Such membership is reserved for those instances in which the group offers substantive expertise and information that the board believes will assist the League in its policy-making processes. The representative designated by the affiliate must be a city official. Policy committee chairs are notified which committee members are voting and which are non-voting/affiliate members.

The following affiliates, approved prior to 1992, have voting representatives on policy committees:

With a representative on each policy committee:

- California Association of Public Information Officers
- California Society of Municipal Finance Officers
- Municipal Information Systems Association of California
- Municipal Management Association of Northern California
- Municipal Management Association of Southern California

With a representative on approved policy committees:

- California Municipal Treasurers Association (Administrative Services and Revenue and Taxation)
- California Building Officials Association (Housing, Community and Economic Development and Public Safety)

Periodic Reporting to the League Board

The status of League service agreements is reported annually to the League board.

Use of League Name

The group may not use the League's name or logo in correspondence, publications, announcements or other written materials without the League's prior written approval.

(Reference: Board Minutes, October 1998, March 1999 and May 2007)

LEAGUE PARTNERSHIPS

Affiliates and Contracts

The League provides administrative services for several organizations through affiliate relationships and contracts. Board approval was required in each case when the relationship was initiated. The board has established criteria that an organization must meet to contract with the League for services, such as being comprised primarily of city officials, having

purposes that are consistent with the League's, and having a budget that is supported by membership dues and fees. The board has directed that these contracts should fully cover the League's costs in providing the services.

Below is a list of organizations to which the League provides services:

- California City Management Foundation (CCMF)
- California Redevelopment Association (CRA)
- City-County-School Partnership (CCS Partnership)
- Institute for Local Government (ILG)
- Monterey County Mayor's Association

Additional information concerning recognizing affiliates is contained earlier in this chapter.

The National League of Cities

The California League's close working relationship with the National League of Cities was enhanced in 1985 when the Board of Directors agreed to include California members of the NLC board of directors as ex-officio liaison members of the League of California Cities board of directors. A bylaws amendment in 1991 gave these representatives full voting membership on the board.

REPRESENTATION ON NLC COMMITTEES

The NLC policy development structure features two types of committees. The policy committees are very large and meet twice each year, during the annual Congress of Cities meeting in the spring and during the NLC Annual Conference usually held in November. The League of California Cities has the right to appoint seven California representatives to each policy committee. These appointments are usually made in November of each year. Appointees are selected from among elected officials who are leaders or active members of our own policy committees.

For each NLC policy committee there is a steering committee, which is much smaller and meets three or four times per year. It is the steering committee that does most of the detailed work on policy development and presents recommendations to the policy committees. All steering committee members must be elected officials from cities that are direct members of NLC. The steering committee chair working with the NLC staff makes all appointments to his or her steering committee.

It is the policy of the League to recommend the chair or vice chair or, in the case where neither chair nor vice chair is from an NLC direct member city, a committee representative from each policy committee for nomination to NLC steering committee membership. This

policy does not preclude League support for other city officials wishing to serve on steering committees.

One designated representative from each of the League's eight policy committees who serves on an NLC Steering Committee may, if his or her city is unable to fund part or all of the expenses, receive reimbursement from the League of California Cities up to \$1,000 per year and a maximum of \$500 per meeting for those meetings not held in conjunction with the NLC Annual Conference or Congressional Cities Conference in Washington D.C.

BOARD LIAISON

As noted above, NLC board of directors members who are city officials from California member cities serve on the League of California Cities board of directors to act as liaisons between the two boards.

A member of the National League of Cities board of directors who is serving actively on the League of California Cities board, if his or her city is unable to fund part or all of the expenses associated with service on the NLC board, may receive reimbursement for actual expenses not to exceed \$1,500 per year and a maximum of \$750 per meeting for meetings other than the NLC Congress of Cities annual conference and the NLC Congressional City Conference. In addition for good cause shown, the executive committee may approve a request for reimbursement up to \$750 from any such NLC board member for part of the costs associated with attending NLC board meetings in connection with the two regular NLC conferences, provided the board is subsequently informed of the action.

NLC BOARD CANDIDATES

City officials from California who wish to secure support from the League of California Cities for their candidacy to the National League of Cities board of directors should request consideration by the California League nominating committee. The League does not take a position on candidates for NLC second vice-president, unless the candidate is from California.

(Reference: Bylaws, Article VII, section 2; Board Minutes, April 1989, October 1992, October 1994, October 1999, and February 2008)

League Partner Program

In 2003, the board of directors established the League Partner Program. This program succeeds previous Corporate Relations, Corporate Giving, Corporate Partners, and Corporate Citizens programs. A long-standing League policy establishes the basis upon which the League Partner Program is followed:

To the extent feasible, the League will support all its activities from its own normal revenue sources.

When deemed in the interests of the League and when consistent with this policy and the League bylaws, support may be sought and received from outside sources for specific projects that are in the interests of cities in general. Such projects are to be duly authorized by the League board, and the benefits of such support or involvement must accrue to cities or to the League in general, and not to individual city officials, League officials or staff.

Full acknowledgment of and accounting for such support must be made.

The purposes of the League Partner Program are:

- To provide greater support and involvement by the business, non-profit and labor communities as the League formulates and advances its policy, advocacy and education programs.
- To create a positive, collaborative culture and a close and mutually beneficial working relationship between the League, cities, and the Partner community.
- To develop a close, respectful, and effective relationship, so the League and its Partners can be an influential force in guiding policies and programs at the state level and enhance the understanding by the private sector of local government issues, and enhance the understanding by city officials of private sector issues to their mutual benefit.
- To identify common ground where the League and its Partners can collaborate and to develop a clearer understanding of areas where common ground is not possible so that practical accommodations may be explored and pursued. The goal is that this collaborative relationship and culture at the statewide level, provides a model that may be replicated between individual cities and their local partner community.

Characteristics the League Partner Program:

1. Entities in addition to businesses may participate in the League Partner Program.
2. Policy committees include an item on their agendas for “League Partner comments” and “public comments” to formally invite external input to the committees.
3. The League provides an orientation program for League Partners so they know about the League, its priority issues, resources, how to be involved effectively as a partner, and key League leaders and personnel.

4. A steering committee of League partners holds regular meetings to recommend liaisons to policy committees, become more familiar with League issues, and have an opportunity to better network among themselves in support of the League.
5. The orientation for League partners includes discussion of how the perspectives of League partners can be helpful to the sub-units and how League partners can contribute to the success of some of their activities.
6. Representatives of the League Partner Program are invited to meetings and social events with the League board to informally share their views.
7. The League conducts educational programs for city officials on how to create beneficial partnerships with the private and not-for-profit sectors.
8. The League Partner Steering Committee will advise the League on activities of the Partner Program, with its recommendations submitted to the League board for consideration before implementation. The Partner Program will submit an annual budget and regular activity reports to the board so it can exercise appropriate oversight.

(Reference: Board Minutes, November 1988, November 2003 and July 2004.)

City-County-School Partnership

The City-County-School Partnership (CCS Partnership) brings together the state's locally elected officials through their respective organizations, the League of California Cities, the California State Association of Counties, and the California School Boards Association. The goal of the CCS Partnership, a 501(c)(3) corporation, is to encourage, promote and share successful programs, remove barriers to success, and provide opportunities for governmental and community-based problem solving by building trust and effective joint action among counties, cities, and schools. Officers from each of the sponsoring associations serve on the CCS board of directors. The CCS Partnership is supported by grants and contributions from the sponsoring organizations.

(Reference: Board Minutes, April 1997 and July 1997)

PAST PRESIDENTS COUNCIL

The board of directors has established the Past Presidents Council as a mechanism for past presidents of the League to continue to make valuable contributions to the League. The League offers the following organization and structure for the Past Presidents Council:

Membership — All Past Presidents and former Executive Directors of the League of California Cities.

Chair — The Immediate Past President, i.e., the Past President sitting on the League board of directors, will serve as chair and report recommendations to the board of directors.

Activities — The Past Presidents Council traditionally meets each summer during the summer board of directors' meeting. Past Presidents are traditionally invited to attend the League's Annual Conference and present the Lifetime Achievement Award at a general session of the conference.

The executive committee and/or board of directors may assign the Past Presidents Council areas for study with the Immediate Past President serving as liaison to the board of directors.

Lifetime Achievement Award — The Past Presidents' Council annually selects an individual who has made a significant and unique contribution to the state or to his or her community over an extended period of years to be recognized with a Lifetime Achievement Award. The award may be presented during the annual conference. Preference will be given to nominees who have been closely associated with cities; however, nominees may be considered from the following categories:

- Local government leaders
- Academicians/teachers
- Authors
- Media producers
- Community leaders
- State or national leaders.

(Reference: Board Minutes, April 1989, January 1994, and July 1995)

PRINCIPAL COMMUNICATION VEHICLES

The League employs a range of communication tools to provide city officials with the information they need to serve their cities effectively.

Web site — Our Web site remains a growing resource for our members and the general public. It features tools visitors can easily use to search and track state legislation, access sample support/oppose letters, monitor legal advocacy, research city ordinances, register for League conference and training programs, purchase League and other publications and follow League activities. Visit the League's Web site at www.cacities.org.

City Advocate Weekly — The League's weekly online newsletter updates readers on legislation, policy developments, and other significant information of critical importance to California cities. *City Advocate Weekly* is released weekly throughout the legislative session and most weeks after the session ends. Subscription to the online service is available online at www.cacities.org/cityadvocateweekly.

Western City — Available in print and online, *Western City Magazine* is the state's premier publication on issues, trends, programs and practical ideas of interest to cities. Check out the magazine at www.westerncity.com.

League Publications — The League and the Institute for Local Government publish guides and handbooks that cover a wide range of substantive municipal issues.

Listserves — Listserves are a great resource for sharing information, asking questions or getting help. They facilitate communication and information sharing among city officials. Sign up is easy on the League's Web site at www.cacities.org/signup.

RSS Feeds — Really Simple Syndication (RSS) provides a convenient mechanism to receive the latest news from the League. It allows you to subscribe to specific content areas. When a new story in that area goes on our Web site, you'll receive its headline and introductory paragraph in your RSS reader. To get more information on RSS and sign up for our feeds visit www.cacities.org/rss.

CHAPTER V

INTEGRITY AND ACCOUNTABILITY

OPEN DECISION-MAKING

One of the League's adopted core beliefs is that "open decision-making that is of the highest ethical standards honors the public trust." This belief informs not only the League's collective vision for cities but how the League conducts its own business.

It does not appear that the Brown Act applies to the League. As a policy matter, however, the League has chosen to comply with the spirit of the Act by conducting its decision-making processes in open and noticed meetings.

Open Meetings

The board believes its own meetings, to the extent possible, should be conducted in the same spirit of openness that led to enactment of the Brown Act and has, therefore, adopted the following process:

NOTICE OF MEETINGS

Notice of regularly scheduled board meetings is provided to each director at least 14 days before the meeting. Notice of each board meeting is also transmitted to any city official, member of the press, or other member of the public who requests such notice in writing. Any person wishing to receive such notice must send the request in writing annually to the League's Sacramento office.

A notice of upcoming board meetings is to be published periodically in *Western City Magazine* and on the League's website.

AGENDA

Prior to each board meeting an agenda is posted on the League's website. The agenda includes a brief description of all items of business to be acted upon which are known by a director or staff at the time the agenda is prepared.

CONSIDERATION OF OFF-AGENDA ITEMS

Generally, off-agenda items may be taken up only if (1) two-thirds of those present find a need for immediate action exists and the need to take action came to the attention of the board

after the agenda was prepared (if fewer than two-thirds of the board members are present, taking up an off-agenda item requires a unanimous vote) or (2) a majority of the board finds an emergency exists (for example, work stoppage or disaster).

OPEN MEETINGS

All board meetings are open to the public. However, the board may discuss items in closed session if the board believes that discussion during open session will be prejudicial to the legal position or effective operation of the League. The League president may call for a closed session but may be overruled by a majority vote of the board.

(Reference: *Board Minutes, July 1988*)

CONFLICTS OF INTEREST

Making Decisions on the League Board

General Principle. League board members are expected to make decisions in the best overall interests of cities statewide, as opposed to narrow parochial or personal interests. This is analogous to city officials being expected to make decisions in the best overall interests of the community as opposed to narrow private or self-interests. (The same expectation applies to League policy committee members and members of any standing or *ad hoc* committee or task force.)

Legal Restrictions. This principle finds specific expression in the nonprofit corporation laws for California, which have been incorporated into the League's bylaws. *See generally* Cal. Corp. Code § 7233; League Bylaws, art. XIV. Generally speaking, these restrictions limit the extent to which a director may participate in a League Board decision in which the director has a personal financial interest. The interest must be disclosed to the Board and then the director is disqualified from participating in the decision. *See* Cal. Corp. Code § 7233(a). Otherwise, if there is a challenge to the transaction's validity, there is a burden of demonstrating the transaction is just and reasonable to the League at the time it was approved. *See* Cal. Corp. Code § 7233(a)(3).

Similarly, directors may not participate in transactions involving their particular city or other organizations when the League Board member also serves on the other organization's board. *See* Cal. Corp. Code § 7233(b). Directors must also disclose the common directorship. *See* Cal. Corp. Code § 7233(b)(1). If these steps are not observed, the fairness of the transaction to the League must be demonstrated. *See* Cal. Corp. Code § 7233(b)(2).

Ethical Considerations. These restrictions, of course, represent the floor not the ceiling for ethical conduct as a League board member. If a board member believes that there are circumstances under which the League's members might reasonably question the board

member's ability to act solely in the best interests in the League and its member cities, the prudent course is to abstain.

As an example, typically, League board members have abstained from participating in decisions on legislation that would affect organizations for which they work. Another example is legislation that would uniquely benefit a board member's city.

(Reference: Bylaws Article XIV, section 2)

Making Decisions back at City Hall

The Political Reform Act prohibits public officials from participating in government decisions in which they have a financial interest.³ Under the Act, a public official's "income" includes reimbursement for expenses.⁴ Accordingly, when the League reimburses or pays a city official's travel and meal expenses incurred while representing the League on official business, the League may become a "source of income" for the official within the meaning of the Act.⁵ Because the League may be a source of income, a city official may be disqualified from participating in a city council decision that concerns the League.

One recurring decision a board member will face is a city's decision to pay League dues. A board member should consult with his or her city attorney before participating in any decision regarding League dues.

For the relevant advice letter from the Fair Political Practices Commission, please see Appendix.

³ Cal. Gov't Code § 87100.

⁴ *Id.* at § 82030(a).

⁵ *Id.* at § 87103(c); Benninghoven, F.P.P.C. Advice Letter No. I-93-298 (October 15, 1993). Specifically, the Benninghoven Advice Letter states,

[I]f a city official can demonstrate that he or she provided value in return for paid travel expenses, the official received income and not a gift. If the city officials are representing the League on official League business, it appears that they are providing consideration and the travel reimbursement would not be a gift.

CHAPTER VI

ENSURE ADEQUATE REVENUES AND MANAGE RESOURCES EFFECTIVELY

BOARD FINANCE COMMITTEE

The board finance committee works with staff on preparation of the League budget and assists with other financial matters, such as reviewing the mid-year financial report and other internal financial issues as they arise. Committee membership traditionally includes a League vice-president as chair, the president and other vice-president, directors from the City Managers and Fiscal Officers Departments, and a few additional directors who desire to serve.

LEAGUE AUDIT COMMITTEE

The League Audit Committee is charged with the responsibility to:

- Select the League's independent auditor.
- Oversee the audit contract and interact directly with the audit team.
- Identify any audit issues and, along with the independent auditor, report these to the full board.
- Work with staff to ensure adequacy of accounting and internal control systems.

The committee is chaired by one of the League vice-presidents. Its members include two additional board members and one city manager and one finance director.

(Reference: Board Minutes, February 2009 and April 2010)

LEAGUE FINANCIAL POLICIES

General Information

Some general rules establish the framework for League finances.

- The League's fiscal year is the calendar year (January 1 through December 31).

- The executive director distributes to the board a detailed budget fifteen days prior to the board of directors meeting set for the purpose of adopting the budget.
- A copy of the approved budget is sent to division and department presidents.
- The board of directors may not increase indebtedness in excess of estimated or actual revenues for the ensuing year without approval of the General Assembly.
- The League's accounts are audited by a certified public accountant after the close of each fiscal year.

(Reference: Bylaws, Article XIII)

League Dues

The board of directors establishes the annual dues schedule for member cities subject to the following limitations:

- Any dues increase must be approved by a two-thirds vote of the board of directors.
- Any dues increase that exceeds either the "consumer price index" for the preceding twelve months or five percent, whichever is greater, requires ratification by member cities.
- In no event may the board approve a dues increase in excess of ten percent without member city ratification.
- For purposes of budget planning, the board of directors has authorized that the League dues and training fees may be adjusted annually to keep pace with the California consumer price index. This CPI adjustment will be reflected in the proposed budget submitted to the board of directors, which may be further adjusted based on the board's assessment of the cost of services, desired service levels and economic conditions that may justify a change in dues and training fees different than that suggested by the consumer price index.
- No city's dues may increase more than \$5,000 per year.

Dues Schedule. The League dues follow a sliding scale based upon city population. With the intent of being as accurate and fair as possible, the League bylaws provide that, for membership dues purposes, the population of each city is the most current population as determined by the California Department of Finance, Demographic Research Unit. This ensures dues are consistent with at least one measure of ability to pay. (Population

information provided by the Department of Finance is found at <http://www.dof.ca.gov/research/demographic/reports/view.php>)

Dues Payment a Condition of Membership. Membership in the League is considered terminated if a city has not paid its dues by the annual conference or effective earlier if the city notifies the League of its inability unwillingness to pay dues.

(Reference: Bylaws, Article III, section 2; Article IV; Board Minutes, November 1988, April 2004, and April 2009)

Reserve Policy

Maintaining a reserve fund is an essential part of the League's financial management. Reserves are a practical way of saving for major capital purchases, ensuring that funding will be available for special projects, and having funds available in the event of a lawsuit, a period of economic uncertainty, or other contingency that could curtail League revenues. It is the League's policy to maintain cash reserves equal to forty percent of the annual expenses for general purpose activities. (The addition of the grassroots network and increase of dues for that purpose led the board to reduce the reserve target from 50 percent to 40 percent.)

(Reference: Board Minutes, November 2000; Annual League Budgets since 1993)

Investment Policy

The Investment Policy for the League of California Cities is a guideline for the investment of funds not required for the immediate day-to-day operation of the League. The investment policy serves to identify procedures and practices for the management of a systematic investment program.

Objective

The primary objective of the investment policy is the safety of principal funds in our custody. In addition, an adequate percentage of the portfolio should be maintained in liquid short-term securities, which can be converted to cash if necessary to meet disbursement requirements.

Yield is a consideration in the investment process after the safety and liquidity elements have been-satisfied.

Prudent Investor Rule

The League of California Cities administers its investment strategy under the philosophy of the "prudent investor rule." This rule-states that "an investment shall be made with the

exercise of that degree of judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs; not for speculation but for investment considering the probable safety of their capital as well as the probable income to be derived.”

The complete investment policy and investment procedures are included with the annual budget and approved by the board annually.

(Reference: Board Minutes, April 1990 and May 2007)

Spending Prioritization Policy

The League categorizes its revenue in accordance with any applicable limitations of its use, including restrictions, commitments or assignments attached to the source of the revenue. Whenever possible, the League expends restricted, committed or assigned revenue, including accumulated restricted, committed or assigned revenue, before expending unassigned revenue. The objective is to maximize flexibility by expending unassigned revenue last.

This long-standing policy is included with the annual League budget.

(Reference: Board Minutes November 2009; Annual League Budget 2011)

LEAGUE PERSONNEL POLICIES

Overview

The executive director is appointed by and serves at the pleasure of the Board of Directors. The executive director plans, organizes, directs, controls and evaluates all services, operations, financial and personnel activities of the League. In addition to appointing the executive director, the League’s overall classification system, salary plan and benefits package are established through board action.

In 1986, the board finalized the League’s current classification system and salary plan. To help manage costs, the board approved the League’s current benefits package in 1991. In conjunction with the League’s budget process, the board annually reviews and authorizes an aggregate salary pool, which includes merit pool and cost-of-living recommendations. To ensure the League attracts qualified employees and retains key staff, the board periodically reviews and acts upon salary and benefits information derived from the League’s Sacramento and regional labor markets.

Classification and Pay System

The overall design of the League's classification system ensures flexibility and career development through the use of broad rather than narrow classes. The design allows for the development of staff through systematic career ladders and provides a bridge that permits support staff to be promoted to professional staff positions.

The League's classification system includes the following classes:

Executive

Executive Director
Deputy Executive Director
Director
Senior Manager

Legal

General Counsel
Senior Attorney
Attorney II
Attorney

Program

Manager II
Manager I
Senior Program Specialist
Program Specialist II
Program Specialist I

Membership

MS Specialist II
MS Specialist I
MS Representative III
MS Representative II
MS Representative I
MS Representative Trainee

Specialized

ILG Grant Manager
Controller
Information Technology Manager
Editor
Librarian
Print Shop Manager
Building Manager

SALARY PLAN

As authorized by the board, the League's salary plan is benchmarked to its local and regional labor markets. For professional and support staff, the labor market includes Sacramento and surrounding cities, Sacramento County, state agencies with which the League's legislative staff works on a regular basis and comparable Sacramento based non-profit associations. The regional labor market includes a statewide sampling of cities that are large enough to employ professional staff positions similar to those employed by the League. The League's labor markets are:

Sacramento Labor Market

Cities

Davis
Folsom
Roseville

Associations

Association of California Water Agencies
Association of California School Administrators
California Chamber of Commerce

Sacramento
West Sacramento
Woodland

California School Boards Association
California State Associations of Counties

County

State Agencies

Sacramento

Assembly
Senate
Legislative Analyst

Regional Labor Market

Cities

Anaheim	Concord	Fresno	Glendale	Hayward
Long Beach	Modesto	Oakland	Orange	Pasadena
Riverside	Salinas	San Diego	San Jose	San Mateo
Santa Ana	Santa Rosa	Sunnyvale		

SALARY RANGE STRUCTURE

Each board-authorized classification is assigned to an expanded salary range. The top of the range is set at the medium top salary step of the League’s labor market, and the 30 percent width within the range is broad enough to provide long-term career growth and flexibility. Salary adjustments within the range are performance based. For exceptional performance, the League’s salary plan includes the flexibility to reward employees beyond the top of the range by up to ten percent.

BENEFIT PACKAGE

Since 1990, League employees have participated in an optional benefit plan. The optional benefit program provides a uniform level of insurance coverage including employee medical, dental, life and disability insurance. Under the plan, the League pays the premium costs for a \$10,000 term life policy and for short-term and/or long-term disability insurance. As a cost containment strategy, the League contributes \$380 per month towards “core benefits” (i.e., medical and dental insurance). Premium costs above \$380 are allocated 70 percent to the League and 30 percent to the employee. Unlike a true cafeteria plan used by many cities, the employee does not retain the savings derived from “core benefit” expenditures that are less than \$380; rather, the plan is designed so that unexpended "core benefit" dollars remain with the League.

The optional benefit plan also provides employees with an additional \$100 per month to be applied towards uncovered League-sponsored medical and dental insurance premiums;

medical expenses, including deductibles and/or co-payments not covered by insurance; premiums for League-sponsored supplemental term life insurance; and/or cash.

During the board's May 2007 review of the executive director's compensation package, the board expressed a desire to change the \$10,000 life insurance coverage the League provides staff to \$50,000. The board indicated this change would help the League provide a meaningful benefit that is more in line with the coverage city employees receive.

The last major change in the League's benefits package occurred in 1997 when the board, as a cost saving measure and a recruitment tool, authorized the transfer of the League's defined benefit plan from Transamerica to the California Public Employees' Retirement System (CalPERS). As contracted, the CalPERS plan provides employees with a 2% @ 60 retirement formula. In addition to paying its actuarially calculated employer rate, the League picks up the employees' contributions.

(Reference: Board Minutes, January 1987, January 1990, and July 1997)

BOARD LIABILITY INSURANCE COVERAGE

The League carries directors and officers professional liability insurance coverage for the League and all directors, officers, employees, and volunteers while acting in their capacity as League representatives. Allegations of a wrongful act, even if the allegations are groundless, false or fraudulent, are covered. Claims against any person protected by this insurance must be provided immediately to the League controller, who administers the League's insurance coverage. The League controller will immediately provide the information to the insurance carrier. As with any insurance policy, the following typical rules apply:

- Insured agrees to cooperate with the insurer, and provide all assistance and information reasonably requested.
- Insured shall not admit liability, consent to any judgment, agree to any settlement or incur any defense costs without the insurer's consent.
- The insurer has the right to negotiate settlement of any claim as it deems expedient, but only with the insured's consent.

CHAPTER VII

COMPOSITION AND ORGANIZATION OF THE BOARD

BOARD COMPOSITION

The League board of directors consists of the following:

- President, First Vice-President, Second Vice-President and Immediate Past President;
- One director elected by each of the sixteen regional divisions;
- One director elected by each of the eleven functional departments;
- Twelve directors at-large;
- One director designated by mayors of each of the ten largest cities in California; and
- Any California city officials serving on the National League of Cities board of directors.

Only city officials from member cities of the League are eligible for membership on the board of directors.

The goal of the League is to ensure that the board reflects the diverse ethnic and social fabric of California. Accordingly, each division, department, caucus and policy committee should encourage and support members of every race, ethnicity, gender, age, sexual orientation and heritage to seek leadership positions within the League, with the ultimate goal of achieving membership on the board of directors.

League officers serve in positions specifically designated for these offices. When a division or department director is elected to a League office, the division or department may designate a new director. If an at-large member is elected to a League office, an additional at-large member may be elected to the board. If a large city representative is elected to a League office, that large city may designate a new representative.

(Reference: Bylaws, Article VII, sections 1, 2 and 6)

TERMS OF OFFICE

Division directors, department directors, at-large directors, and directors representing large cities serve for two-year terms. League officers serve for one year in each office. Directors serving by virtue of their membership on the NLC board of directors will serve as long as they are members of the NLC board. The League bylaws provide for the election of approximately one-half of the directors in odd-numbered years, with the other half being elected in even-numbered years.

Divisions and Departments electing in even-numbered years:

Divisions

Central Valley
Desert-Mountain
Imperial Valley
Monterey Bay
North Bay
Orange County
Redwood Empire
Sacramento Valley
San Diego County

Departments

City Clerks
Fire Chiefs
Fiscal Officers
Mayors & Council Members
Planning & Community Development
Public Works Officers

Divisions and Departments electing in odd-numbered years:

Divisions

Channel Counties
East Bay
Inland Empire
Los Angeles County
Peninsula
Riverside County
South San Joaquin

Departments

City Attorneys
City Managers
Community Services
Police Chiefs
Personnel & Employee Relations

Six at-large directors are elected in even-numbered years and six are elected in odd-numbered years.

(Reference: Bylaws, Article VII, sections 2 and 3)

NOMINATION PROCEDURE

Composition of the Nominating Committee

The President, with the concurrence of the Board of Directors, establishes a nominating committee at the first board meeting of the year in which the election is to occur. The nominating committee is comprised of eleven board members. Two committee members are appointed from among at-large board members and one from a functional department. Regional divisions are represented on the nominating committee on the following rotating basis:

Even-numbered years

Central Valley
Imperial County
Monterey Bay
North Bay
Orange County
Redwood Empire
Sacramento Valley
San Diego County

Odd-numbered years

Channel Counties
Inland Empire
Desert-Mountain
East Bay
Los Angeles County
Peninsula
Riverside County
South San Joaquin

The League president appoints the nominating committee chair. Candidates for officer or at-large positions on the League board are not eligible to serve on the nominating committee. In the event a regional division representative on the nominating committee wishes to be a candidate for an officer or at-large position, the League president will appoint a substitute nominating committee member from the same regional division, if available, or from a nearby regional division.

(Reference: Bylaws, Article VII, section 5)

Duties of the Nominating Committee

The nominating committee is responsible for member outreach regarding the nomination of both League officers and at-large directors. The committee shall make available to all candidates an application on which the candidates can detail their qualifications for the office they are seeking. A written position description for the position shall be provided to all candidates along with the application.

The committee shall notify all applicants that it will thoroughly review each application in detail, and, depending on the total number of applicants, the committee may select a smaller number to interview in person. Immediately after the application deadline and any subsequent screening of applicants for interviews, the board members shall be notified of the

names and titles of all applicants and invited to submit comments to the committee through the executive director concerning the applicants' qualifications. The executive director shall share any such comments with the entire committee.

Prior to commencing its meeting(s) the committee shall meet initially with the League president and executive director to review the charge to the committee by the bylaws and League board policy. Recommendations from the committee shall be communicated to the board at the board's summer meeting, along with the full application and supporting materials for each applicant interviewed by the committee. At that same meeting the board shall vote either to accept the report in full or in part, or to reject the report. If the report is accepted, the board shall consider final action on the recommended candidates at the Annual Conference. If the report is accepted in part or rejected, the Nominating Committee shall make additional recommendations which the board shall consider either at the same meeting or in a subsequent special meeting called by the President for no less than 30 days before the Annual Conference. The final accepted report will be announced at the opening general session of the Annual Conference.

(Reference: Bylaws, Article VII, section 5; Board Minutes, July 2010)

Guidelines to Nominating Committee

1. Officers must be current or former members of the Board of Directors.
2. All candidates for League offices (president, first vice-president and second vice-president) or for at-large seats on the board must submit a written statement of candidacy with any supporting material (not to exceed five pages in length) to the members of the nominating committee and the executive director at least sixty days prior to the election at the annual conference. The deadline for the statement may not be waived, except when no candidates file for an office or if the number of candidates for at-large seats is less than 150 percent of the number of at-large seats. If this shortage of candidates occurs, another notice about the opportunity to serve in the specific office in which there are no candidates, or in an at-large seat on the board if that is where the shortage of candidates exists, must be widely disseminated and a new deadline established.
3. New officers will assume office immediately upon adjournment of the annual conference, provided that the board meets prior to the adjournment for purposes of organization.
4. The directors-at-large and officers of the League are chosen to ensure that the League board of directors reflects and represents the full membership of the League. When making its recommendations to the board, the nominating committee should determine if cities of various sizes, cities from various geographical regions, individual members

of both sexes, individual members from various ethnic groups, and individual members from different age groups are adequately represented.

If the committee decides that certain cities or individuals are not adequately represented, the committee should consider this inadequacy when selecting nominees. This enumeration of groups is not exhaustive, but should serve the committee as a guide in its principal purpose, which is to aid in the composition of a fully representative board of directors.

5. All individuals recommended by the nominating committee should possess thorough knowledge of city government, demonstrated leadership ability, and have actively participated in the affairs of the League.

The Nominating Committee has discretion to nominate the best-qualified officials, taking into consideration active participation in the affairs of the League and, where appropriate, experience on the board of directors.

(Reference: Board Minutes, April 1983, April 1989, May 1993, April 2000, and July 2010)

NLC Board Candidates

City officials from California who wish to secure support from the League of California Cities for their candidacy to the National League of Cities board of directors should request consideration by the California League nominating committee. The League does not take a position on candidates for NLC second vice-president, unless the candidate is from California.

(Reference: Board Minutes, October 1999)

ELECTION OF DIRECTORS AND OFFICERS

Department Directors are elected by their respective departments at the department session held at the annual conference, unless the department's bylaws provide otherwise.

Division Directors are elected at their respective division meeting immediately preceding the annual conference, unless the division bylaws provide otherwise.

At-large Directors are elected at the board of directors organization meeting held during the annual conference.

Large City Representatives are selected by their cities and serve for two-year terms.

Officers are elected at the annual board of directors organization meeting during the annual conference and must be current or former members of the board of directors.

Although the bylaws of the League do not require it, tradition provides that officers alternate between Northern and Southern California. For example, if the president is from the south, the first vice-president is from the north and the second vice-president is from the south. For purposes of providing for geographic distribution among the officers, the board has determined the divisions should be clustered as follows:

North

Central Valley
East Bay
Monterey Bay
North Bay
Peninsula
Redwood Empire
Sacramento Valley
South San Joaquin Valley

South

Channel Counties
Desert-Mountain
Imperial County
Inland Empire
Los Angeles
Orange County
Riverside County
San Diego County

It is the policy of the board of directors that the retiring board of directors elects the new officers and directors-at-large. This policy was established because the retiring board of directors is more familiar with the participation and activities of the candidates and it provided for a more orderly elections process.

It has been the policy of the board to conduct a secret ballot where there is a contested election.

Terms of all newly elected directors commence immediately upon the adjournment of the annual conference. Typically, the incoming directors are introduced at an annual conference board meeting.

Only city officials from member cities of the League of California Cities are eligible for membership on the Board of Directors.

(Reference: Bylaws, Article VII, section 4 and Article VIII, section 3; Board Minutes, May 1993 and October 1999)

VACANCIES

A vacancy occurs when an officer or director resigns, misses three consecutive meetings, or leaves city service. The effective date of a vacancy caused by a departure from city service is

three months (92 days) after an individual ceases to occupy the same or comparable city office as the individual had when elected or appointed to the League office.

League Officers —A vacancy in the office of president is filled at the next meeting of the board by the succession of the first vice-president to that office. A vacancy in the office of first vice-president or second vice-president/treasurer is filled for the unexpired term by appointment of a member of the board. A vacancy in the immediate past president is filled for the unexpired term by the last past president continuing to hold city office.

In the event of a vacancy in the office of first vice-president or second vice-president, the nominating committee holds a special meeting and nominates a member of the board to fill the unexpired term of the vacant office. The nominating committee selects the candidate it believes to be best qualified for the position without regard to geographic location.

Regional Division Directors — In the event of a vacancy in the regional division directorship, the regional division in question may elect a new director at the next regular meeting of the regional division. The person elected to fill the vacancy in a regional division directorship holds office for the remainder of the term for which his or her predecessor was elected.

Department Directors — In the event of a vacancy in a functional departmental directorship, the president of the department may become a member of the League board, or may appoint a member of the department to fill the vacancy. The person filling the vacancy holds office for the remainder of the term for which his or her predecessor was elected.

At-large Directors — In the event of a vacancy in an at-large directorship, the League board may elect a new director to fill the vacancy at the next regular board meeting. The League president may nominate individuals for consideration by the board. The new at-large director will serve the remainder of the term for which his or her predecessor was elected.

Large City Directors — In the event of a vacancy in a large-city seat, that large city may designate a new representative.

Grounds for Vacancy – A vacancy in a directorship shall occur due to resignation, a vacancy in elective or appointed office held by the director, or if the League board determines the department or division that elected the director, or an appointed director, is not complying with the League’s bylaws or the policies of the League board.

(Reference: Bylaws, Article VII, section 6, Article VIII, section 4, and Article XII, section 2)

BOARD MEETINGS

The board of directors normally meets about quarterly, and is required by the bylaws to meet no fewer than four times per year. An agenda packet with background materials for each

meeting is usually provided about a week prior to each meeting. A calendar of regularly scheduled meetings is provided near the beginning of each year and is posted on the website.

(Reference: Bylaws, Article VII, section 8)

Alternate Board Members

When the mayor of one of the ten largest cities serves as the city's large city director, the mayor may designate another elected official or the mayor's chief of staff to serve as the city's representative to the board of directors. The person so designated will be considered the board member.

When the mayor of one of the ten largest cities serves as the director, he or she may designate an alternate to represent the city on the board when the mayor is not able to attend the board meeting. The board policy provides that:

1. Mayors serving on the board from the ten largest cities in population may designate another elected official or the mayor's chief of staff to serve as alternate when the mayor cannot attend a board meeting.
2. The alternate, when serving in the mayor's place, is deemed a regular board member with voting rights and similar reimbursement for costs.
3. The designated alternate is to be approved by the board and must be the same person for the entire year.
4. The mayor's name will be included on the League's stationery and other League documents unless the mayor requests the name of the alternate be used.
5. Attendance by an alternate for the mayor from one of the ten largest cities qualifies as attendance by the board member.

(Reference: Board Minutes, July 1982, July 1985, and July 1997)

Attendance Standards

The board encourages regular attendance by all board members. A League office (including directorship) becomes vacant if a board member misses three consecutive meetings. Attendance by an alternate for the mayor from one of the eight largest cities qualifies as attendance by the board member.

(Reference: Bylaws, Article XII, section 2; Board Minutes, July 1982)

Emergency Meetings

A good faith effort is made to provide notice of any emergency board meetings (for example, by first-class mail, personal or telephone notification, including voice messaging system or other system or technology designed to record and communicate messages, telegraph, facsimile, electronic mail, or other electronic means).

(Reference: Bylaws, Article VII, section 8)

Telephonic or Electronic Participation

Board members may participate in any meeting through the use of conference telephone or similar communications equipment, so long as all members participating can hear one another.

(Reference: Bylaws, Article VII, section 8)

EXECUTIVE COMMITTEE

The League bylaws provide that the president, first vice-president, second vice-president/treasurer, the immediate past president and the executive director constitute the executive committee. The officers typically take on special committee assignments as determined by the president.

The executive committee has authority to act for the board of directors at intervals between meetings of the board, provided that no action is binding on the board unless authorized or approved by the board.

Meetings of the executive committee must be noticed 14 days in advance unless there is need for an emergency meeting or teleconference. Actions of the executive committee are recorded and distributed to executive committee members and to the board of directors for concurrence.

(Reference: Bylaws, Article VII, section 10; Board Minutes, November 1988)

REIMBURSEMENT OF BOARD EXPENSES

General Information.

The League pays actual and necessary expenses incurred by directors in attending the regular quarterly two-day meetings. The League does not pay the expenses or the registrations of directors attending League conferences or institutes, nor the expenses of directors attending board meetings held in connection with the Annual Conference on the theory that as a city official each director would already be attending the Conference at the expense of the director's city. When the board meets the day preceding the Annual Conference, each director receives \$20 to assist in meeting expenses incurred by reason of coming to the Conference in advance. Whenever a special meeting for the full board or committee of the board is held, directors may be reimbursed for their necessary expenses in traveling to the meeting.

Each director is required to complete the "Director's Travel Expense Voucher" following meetings for which he or she is requesting reimbursement of expenses. Board policy authorizes a flat \$20 per day to cover all expenses other than transportation and hotel room. The board has agreed upon this arrangement since meals at board meetings are on an organized basis and paid by the League. At the conclusion of each board meeting, except the meeting held at the Annual Conference, directors may complete an expense voucher and give it to a member of the staff or mail it to the executive director immediately following the meeting. Please include receipts whenever possible, such as for airline travel, parking, etc.

Hotel — The League pays for the hotel room and tax for the first night of a two-day board meeting. In addition, the League pays for a night necessitated by a board committee meeting such as the nominating or executive committee, or if your city is located a substantial distance away and transportation availability is limited, necessitating arrival the night before the board meeting. Those arriving early or staying over for personal reasons are direct billed by the hotel for those nights. The League does not pay for board members' hotel rooms during the annual conference or other League conferences or institutes where the board members would normally be in attendance.

Travel — Directors are authorized to travel by air, railroad, or by private automobile, with certain limitations as set forth in the expense voucher. When automobile travel is more expensive to the League and public transportation is available and equally convenient, it is hoped it will be used in lieu of a private automobile. Travel mileage reimbursement is equal to the Internal Revenue Service approved rate.

Spouses

Spouses of Directors are cordially invited to accompany directors to board meetings. There is normally a luncheon and an evening affair for board members and their spouses during the board meeting. Although the League is not in a position to assume transportation expenses of spouses, the League will assume the hotel room costs for the director and spouse.

President's Travel Expenses

The actual expenses for the League President in carrying out his or her responsibilities within California and attendance at the NLC Congressional Cities Conference and NLC Annual Conference are reimbursed. The actual expenses of a designated officer incurred when officially representing the League President at a conference or a meeting are also reimbursed.

Officers' NLC Travel Expenses

The Board recognizes the importance of active participation in NLC by all League officers including during the years immediately prior to serving as League President. The second vice-president, first vice-president and immediate past president may, if their cities are unable to fund part or all of the expenses associated with their NLC activities, receive reimbursement from the League of California Cities, not to exceed \$1,500 for the Congressional Cities Conference, and \$1,500 for the NLC Annual Conference.

NLC Board Liaison Expenses

A member of the National League of Cities board of directors who is serving actively on the League of California Cities board, if his or her city is unable to fund part or all of the expenses associated with service on the NLC board, may receive reimbursement for actual expenses not to exceed \$1,500 per year and a maximum of \$750 per meeting for meetings other than the NLC Annual Conference and the NLC Congressional City Conference. In addition for good cause shown, the executive committee may approve a request for reimbursement up to \$750 from any such NLC board member for part of the costs associated with attending NLC board meetings in connection with the two regular NLC conferences, provided the board is subsequently informed of the action.

President's Spouse Expenses

The board has authorized reimbursement for the president's spouse for travel and expenses related to official business of the League performed by the president both within California and outside California. When the president's spouse travels with the president on official League business, reimbursement for such travel and expenses may not exceed \$2,000 for the annual term of office.

(Reference: Board Minutes, November 1988, April 1989, April 1994, October 2005, and February 2008)

DISCLOSURE OF LEAGUE EXPENSES AND REIMBURSEMENTS

Expenses and reimbursements from the League must be reported to the Fair Political Practices Commission according to Advice Letter, No. I-98-177, 1998. The League recommends that directors disclose expenses and reimbursements from the League as income on Schedule E of FPPC Form 700. These expenses and reimbursements are not income for tax purposes. Early each year the League will provide information to you about expenses and reimbursements for the preceding year. See Appendix for the FPPC Advice Letter.

Please note that the Political Reform Act prohibits public officials from participating in government decisions in which they have a financial interest. When the League reimburses or pays a public official's travel and meal expenses incurred while representing the League on official business, the League may become a "source of income" for the official within the meaning of the Act.⁶ Because the League may be a source of income, a city official may be disqualified from participating in a city council decision that concerns the League. For more information, please see "Conflicts of Interest, Making Decisions Back at City Hall" and the Appendix for copies of relevant advice letters from the Fair Political Practices Commission.

⁶ *Id.* at § 87103(c); Benninghoven, F.P.P.C. Advice Letter No. I-93-298 (October 15, 1993). Specifically, the Benninghoven Advice Letter states,

[I]f a city official can demonstrate that he or she provided value in return for paid travel expenses, the official received income and not a gift. If the city officials are representing the League on official League business, it appears that they are providing consideration and the travel reimbursement would not be a gift.

CHAPTER VIII

SELECT AND SUPPORT THE EXECUTIVE DIRECTOR

Responsibilities of the Executive Director

The League board selects the executive director. The executive director employs or oversees the employment of all other persons who work for the League of California Cities, either as employees or contractors. The executive director also performs or causes to be performed functions such as the corporate secretary and the chief financial officer.

The executive director serves as a member of the League executive committee along with the League president, first and second vice-presidents, and the immediate past president. (See pages 72-73)

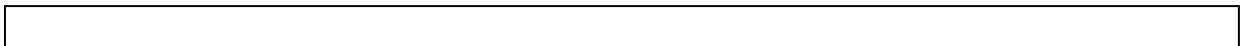
Executive Director Resume

Chris McKenzie was appointed in 1999 as only the sixth executive director of the over 100-year old League of California Cities. He served previously as executive director and lobbyist with the League of Kansas Municipalities and various positions in local and state government.

He holds advanced degrees in both urban planning and law from the University of Kansas. During his time with the League of California Cities, cities across the state voted overwhelmingly to create a new grassroots lobbying program and place sixteen regional representatives across the state to work with city officials to advance key legislative priorities for cities.

Annual Review by Executive Committee

Each summer the Executive Committee meets with the Executive Director to discuss the executive director's goals, performance, and needs. A report is usually given to the full board in the July board meeting.



BOARD MANUAL 2011



BOARD MANUAL 2011

Appendix 1

Director Job Description

Appendix 2

League Bylaws

Appendix 3

FPPC Advice Letters