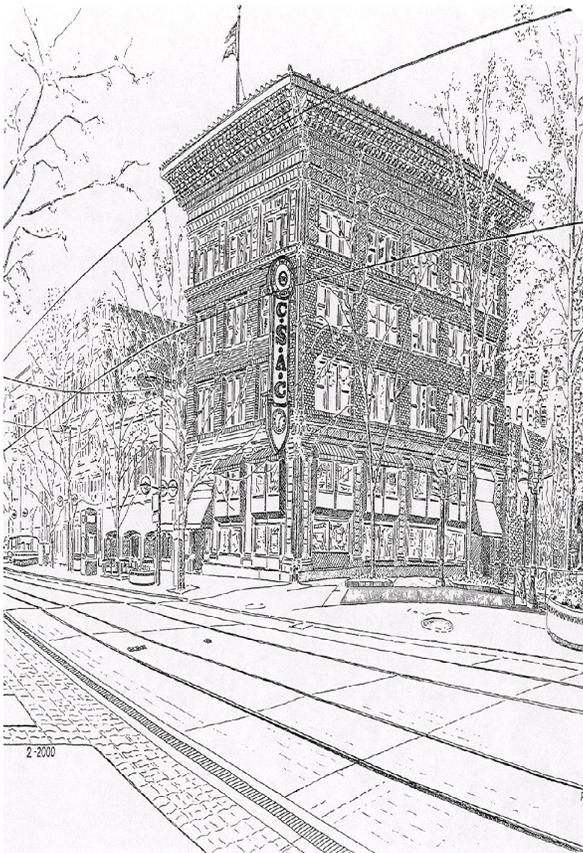


# CSAC POLICY and PROCEDURES MANUAL

*UPDATED  
JANUARY 2018*

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California State  
Association of Counties



# **CSAC POLICY & PROCEDURES MANUAL**

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## **I. ABOUT CSAC**

### **A. LEADING THE CALIFORNIA COUNTY ENTERPRISE**

In 1991, the County Supervisors Association of California (CSAC) reorganized to better represent all of the interests of California counties.

The significance of the change was reflected in the change to the organization's new name: THE CALIFORNIA STATE ASSOCIATION OF COUNTIES. While the CSAC acronym remained, the new name encompassed all of the county family.

The reorganization reflected changes in the make-up of California, whose citizenry more and more turned to leaders and administrators of local government for answers and solutions to their problems.

This CSAC policy and procedures manual provides information on the governing structure and decision making process for CSAC, the statewide association representing all of California's 58 counties.

### **B. NAME**

The name of the organization is the CALIFORNIA STATE ASSOCIATION OF COUNTIES (CSAC).

### **C. CSAC VISION, MISSION & VALUES**

#### 1. Vision

CSAC serves as the effective advocate and unified voice of California's 58 counties.

#### 2. Mission

To serve California counties by: developing and equipping county leaders to better serve their communities; effectively advocating and partnering with state and federal governments for appropriate policies, laws, and funding; and communicating the value of the critical work being accomplished by county government.

#### 3. Values

CSAC shall adhere to the highest professional standards of conduct relying on its character, integrity, ability, and strength. To this end, CSAC subscribes equally to the following values and principles:

- a. **County Focused** – We will be county-focused and our policies will be member-driven.
- b. **Integrity** – We will be consistently honest and fair.
- c. **Teamwork** – We recognize that we can accomplish more working together, so we will support each other and strive to work as a team.
- d. **Adaptability** – We are committed to proactively and effectively adapting to new situations and environments.

e. **Respect** – We genuinely value those who are different from ourselves and will respect a diversity of viewpoints, backgrounds, cultures, and lifestyles.

f. **Continuous Improvement** – We are committed to personal development and we will all take deliberate steps to improve every day.

g. **Accountability** – We will hold one another accountable and work tirelessly to accomplish our goals and fulfill our mission while upholding the values we share.

## **II. MEMBERSHIP**

### **A. MEMBERSHIP CATEGORIES**

CSAC membership includes all leaders at the local county government level, both elected and administrative. There are two categories of CSAC membership:

- Regular Members
- Affiliate Members

### **B. REGULAR MEMBERS**

Regular members of CSAC comprise the leadership at the local county government level throughout California. To be eligible for regular membership, an individual must be an elected county supervisor or elected mayor of a California county. Membership for new members must be initiated by a county board of supervisors, by county payment of annual dues.

### **C. AFFILIATE MEMBERS**

(Amended by the CSAC Board of Directors on September 5, 2013)

Affiliate members represent a host of elected and appointed county administrative leaders who, through independent associations or organizations, represent the needs of various county service-delivery personnel. Affiliate members play a significant role in statewide policy development and implementation, often through their own associations, and through their membership on appropriate CSAC policy committees.

All members are encouraged to carry the CSAC logo on their letterhead, and to provide advice to the CSAC Board of Directors through their active participation on the policy committees.

When advocating on a statewide level, affiliate members should be careful to support the policy decisions and legislative positions taken by the CSAC Board of Directors. In particular, affiliate members must not publicly advocate a position contrary to an established position of the CSAC Executive Committee or Board of Directors. Should an affiliate member knowingly take a public position that contradicts the elected supervisors' position on a matter of statewide importance, the Executive Director shall have the authority to temporarily suspend that affiliate member's status as an affiliate and may notify the Legislature and Administration as necessary to clarify that the association is not affiliated with CSAC and does not

speak for the elected supervisors. Subsequently, the former affiliate member may seek to be readmitted as an affiliate member in good standing by applying to the Executive Committee and making an explanation of the circumstances.

Affiliate members are generally recognized through action by the CSAC Executive Committee or Board of Directors. Prospective affiliate members must submit a written request for affiliate status to the CSAC Executive Director. CSAC may request additional supporting materials, including but not limited to organization membership rosters, bylaws and policy platforms. This policy should not be interpreted to require that affiliate members obtain approval from CSAC staff or the CSAC Board of Directors of positions they take on administrative, legislative, regulatory and budget issues as long as those positions are not in conflict with the positions established by the Board of Directors.

#### **D. CAUCUSES**

Three caucuses have been designated: Urban, Suburban and Rural. Caucus membership is determined as set forth in Article 5 of the CSAC Constitution. Each caucus will elect a caucus chair. Each caucus shall meet to organize their particular caucus. To the extent desired, each caucus can assess themselves to hire staff, fund projects and establish a presence within the administration of CSAC. One CSAC staff member will be assigned as a coordinator for each caucus. Each caucus may develop and adopt its own policy positions. However, their policies will not become CSAC policy unless adopted by the CSAC Board of Directors. Votes taken in the caucuses will be by a one-county, one-vote rule of those present and voting.

Time will be scheduled for caucuses to meet at the CSAC annual meeting and the spring legislative conference, and on an as-needed basis via conference call.

### **III. CSAC LEADERSHIP**

#### **A. LEADERSHIP STRUCTURE**

CSAC is governed and managed by a leadership model that promotes participation in the organization by all of California's 58 counties. CSAC leaders are found at a number of levels within the organization.

- Officers
- Executive Committee
- Board of Directors

In addition there are other leadership roles:

- Caucus Chairs
- Policy Committee Chairs
- Regional Association Leadership

#### **B. CSAC OFFICERS AND OTHER OFFICIALS**

CSAC Officers include the President, First Vice President, and Second Vice President elected by the general membership; and the immediate Past-President.

Other officials include the Treasurer and the Secretary, who is the Executive Director of the Association.

### **C. EXECUTIVE COMMITTEE**

The Executive Committee, which serves at the discretion of the Board, includes up to fifteen (15) members:

- The President
- The First Vice President
- The Second Vice President
- The Immediate Past President
- Six (6) Directors representing the Urban Caucus, including one from Los Angeles County
- Three (3) Directors representing the Suburban Caucus
- Two (2) Directors representing the Rural Caucus

Each caucus may elect one (1) alternate to the Executive Committee.

One representative of the County Administrative Officers Association of California and one representative of the County Councils' Association of California shall serve as advisors to the Executive Committee.

Each year, a County Supervisor is nominated by the President from the Board of Directors to serve as Treasurer for the association. That appointment is ratified by the Executive Committee. The role of the Treasurer is intended to provide more involved Executive Committee oversight of the association budget and other financial reports.

### **D. BOARD OF DIRECTORS**

The Board of Directors is composed of up to sixty-two (62) members: one designated supervisor member from each California member county, plus the President, Immediate Past President, First Vice President, and Second Vice President of CSAC.

Each county Board of Supervisors may designate additional county supervisors from their board as alternate CSAC board members for purposes of voting in the absence of the designated board member.

Caucus chairs, policy committee chairs and representatives from affiliate groups may serve as ex officio, non-voting associates of the Board of Directors. One representative each from the following entities may serve as advisors to the Board of Directors: County Administrative Officers Association of California (CAOAC), the County Councils' Association of California, and CSAC Corporate Associates.

Except as provided in Paragraph V(E), a simple majority of members present and voting following the establishment of a quorum for board meetings is required to pass action items, except (1) A two-thirds affirmative vote of all board members is required to amend the CSAC Constitution; (2) Adoption of a position on a ballot proposition (oppose or support) requires the affirmative vote of at least fifty percent

plus one of the member counties; and (3) CSAC's financial involvement in issue campaigns requires approval by a 2/3 vote of the membership of the Board.

**E. CAUCUSES AND CAUCUS CHAIRS**

Caucus Chairs, elected by the respective caucuses, represent the Urban, Suburban and Rural Caucuses of CSAC respectively.

Caucuses can develop and adopt their own policy positions, but the Board of Directors must approve caucus policy prior to it becoming CSAC policy. Individual county resolutions may flow through the caucuses to the appropriate policy committees for recommendation to the Executive Committee and Board of Directors.

**F. POLICY COMMITTEE CHAIRS**

Policy Committee Chairs are nominated by the President and confirmed by the Executive Committee, and are responsible for policy development in the following areas:

- Administration of Justice
- Agriculture, Environment and Natural Resources
- Government Finance and Administration
- Health and Human Services
- Housing, Land Use and Transportation

Policy chairs maintain an ex-officio, non-voting seat on the Board of Directors.

**IV. ELECTIONS**

**A. RULES AND PROCEDURES FOR ELECTION OF OFFICERS AND EXECUTIVE COMMITTEE**

**B. NOMINATION PROCESS FOR CSAC OFFICERS**

Positions for CSAC officers are to be filled by their respective caucuses.

Nominees must be supervisors from the appropriate caucus. More than one candidate may be nominated and nominations may be made from the floor at the General Assembly.

Officers first come in as second vice-president and move up through the ranks each year upon the vote of their caucus. Election of the Second Vice-President rotates through the various caucuses in the order of Rural, Urban, and Suburban. For future calculation purposes, under the established rotation of officers, officers selected for 2014-15 were as follows:

President:	Suburban
First Vice President:	Rural
Second Vice President:	Urban

**C. NOMINATION PROCESS FOR EXECUTIVE COMMITTEE MEMBERS**

Nominees must be members of the CSAC Board of Directors representing counties included within the caucus.

A caucus may nominate as many candidates for their Executive Committee positions as desired, but only the following number will be elected:

Urban Caucus:	6
Suburban Caucus:	3
Rural Caucus:	2

In addition, each caucus may nominate one alternate member. See appendix.

A caucus may nominate more than one candidate for a CSAC office and also nominate one or more of those candidates for a position on the Executive Committee.

The election of the CSAC officers will take place prior to the election of the Executive Committee members by the Board of Directors. If a candidate is elected to a CSAC office, and is also a candidate for the Executive Committee, the caucus chair need only withdraw that candidate's name at the meeting of the Board of Directors.

**D. ELECTION OF OFFICERS**

The election of officers will take place at the General Assembly during CSAC's Annual Conference.

The caucus chairs will present their nominations to the Presiding Officer who will then call for nominations from the floor. Any supervisor may nominate, but the nominee must come from the appropriate caucus.

A quorum of one-third of the Association membership must be present to elect. Presence for purposes of establishing a quorum for election of officers is based on registration at the Annual Conference.

Voting for uncontested offices may be by hand or by voice vote, or by secret ballot at the ruling of the President. Voting for contested offices must be by secret ballot. Election to office requires the majority vote of members present and voting. If no nominee receives a majority vote, the two nominees receiving the greatest number of votes shall participate in a runoff election.

**E. ELECTION OF EXECUTIVE COMMITTEE MEMBERS**

The Board of Directors will meet Thursday afternoon at CSAC's Annual Conference, immediately following the General Assembly, to elect the Executive Committee. Only elected Directors or alternates may sit on the Board at this meeting. The Board quorum requirement is forty percent of the members of the Board of Directors.

Voting: The President will place the nominees from each caucus before the Board for election. Election requires the majority vote of the Board members present. If a

nominee fails to receive a majority vote on the first ballot, the two nominees receiving the greatest number of votes will participate in a runoff.

## **V. VOTING**

### **A. GENERAL VOTING REQUIREMENTS**

The Board of Directors is the final authority for any matter requiring a vote, except as provided in the Constitution relative to Executive Committee and general membership powers. In order to ensure as broad participation as possible, members may participate in all meetings by phone. Participation by phone counts toward constituting a quorum and for meeting any voting threshold standards. Members may vote over the phone.

Matters requiring votes can take four forms:

- Consensus
- Voice votes
- Roll call votes
- Weighted votes

### **B. ALTERNATES**

The Executive Committee allows three (3) alternates, one from each caucus. Alternates may participate in meetings in addition to all other members and may participate in consensus votes. They may only participate in roll call votes if they are replacing an absent member from their caucus.

For Board of Director meetings, each Board of Supervisors will notify CSAC of a voting alternate for their county who can only be another supervisor from that board. Alternates must be designated by a minute order or letter from the Chairman of the Board of Supervisors from the county. Board alternates may participate in meetings in addition to all other members and may participate in consensus votes. They may only participate in voice, roll call, or weighted votes if they are replacing the absent board of director member from their county. Officers do not have alternates.

### **C. CONSENSUS, VOICE, ROLL CALL VOTES**

Task forces, policy committees, the Executive Committee, and the Board of Directors and caucuses may all employ consensus, voice, and roll call votes. (Each caucus has its own voting procedure for electing its Executive Committee representatives. See Appendix).

### **D. CAUCUSES**

Each caucus may develop and adopt its own policy positions. However, their policies will not become CSAC policy unless adopted by the CSAC Board of Directors. Votes taken in the caucuses will be by a one-county, one-vote rule of those present and voting.

## **E. WEIGHTED VOTES**

Notwithstanding Paragraph III(A), weighted votes can be requested by any Board member, with a required second from another Board member.

Weighted voting can only be employed by the Board of Directors (not by the Executive Committee, Policy Committees, or task forces).

Weighted vote will be a roll call vote. Weighted votes must be cast in whole by the voting county and may not be split. A simple majority of the weighted votes of members present and voting is required for passage of an action item except: (1) amendments to the CSAC Constitution require 2/3 of the weighted votes of all Board members; (2) CSAC's financial involvement in issue campaigns requires approval by a 2/3 of the weighted votes of the Board members; and (3) adoption of a position on a state ballot proposition by the Board requires both a majority of the weighted votes of members present and a minimum of fifty percent plus one of the member counties must cast votes (regardless of weight).

- Weighted votes are based on a CSAC dues structure formula with a ceiling and floor. Votes per county under the formula range from one (1) vote for the lowest dues bracket to fourteen (14) for the highest dues bracket. (See "Weighted Voting System Schedule of Votes Per County" in Appendix)

The Executive Committee may review the distribution of weighted votes among members and the dues brackets, and recommend changes to the Board of Directors, following the Decennial Census of the U.S. Census Bureau. (See "Weighted Voting System Schedule of Votes Per County in Appendix.)

## **VI. DEVELOPING CSAC POLICY AND POLICY COMMITTEES**

### **A. OPERATING PROCEDURES FOR POLICY COMMITTEES**

(Amended by the CSAC Board of Directors on September 5, 2013)

These guidelines define the role and operational procedures for all policy committees of the California State Association of Counties.

#### **1. ROLE**

Policy Committees provide a smaller, focused, and more frequent setting for discussion and potential recommendations on matters of importance to California counties. Policy Committees are charged with reviewing the County Platform that guides CSAC policy positioning on issues and legislation and recommending amendments; reviewing legislation and ballot propositions, as needed; and serving as a forum for discussing issues within the policy arena, often helping clarify CSAC positions on legislation in the interim between Executive Committee and/or Board of Director meetings. Any changes to the platform and to existing policy through action of the Policy committee, however, must be forwarded to the Executive Committee and then to the Board of Directors for action at their next meeting(s).

## **2. COMPOSITION**

There are five policy committees within the California State Association of Counties as currently established by the Executive Committee:

Administration of Justice

Agriculture, Environment and Natural Resources

Government Finance and Administration

Health and Human Services

Housing, Land Use and Transportation

Each policy committee may have a number of subcommittees and/or task forces that are responsible for policy development and recommendations to the full committee. The number and type of subcommittees vary according to the specific needs of each policy committee.

## **3. NUMBER OF MEETINGS**

Each policy committee meets at least two times per year at the CSAC Legislative Conference and at the Annual Meeting, but may meet more often, at the call of the chair, as circumstances and issues may dictate.

## **4. POLICY COMMITTEE CHAIR**

Committee chairs and vice chairs are appointed annually by the CSAC President following the annual meeting in November and ratified by the Executive Committee. Although geographic distribution should play a role in the appointments, other factors such as policy area expertise, political expertise, leadership abilities, commitment to work, and ability to testify should be given weight in the selection. Committee chairs and/or vice chairs, accompanied by CSAC staff, make their reports and recommendations in person to the CSAC Executive Committee and the CSAC Board of Directors at their meetings held throughout the year.

## **5. POLICY COMMITTEE MEMBERSHIP**

Since policy committees form the foundation for the CSAC policy development process, which guides CSAC staff action, active participation by supervisors is key to a strong and effective statewide association. Committee chairs and vice chairs are responsible for encouraging supervisors to become members who are knowledgeable in the specific policy area and who will actively participate in policy development and lobbying. CSAC encourages each county to assign supervisors from their county to serve on each of the five policy committees. This is a practice that has proven effective at expanding participation in CSAC policy setting by those counties who use it.

Committee membership is open to all board of supervisors members. Supervisors may serve on more than one policy committee. New supervisors are encouraged to participate.

## **6. AFFILIATE GROUP REPRESENTATION**

The role of affiliate groups is to advise and recommend. Each affiliate group shall have one voting representative on each appropriate policy committee and that representative shall speak for the interests of his/her group. Affiliate groups have a vote on policy committees, subcommittees and task forces as outlined in the Policy Committee Voting Procedure (below). Affiliate groups are also actively involved with CSAC staff in the technical aspects of policy development, interpretation and implementation.

## **7. COUNTY ADMINISTRATIVE OFFICERS ASSOCIATION OF CALIFORNIA (CAOAC)**

The CAOAC shall have one voting representative on each policy committee as outlined in the Policy Committee Voting Procedure (below).

## **8. CORPORATE PARTNERSHIP PROGRAM**

The Corporate Partnership Program was created to foster a closer working relationship between business and local government. This program provides opportunities for private sector companies to join with public officials on topics of mutual interest. The Corporate Partners may have one non-voting liaison to each policy committee.

## **9. POLICY COMMITTEE VOTING PROCEDURE**

Each member of a policy committee (supervisor, county administrator and affiliate group representative) shall have one vote on all policy committee actions. However, if a supervisor member of a policy committee requests a roll call vote on any action before the policy committee, only supervisor members of the policy committee shall vote on that action. Only one vote per county is allowed on a roll call vote.

## **10. CSAC LEGISLATIVE PLATFORM**

Every two years, at the start of a new two-year legislative session, prior to the CSAC annual meeting, policy committees will review the Legislative Platform in their policy area and, if necessary, prepare a written report of suggested changes which is reviewed by the policy committee at the CSAC annual meeting or a special meeting. In addition, any board of supervisors member may submit through the policy committee suggested changes to the platform in writing, not later than two weeks prior to the CSAC annual meeting, so that they may be reviewed by a policy committee at the annual meeting.

The committee shall review all suggested changes to the platform at the annual meeting corresponding to the two-year State legislative session and make recommendations in writing to the CSAC Board of Directors at their first meeting of the next calendar year. The Board of Directors shall review the draft changes and submit any proposed changes to the policy committee for their review at their next meeting, usually at the CSAC legislative conference. The Board of Directors shall review the policy committee recommendations and adopt the revised Legislative Platform at their meeting during the legislative conference.

The legislative platform is intended to guide CSAC legislative efforts during the term of a legislative session. However, the platform is a living document and may be amended by the Board of Directors by actions taken in response to immediate policy issues.

## **11. TASK FORCES**

In the case of special issues, a policy committee chair may request the CSAC President to appoint task forces or special purpose committees to make recommendations on policy. In such cases, the President acting on recommendations from a particular policy chair may create such a committee with a timeframe for the sunset of the committee established at the time of task force creation.

## **B. CSAC POLICY DECISION PROCESS**

The diverse interests and constituencies of CSAC's members require a formal process for the consideration of policies that will carry the support or opposition of the organization. Policy proposals may generate from several sources:

- 1) The CSAC President may appoint a task force, which may recommend a proposed policy to a policy committee;
- 2) A caucus, county, or regional association may recommend a proposed policy to a policy committee.
- 3) A member supervisor, or CSAC staff may recommend a proposed policy to a policy committee.

Such recommendations for policy shall be considered resolutions. In the case of options (1) and (2) the policy committee shall consider the proposed policy and shall make a recommendation on the proposed policy to the Executive Committee, which may decide whether to forward a recommendation to the Board of Directors for final action. In the case of option (3) the policy committee is not required to take action or make a recommendation and may choose to not forward the item. If it does recommend a change in policy through support or opposition, however, it must be forwarded upward to take effect. If the proposed policy receives an affirmative vote of the Board of Directors, as defined in the constitution, it becomes CSAC policy.

An exception to the policy development procedure described above would exist where a policy committee convenes during the course of a meeting in which the Board of Directors also meets. Under those circumstances, the action of a policy committee may be referred directly to the Board of Directors for its consideration, without the recommendation of the Executive Committee.

## **C. STATE BALLOT PROPOSITION POLICY**

CSAC Officers will assign qualified propositions to appropriate policy committees. Propositions will be so assigned when, in the assessment of the Officers, the propositions fall within existing policy in the CSAC Legislative Platform, or when the proposition poses a direct impact on county government.

Staff recommendations on propositions will be presented to the Officers and to policy committees based upon existing CSAC Legislative Platform principles, or in the absence of clear existing policy, based upon direct impact, if any, to county government.

Propositions should be reviewed by policy committees, and recommendations presented to the Executive Committee by the policy chair, or staff on behalf of the policy chair. Propositions placed on the Executive Committee agenda for debate and action should be limited to those which are recommended by the policy committee for “support” or “opposition.” Propositions for which no action is recommended by a policy committee will be provided to the Executive Committee on an informational basis. No discussion will be required on these items. Policy committee recommendations shall be the first motion made. No substitute motion can be made until the committee recommendation has been voted upon.

Executive Committee members may participate in the discussion and voting by phone.

After voting, the Executive Committee forwards its recommendation to the Board of Directors for action.

Propositions for which no action is recommended by the Executive Committee will be provided to the Board of Directors on an informational basis. No discussion will be required on these items.

Any member of the Board of Directors can request consideration of a ballot proposition not otherwise slated for discussion. However, such request must first receive a favorable vote by the Board before discussion can proceed.

Proponents and opponents may be invited to speak at the Board of Directors meeting for a maximum of 5 minutes each.

Adoption of a position on a ballot proposition (support or oppose) will require at least fifty percent plus one of the member counties. In the case of a call for weighted voting, for purposes of a quorum and for voting, at least fifty percent plus one of the member counties must be present. There will only be one vote per county on ballot propositions. Members may participate and vote by phone.

In most circumstances, policy consideration will be given only to qualified propositions. In the event that a proposed ballot measure has a direct impact on county government and staff recommends early consideration of such a measure, the CSAC Officers may direct a policy committee to review and make a recommendation on the proposed measure. The policy committee recommendation will then be forwarded to the Executive Committee for discussion. The CSAC Board of Directors will then consider the recommendation of the Executive Committee. Understanding that circumstances under which such action may take place are unique and infrequent, the CSAC Officers will guide CSAC’s activities on such measures and the Executive Committee and Board of Directors will receive regular updates on CSAC involvement. This procedure will permit CSAC to engage in a proactive role in development of initiatives and response to initiatives under consideration.

Every effort should be made for the Board of Directors to make the final decision on a ballot proposition. There may be rare circumstances where there is not enough

time for a Board meeting before an election. In this case, the decision of the Executive Committee will serve as CSAC's position on the proposition.

**D. FINANCIAL INVOLVEMENT IN ISSUE CAMPAIGNS**

(Adopted by the CSAC Board of Directors on December 3, 2008)

Recognizing that there is an increasing trend toward resolving public policy issues at the ballot in California, CSAC is prepared to participate financially in campaigns for or against those measures that have a direct impact on counties' authority, function, or fiscal health. Staff recommendation for such participation will be presented to CSAC officers, who may then direct staff to bring the issue to the Executive Committee. The Executive Committee will evaluate the issue and make a recommendation for action to the Board of Directors based on existing CSAC Legislative Platform principles, or in the absence of clear existing policy, based upon direct impact, if any, to county government. Staff may also recommend options for financial participation in a campaign, such as the formation of a political action committee (PAC) for purposes of fundraising for such activities or other means of financial participation.

If the Board of Directors, with a 2/3 vote of the membership approving, approves financial participation for purposes of financially supporting or opposing a given issue, staff will establish a financial participation plan for approval. CSAC will abide by all state laws governing political reporting and use of funds and will rely upon legal counsel opinion and analysis to ensure that funds are identified and segregated in accordance with such laws and regulations. At no time will public funds be utilized in any manner in support of an issue campaign. CSAC shall segregate and account for public and private funds accordingly, ensuring that at no time will public funds be utilized for campaign-related activities, including overhead and other administrative costs. If the formation of a PAC is approved, the PAC will function to support CSAC activities related to the specific issue and may be discontinued upon resolution of the issue by a majority vote of the Board of Directors.

**VII. ADMINISTRATIVE POLICIES & PROCEDURES**

**A. DUES STRUCTURE POLICY**

(Adopted by the CSAC Board of Directors on November 21, 2002)

Effective FY 2002-2003, CSAC adjusted dues upward according to the following general principles and formula.

**1. GENERAL PRINCIPLES**

Population is the most equitable statistic to use in developing a dues formula, since all county general purpose revenue allocations are primarily based on population.

Dues are calculated based on county population data from the most recent U.S. Census.

Dues calculations will take into consideration population adjustments in both the overall county and within the unincorporated areas.

1. Any new formula will need to be phased in if significant changes to present dues occur.

2. A dues cap will continue to be utilized so no county carries the majority of the dues burden.
3. There may be a need for an annual adjustment to the dues schedule (separate from this dues equity adjustment necessitated by the Census population a growth) that takes into account potential increases in operations.

## 2. **FORMULA**

- a. Dues are calculated based on averaging the increase/decrease in overall county population during the 1990s with the increase/decrease in a county's unincorporated population during that same period.
- b. In adjusting dues based on Census data, no county will have its dues increased by more than 14% -- the amount of California's population growth in the 1990s.
- c. No county will pay more than 12% of the overall dues collected by the association.
- d. The dues structure will be phased in over a five-year period to minimize impact to county budgets.

## **B. APPOINTMENTS TO THE CSAC FINANCE CORPORATION**

1. As of September 19, 2014, the CSAC Executive Committee is tasked with appointing members of the CSAC Finance Corporation Board of Directors. The CSAC Finance Corporation Board of Directors is comprised of three county supervisors (each representing an urban, suburban, and rural county), two county administrative officers, one treasurer-tax collector or chief financial officer, one auditor-controller or chief financial officer, one city, special district, COG or retired county employee, two public members, and the CSAC Executive Director. Members of the Board of Directors (with the exception of the CSAC Executive Director) serve staggered 3-year terms. The Executive Committee may select any qualified candidate, but in exercising its discretion should consider and give strong preference to candidates who demonstrate the following: (1) excellent character, leadership skills and commitment to work on behalf of California's counties; (2) experience as a Finance Corporation Board member, including history of active participation, contribution to the success of the Finance Corporation programs and a desire to continue to serve; (3) the benefits associated California's diversity, including geographic area, county population, professional and personal experience; and (4) the potential to advance and grow the Finance Corporation in the future through creativity, innovation and thought-leadership .
2. The CSAC Officers shall conduct interviews of candidates and make a recommendation to the Executive Committee.
3. The CSAC Executive Committee shall make appointments annually by a majority vote. The CSAC Executive Committee will accept nominations from its members or from the CSAC Finance Corporation Board. The Executive Committee may either reappoint an existing Finance Corporation Board member to serve an additional term, or appoint a new individual to

serve. The CSAC Finance Corporation will notify the CSAC Executive Committee if a seat becomes vacant before its term is completed. Any such vacancy in the CSAC Finance Corporation Board of Directors shall be filled by a majority vote of the CSAC Executive Committee and the director selected to fill such vacancy shall hold office for the balance of the unexpired term of the vacant seat, and until his or her successor has been appointed.

### **C. ANNUAL MEETING SITE SELECTION POLICY**

The “Annual Meeting” is the marquee event for the California State Association of Counties. The location of this meeting, in terms of both geography and venue, is critical to the overall success of the meeting.

The CSAC Annual Meeting will alternate between Northern and Southern California. Whenever feasible, CSAC will utilize as many counties as possible over a period of time to celebrate our members’ diversity and uniqueness.

Eligible counties and locations must meet specific criteria, including:

#### 1. CSAC Meeting Purposes and Objectives

Nearby hotel facility or facilities must have approximately 500 sleeping rooms available for up to four nights.

The conference facility must have be within short walking distance of hotels.

The conference facility must be able to house the vast majority of CSAC and affiliate meetings (eg. 50,000 sf of meeting space). Overflow meeting space must be available at a close-by facility.

The conference facility must have the ability to house an Exhibit Hall of approximately 120 booth spaces.

#### 2. CSAC Budget Requirements

Meeting facility costs (including conference space, meals and hotels) must fit within CSAC budget requirements in order to ensure that registration fees are kept reasonable.

#### 3. CSAC Member Preferences

Locations should be chosen based on the preference of a county to host the conference.

It is strongly desired that the “host county” play an active role in the planning, implementation and ultimate success of the Annual Meeting.

#### 4. Process

To allow for adequate planning, CSAC will book its annual meetings four (4) years in advance. Each year, a new recommendation will come before the Executive Committee and Board for consideration.

CSAC Staff will research potential counties and venues for annual meetings. An analysis and recommendations on sites will be brought to the Executive Committee and Board of Directors for review and final decision.

## **D. CSAC STAFF CONTRIBUTION POLICY**

(Adopted by the CSAC Board of Directors on September 5, 2013)

CSAC staff has the right to voluntarily contribute their time or money to any political campaign. However, in order to avoid the appearance that such contributions are compulsory, county supervisors shall not directly solicit contributions from CSAC staff for all elections. Mass mailing or e-mail solicitations are not considered direct solicitations.

## **E. CSAC FINANCIAL POLICIES**

1. CSAC shall implement financial policies to strengthen the fiscal stability of the association through the establishment of operative and capital reserves and to ensure the strongest return on association resources through the establishment of a procurement policy, investment policy, and other policies as needed.
2. Operating Reserve and Capital Improvement Program reserves serve to strengthen the fiscal stability of the association, provide resources to fund unanticipated expenses or priorities, as well as plan for appropriate management of its capital assets.
3. The Investment Policy guides the management of financial accounts, particularly with respect to the appropriate investment of operating and reserve funds to best protect and grow association revenues.
4. The Procurement Policy provides for the most cost effective service delivery model through the competitive procurement of goods and services.
5. In any fiscal year ending with a fund balance, funds shall be allocated in the following priority order:
  - a. Funds required to meet the required 6-month operating reserve.
  - b. Up to \$250k of additional fund balance shall be allocated to the Capital Improvement Program.
  - c. Additional contributions to the operating reserve and/or capital improvement program.
  - d. Other association priorities as determined by the Executive Director, in consultation with the Treasurer.

## **F. CSAC OPERATING RESERVE POLICY**

1. The purpose of this Policy is to establish an operating reserve for the California State Association of Counties (CSAC) to ensure long-term fiscal stability of the association.
2. CSAC shall maintain an operating reserve of six months of the annual operating budget, less expenditures for the Litigation Program and other restricted expenditures.
  - a. The six-month operating reserve shall be met or exceeded unless there is a significant change in revenues or expenditures or an identified association priority on the use of funds as determined by the Executive Director, in consultation with the Treasurer of CSAC.
  - b. To address significant changes to revenues or expenditures, or to meet association priorities, the Executive Director may utilize reserve funds, in consultation with the Treasurer of CSAC.
  - c. To the extent the operating reserve falls below the six-month target, funds should be replenished to meet the target within three years.

3. The operating reserve policy shall be reviewed periodically to ensure it continues to meet association priorities.

**G. CSAC CAPITAL IMPROVEMENT PROGRAM**

1. The Capital Improvement Program shall be established for the California State Association of Counties (CSAC) to plan for and manage the association’s capital assets.

2. CSAC shall establish a Capital Improvement Program as a sub-account of Association Reserves.

a. The capital improvement program shall receive up to \$250k in available fund balance each year. The contribution shall be met or exceeded unless there is a significant change in revenues or expenditures or an identified association priority on the use of funds as determined by the Executive Director, in consultation with the Treasurer.

b. To plan for or address significant capital improvement needs, the Executive Director may utilize reserve funds, in consultation with the Treasurer.

c. Capital Improvement funds shall be used for the following purposes:

i. Large anticipated capital projects required to extend the life of the association’s assets such as to replace the roof or the boiler.

ii. Unanticipated capital projects exceeding \$5,000 not otherwise funded by the budget.

iii. Other association priorities as determined by the Executive Director, in consultation with the Treasurer.

3. The capital improvement program reserve policy shall be reviewed periodically to ensure it continues to meet association priorities.

**H. INVESTMENT POLICY**

It is the policy of the California State Association of Counties that investments may be made in any instruments or securities that are considered eligible investments for California counties.

Investments outside the bank of record for the California State Association of Counties require prior approval from the Corporation’s Treasurer.

**I. PROCUREMENT POLICY**

CSAC shall procure goods and services in a manner that most effectively allows for the management of the costs of the goods and services required to meet the association’s needs. Goods and services exceeding \$50,000 annually shall be competitively bid every three years with proposals solicited from at least three firms whenever practical.

Proposals will be evaluated based on a combination of factors that result in the best value to the association, including but not limited to:

- a. Understanding of the work required by the association.
- b. Quality and responsiveness of the proposal.
- c. Demonstrated competence and professional qualifications necessary for satisfactory performance of the work required by the association.

- d. Recent experience in successfully performing similar services.
- e. References, background, and related experience of the specific individuals to be assigned to the work.
- f. Proposed compensation.

To ensure stability and continuity of the association, competitive bidding may be waived for specialized goods and services only to the extent the time, cost, or particular service market would make it impractical or would disrupt the priorities of the association. Multi-year contracts exceeding three years are permissible to the extent that doing so results in a substantial cost or service benefit to the association.

#### **J. TRAVEL AND EXPENSE POLICY FOR CSAC OFFICERS AND NACO REPRESENTATIVES**

The CSAC Officers, National Association of Counties (NACo) Board of Directors and Western Interstate Region (WIR) Board of Director representatives shall receive full reimbursement for travel, registration and meals in the course of all CSAC and NACo business.

Overall expenditures are to be kept to a moderate level. It is understood that CSAC's association business will at times include the purchase of alcoholic beverages. CSAC volunteer leaders shall use good judgment and keep these purchases at reasonable levels.

#### **K. ANNUAL MEETING EXPENSE POLICY FOR CSAC OFFICERS**

CSAC Officers receive complimentary conference registration to the Annual Meeting and to any other CSAC meeting they attend. They also receive one complimentary Annual Banquet ticket, if needed, for a guest to accompany him/her to the banquet.

CSAC Officers receive a complimentary one-bedroom suite for the duration of the meeting (Monday or Tuesday through Friday). The suite will have complimentary wine/beer/soft drinks. If any additional items are needed, CSAC's Conference Coordinator is authorized to approve all requests. The suite is billed to the CSAC Master Account. Any personal charges such as room service, phone calls, laundry, etc. are not reimbursable by CSAC and are the responsibility of the Officer.

Transportation charges incurred are reimbursed by CSAC.

#### **L. PAST PRESIDENTS' COUNCIL**

All former CSAC presidents are eligible to participate in the CSAC Past Presidents' Council, which is chaired by the Immediate Past President. The Council meets twice yearly, in conjunction with CSAC's legislative and annual conferences. Past presidents receive complimentary registration to both conferences.

Past presidents are a valuable leadership resource and may assist with various CSAC activities such as advocacy, identifying and recruiting other supervisors to serve on CSAC committees, and Challenge Award judging. In addition, the Council annually selects an individual who has made a significant contribution to the state or his or

her community to be recognized with a Lifetime Achievement Award. This award is presented during CSAC's annual conference.

**M. CIRCLE OF SERVICE AWARD POLICY**

1. DEFINITION OF AWARD

The Circle of Service Award is presented to provide recognition to county officials, employees and other CSAC members whose service to the county family, CSAC membership and CSAC goals is substantially above and beyond the norm. Examples include policy committee chairs, task force members, affiliate presidents, special legislative advocacy efforts, Corporate Associate members, and department officials whose service to CSAC or another county, not their own, sets them apart.

2. AWARD RECIPIENT SELECTION

Recommendations are made annually to the CSAC Executive Committee, which then determines who should receive the CSAC Circle of Service Award. There is no specific number of awards presented annually.

3. PRESENTATION OF AWARD

Circle of Service recipients are recognized and presented with their awards either at a Board of Supervisors meeting in the recipient county, during the CSAC Annual Meeting, or at a CSAC Board of Directors meeting.

**N. DISTINGUISHED SERVICE AWARD POLICY**

1. DEFINITION OF AWARD

The Distinguished Service Award is presented to the person or persons who have made the greatest contribution to the improvement of government in California, particularly as it related to county government.

Examples include constitutional officers, legislators, senior administration staff, and county officials. .

2. AWARD RECIPIENT SELECTION

Recommendations are made annually to the CSAC Executive Committee, which then determines who should receive the CSAC Distinguished Service Award. There is no specific number of awards presented annually.

3. PRESENTATION OF AWARD

Distinguished Service recipients are recognized and presented with their awards during the CSAC Annual Meeting.

**APPENDIX**

**CSAC RURAL CAUCUS POLICY FOR SELECTING EXECUTIVE COMMITTEE MEMBERS AND NOMINATING OFFICERS**

The CSAC Executive Committee shall include four rural members, including one officer and one alternate. Authority for the conduct of the caucus rests with each caucus. The following policy was adopted by the Rural Caucus.

1. No supervisor shall serve more than two consecutive one-year terms on the Executive Committee.
2. The position is rotated through the sub-sections. A sub-section whose representative is a CSAC officer shall have no other members on the Executive Committee, except for the alternate, who may be from any sub-section.
3. Elections to nominate CSAC officers and elect Executive Committee members shall be by secret ballot. When there is no opposition, a voice vote shall replace the secret ballot.
4. The option to vote by phone shall be available to any representative who has registered for the CSAC event at which the Caucus meeting is being held. Any phone votes shall be witnessed by at least two staff members.
5. After the ballots are counted by CSAC staff, the Caucus chair shall certify the totals and announce the result. The chair shall make the ballots available for examination upon request.
6. Rural counties are divided into three sub-sections:

<u>Group A</u>	<u>Group B</u>	<u>Group C</u>
Del Norte	Glenn	Alpine
Humboldt	Lassen	Amador
Inyo	Modoc	Calaveras
Kings	Plumas	Colusa
Lake	Sierra	El Dorado
Madera	Siskiyou	Nevada
Mariposa	Tehama	Sutter
Mendocino	Trinity	Tuolumne
Mono		Yuba
San Benito		

**SUBURBAN CAUCUS POLICY FOR EXECUTIVE COMMITTEE MEMBER SELECTION**

The CSAC Executive Committee is comprised of three regular members, one alternate, and one or two officers (depending on the officer rotation) from the suburban caucus. Authority for the conduct of the caucus rests with each caucus. The Suburban Caucus adopted a policy in March of 2006 that attempts to provide representation from areas throughout the state while allowing adequate flexibility to accommodate individuals particularly well-qualified to serve regardless of geographic considerations.

Member counties are divided into three groups, and one member is selected from each group. The officer and alternative members may be selected from any suburban county.

**MEMBERSHIP (18)**

Butte	Monterey	Shasta
Napa	Solano	Placer
Sonoma	Imperial	San Joaquin
Stanislaus	Kern	San Luis Obispo
Tulare	Marin	Santa Barbara
Yolo	Merced	Santa Cruz

**GROUPING OF COUNTIES**

<u>Group 1</u>	<u>Group 2</u>	<u>Group 3</u>
Butte	Merced	Imperial
Marin	San Joaquin	Kern
Placer	Santa Cruz	Monterey
Napa	Solano	San Luis Obispo
Shasta	Stanislaus	Santa Barbara
Sonoma		Tulare
Yolo		

**METHOD OF SELECTION**

Executive Committee nominees shall consist of one member from each group. The officer and alternate shall be selected from any suburban county in the state.

**TERM OF OFFICE**

A member may serve three consecutive years. This three-year limitation is not applicable to persons serving in an officer capacity. The terms will be staggered by group. Alternates are elected each year.

Note: If a seated member is no longer able to serve on the Committee, a replacement from that group would be elected to serve for the remainder of that group’s term.

**URBAN CAUCUS POLICY FOR SELECTION OF EXECUTIVE COMMITTEE MEMBERS**

The Executive Committee is comprised of six regular members, one alternate, and one or two officers (depending on the officer rotation) from the urban caucus. In past years there has been an informal rotation among the urban counties, whereby a county is on for two years and off one year. Los Angeles County maintains a permanent seat on the Executive Committee.

The following rule was adopted in 1993 by unanimous vote of the Urban Caucus: “The primary criterion for recommendation to the Executive Committee shall be the willingness to participate and attend the meetings of the Committee. The rotation schedule shall be used as a secondary method for selection if more counties are interested in appointment than seats available.”

*Adopted by CSAC Board of Directors April 18, 1991 and amended November 30, 2000, November 29, 2001, and September 5, 2013.*

**WEIGHTED VOTING SYSTEM SCHEDULE OF VOTES PER COUNTY**

<b>Dues Bracket</b>	<b>County</b>	<b>No. of Votes</b>
1	Los Angeles	14
2	Orange	13
2	San Diego	13
3	Santa Clara	12
3	Alameda	12
3	Sacramento	12
3	San Bernardino	12
3	San Francisco	12
4	Riverside	11
4	Kern	11
4	Contra Costa	11
4	San Mateo	11
5	Ventura	10
5	Fresno	10
6	San Joaquin	9
6	Sonoma	9
6	Santa Barbara	9
7	Monterey	8
7	San Luis Obispo	8
7	Marin	8
7	Tulare	8
7	Stanislaus	8
7	Solano	8
8	Santa Cruz	7
8	Placer	7
8	Merced	7
9	El Dorado	6
9	Shasta	6
9	Napa	6

<b>Dues Bracket</b>	<b>County</b>	<b>No. of Votes</b>
9	Butte	6
9	Kings	6
9	Humboldt	6
9	Yolo	6
9	Mendocino	6
9	Imperial	6
10	Nevada	5
10	Madera	5
10	Lake	5
11	Tuolumne	4
10	Sutter	5
11	Siskiyou	4
11	Yuba	4
11	Tehama	4
11	Amador	4
12	Inyo	3
11	Calaveras	4
11	Plumas	4
12	Glenn	3
12	Mono	3
12	San Benito	3
11	Mariposa	4
12	Colusa	3
13	Lassen	2
13	Del Norte	2
13	Trinity	2
14	Modoc	1
14	Sierra	1
14	Alpine	1

**California State Association of Counties (CSAC)  
Organizational Structure – January 2018**

