

## President's Message

Janet Salvetti, Finance Director, City of Stockton

### It's Been a Busy Few Months

On the road.....

Since becoming President I have had the privilege of representing CSMFO at several conferences. My first official duty as President was in April when I was the guest of CMTA at their annual conference in San Diego. It has been many years since I had attended their conference and enjoyed renewing contacts as well as seeing firsthand how effective CMTA is. The Treasurer's Association did a great job of picking sessions that were truly relevant to the issues facing the treasury functions in our organizations.

In June I was off to San Antonio and the GFOA Conference. I was pleased to find out that California was well represented with several hundred attendees. In a conference of that size it was difficult to find other Californians, so I have recommended to Mark that he may want to get started a bit earlier in organizing a meeting spot next year in Montreal.

The Washington Finance Officer's Association (WFOA) invited me to be their guest in Seattle for their 50<sup>th</sup> anniversary conference held in mid-September. Last year when Anita returned from WFOA she was really excited about how their organization is structured and

*(continued on pg. 6)*

## 2006 CSMFO Annual Conference

The 2006 Annual conference is just around the corner. In keeping with our theme "Rising to New Heights in Finance", we're looking to introduce you to a keynote speaker who has definitely risen to new heights.....by climbing Mt. Everest! Humor and motivation will be the theme of this year's conference. So mark down February 21 - 24, 2006, and join us at the Palm Springs Wyndham Hotel and Convention Center! The golf tournament will be held on Tuesday, February 21<sup>st</sup>, at the Desert Willow Country Club. The pre-conference seminar will be held on Wednesday morning, February 22<sup>nd</sup>. Our gala on Thursday evening will definitely be one you won't want to miss! A 1940's themed black and white event (no, formal attire isn't required!), with exciting foods, music from the 40's to the 90's, and casino tables to keep your energy levels up while you take a break from dancing. So keep the dates open, and keep reading the MiniNews for more information!



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*Take advantage of our monthly publication by sharing your ideas with us. CSMFO is always seeking input from all members on topics in any department section. Don't forget to visit the website at [www.csmfo.org](http://www.csmfo.org) for the latest news or call us at 916/658-8210!*

**The MININEWS**  
is your newsletter!

**2005 CSMFO****Officers and Directors****President,**

Janet Salvetti, Stockton

**President-Elect,**

Mark Alvarado, Monrovia

**Past President,**

Anita Lawrence, Camarillo

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Thomas Fil, Belmont

Dennis Danner, Newport Beach

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Pamela Arends-King, Seal Beach

Cindy Guziak, Orange County

Fire Auth.

**Career Development**

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Christy Pinuelas, Camarillo

Greg Baird, Modesto

Ronnie Campbell, Lakewood

Mary Bradley, Sunnyvale

**Debt, Benefits & Treasury**

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Josh Betta, South Pasadena

Bill Statler, San Luis Obispo

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Jesus Nava, Burlingame

Irwin Bornstein, Mission Viejo

**Professional & Technical Standards**

Bill Thomas, Rancho Cordova

Jesse Takahashi, Campbell

Gavin Curran, Laguna Beach

Sandra Schmidt, Las Virgenes MWD

Derek Hanway, Burbank

**Technology**

John Adams, West Hollywood

Rob Sousa, Benecia

Julia James, South Gate

**Scholarship Program**

Steve Conway, Los Gatos

Candis Hong, Thousand Oaks

**Getting To Know Your Chapter Chairs**

Anita Lawrence, Finance Director, City of Camarillo



Terrence Beaman is the Chapter Chair for the San Gabriel Chapter. The San Gabriel Chapter ranges from Santa Clarita and San Fernando on the west to Claremont on the east, encompassing 34 cities and many special districts. This is Terrence's first year as chapter chair. He has been attending chapter meetings for the past three years, and has seen some growth in attendance. The chapter meets bi-monthly at the Four Points Sheraton in Monrovia, usually the 3rd Wednesday of the month. A blend of technical and professional topics is offered. Terrence's goal is to keep finance professionals up to speed on technical financial issues, but to also focus on their professional growth. The chapter had over 50 participants at its July meeting. Terrence works very hard expanding the mailing list for his chapter, which is sent via email and U.S. mail. Terrence also recently hosted the CSMFO-sponsored Intermediate Governmental Class with a great turnout of 47 attendees.

Terrence worked for the City of Los Alamitos as Finance Manager from August 1997 until January 2003, when he moved to the City of Monrovia, where he currently serves as the Finance Division Manager. He graduated from California State University at Long Beach with a Bachelor's Degree in Accounting.

Outside of work, he stays very busy spending time with his beautiful wife, Christie, and his adorable daughter, Ashlyn. Just recently, for her 10th birthday, Ashlyn got a puppy named Denim, so he, too, is keeping the whole family very busy. Terrence enjoys traveling with his family, watching sports, spending time with good friends, and most of all, going to church and fellowshiping with God's people. Other pastimes he enjoys include partying (dancing), roller-skating, and bowling.

Terrence encourages all members to attend their chapter meetings on a regular basis. He says that it is a great way to stay in contact with your peers. He also encourages you to join your chapter's email group by going to the CSMFO Website, clicking on Chapters, then clicking again on your respective Chapter.

Finally, Terrence wants to thank everyone who supports CSMFO. He says, "Our organization is only as strong as the involvement of our members."

## Chapter Meeting Notices

### Channel Counties

Christy Pinuelas, City of  
Camarillo, Chapter Chair

**Date:** Wed., October 12, 2005

**Time:** 11:45 a.m. to 2:00 p.m.

**Place:** Camarillo Police Dept.

**Cost:** \$20.00 per person

**Topic:** TBD

**Speaker:** Gary Hall and  
Brian Whitworth  
JP Morgan Chase

**RSVP:** Jill Gordon  
805/388-5320  
jgordon@ci.camarillo.ca.us



### San Gabriel Valley

Terrence Beaman, City of  
Monrovia, Chapter Chair

**Date:** November 16, 2005

**Time:** 11:30 a.m. to 1:30 p.m.

**Place:** Four Points Hotel  
Monrovia, CA

**Cost:** \$30.00 per person

**Topic:** GASB 43-45

**Speaker:** Gary Caporicci  
Caporicci & Larson

**RSVP:** Terrence Beaman  
626/932-5567  
tbeaman@ci.monrovia.ca.us

## CSMFO Chapter Chairs

Chapter Assistant - Tawni Escudero, League of California Cities 916/658-8210 or [tescudero@cacities.org](mailto:tescudero@cacities.org)

<u>Chapter</u>	<u>Chairperson</u>	<u>Telephone</u>	<u>Email Address</u>
Central Coast	Gayla Chapman	805/473-4552	<a href="mailto:gchapman@grover.org">gchapman@grover.org</a>
Central Los Angeles	Becky Lingad	562/860-0311	<a href="mailto:becky_lingad@ci.cerritos.ca.us">becky_lingad@ci.cerritos.ca.us</a>
Central Valley	Teri Albrecht	209/577-5458	<a href="mailto:albrecht@cityofmerced.org">albrecht@cityofmerced.org</a>
Channel Counties	Christy Pinuelas*	805/388-5358	<a href="mailto:cpinuelas@ci.camarillo.ca.us">cpinuelas@ci.camarillo.ca.us</a>
Coachella Valley	Kevin McCarthy	760/346-2489	<a href="mailto:kmccarthy@cityofindianwells.org">kmccarthy@cityofindianwells.org</a>
Desert Mountain	Deb Sousa	760/240-7000	<a href="mailto:dsousa@applevalley.org">dsousa@applevalley.org</a>
East Bay	Mary Dodge	510/215-4312	<a href="mailto:mdodge@ci.el-cerrito.ca.us">mdodge@ci.el-cerrito.ca.us</a>
Imperial County	Vivia Arellano	760/356-2913	<a href="mailto:varellano@holtville.ca.gov">varellano@holtville.ca.gov</a>
Inland Empire	Laura Nomura	951/826-5972	<a href="mailto:lnomura@riversideca.gov">lnomura@riversideca.gov</a>
Monterey Bay	Marc Pimentel	831/646-3947	<a href="mailto:pimentel@ci.monterey.ca.us">pimentel@ci.monterey.ca.us</a>
North Coast	Bill Mushallo	707/543-3092	<a href="mailto:bmushallo@ci.santa-rosa.ca.us">bmushallo@ci.santa-rosa.ca.us</a>
Northeast Counties	Steve Strong	530/225-4087	<a href="mailto:sstrong@ci.redding.ca.us">sstrong@ci.redding.ca.us</a>
Northwest Counties	Carolynn Thomas*	707/441-4114	<a href="mailto:cjthomas@ci.eureka.ca.gov">cjthomas@ci.eureka.ca.gov</a>
Orange County	Esmyrna Jorge	949/707-2626	<a href="mailto:mjorge@ci.laguna-hills.ca.us">mjorge@ci.laguna-hills.ca.us</a>
Peninsula	Thomas Fil	650/595-7435	<a href="mailto:tfil@ci.belmont.ca.us">tfil@ci.belmont.ca.us</a>
Sacramento Valley	Susan Mahoney	916/725-2448	<a href="mailto:smahoney@ci.citrus-heights.ca.us">smahoney@ci.citrus-heights.ca.us</a>
San Diego County	Alison Hunter	619/336-4332	<a href="mailto:ahunter@ci.national-city.ca.us">ahunter@ci.national-city.ca.us</a>
San Gabriel Valley	Terrence Beaman	626/932-5513	<a href="mailto:tbeaman@ci.monrovia.ca.us">tbeaman@ci.monrovia.ca.us</a>
South Bay	Stella Georgious	310/524-2324	<a href="mailto:sgeorgious@elsegundo.org">sgeorgious@elsegundo.org</a>
South Bay	John Morreale	310/217-9521	<a href="mailto:jmorreale@ci.gardena.ca.us">jmorreale@ci.gardena.ca.us</a>
South San Joaquin	Judy Bier	559/896-7516	<a href="mailto:judyb@cityofselma.com">judyb@cityofselma.com</a>

\* Indicates Senior Chapter Chairs

## Double Talk

Debbie Michel, Legislative Analyst, League of California Cities

I was tasked last month at the CSMFO Board meeting in Palm Springs with writing a monthly column for the MiniNews. I decided that my first column would be dedicated to an outsider's view of the CSMFO Board meeting – from my point of view looking in at the organization and its leadership.



As many of you are aware, it is the strong management of CSMFO – both officers and the Board of Directors – that continually moves the organization forward. Committee chairs and chapter chairs also help CSMFO to accomplish its goals, with more specific activities in mind like training, technology and grassroots organizing. Having talked to the leadership of CSMFO only by phone and e-mail for the last few months, I was excited to meet in person and put faces to names.

The two-day meeting began with the Goal Setting and Planning Retreat, handily facilitated by Larry Bienati. We reviewed the results of the survey sent out to the CSMFO membership in August (thanks to everyone who responded) and discussed the major issues that the survey revealed. Most, if not all of the issues brought up had been previously discussed on Board conference calls. I noticed there was significant alignment between members and leaders, and that the leadership of CSMFO recognized the same strengths and weaknesses that the general membership pointed out in the survey. It's great to know that the Board wants to continue what members of CSMFO like about the organization. And, they are working hard to change those items that aren't so successful.

I have no doubt that the Goal meeting would have continued halfway through the next day because of all the good ideas in the room, but alas, we finally adjourned to the CSMFO Board dinner that night. The following day was the Board meeting, where action items and next steps were discussed. The President, President-Elect and Past-President, and committee chairs and members gave their reports to the Board on status of the goals and other happenings. CSMFO committees have been busy! The Technology Committee, chaired by John Adams of West Hollywood, has been especially active. Please check out the new and improved CSMFO website members-only feature this month.

*(Continued on pg.7)*

## Golfers Wanted

Janet Salvetti eloquently honored Derek in her President's Message in the July MiniNews. Since that time, many of Derek's colleagues have been working on logistics to schedule a golf tournament. Funds raised benefit Derek's family, especially his daughter Larrisa's college education.

Date: November 18, 2005  
Location: DeBell Golf Course,  
Burbank CA  
Time: 10:00 a.m. shotgun start

Registration forms will be available on the CSMFO website.

Not a golfer or available to hit the links that day? You too can participate by making a donation. Checks can be made payable to City of Burbank, noting as a donation for Derek Hanway Memorial.

Additional tournament information, contact Dennis Danner at [ddanner@city.newport-beach.ca.us](mailto:ddanner@city.newport-beach.ca.us) (949) 644-3123 or Joe Aguilar at [jaguilar@vtdepa.com](mailto:jaguilar@vtdepa.com) (909) 241-1906. If you can volunteer to help with the tournament, please e-mail Joan Michaels Aguilar at [encanto12@yahoo.com](mailto:encanto12@yahoo.com).

## Contribute to the CSMFO MiniNews

CSMFO encourages members to share items of interest with other local finance officials. If your city or agency has successfully addressed a fiscal problem, implemented a new program or just have some great ideas, we want to hear from you. Your comments on current fiscal issues are also welcome. Please forward your articles to Cheryl Yerxa at [cyerxa@cacities.org](mailto:cyerxa@cacities.org) by the monthly deadline of the 25th.

## Editor's Note

It is the policy of CSMFO to permit articles of interest to be published for their educational or reference value in the MiniNews. The Board advises readers of these articles that the Board makes no endorsement or verification of accuracy of cited references. Readers are reminded that such articles are the opinion of the article's author.



# Golf Tournament



## In Honor of Derek Hanway

November 18, 2005  
DeBell Golf Course  
1500 Walnut Avenue  
Burbank CA

Itinerary: 9:00 – 10:00 A.M.      Tournament Registration  
                 10:00 A.M.      Shotgun Start  
                 Lunchtime      Box lunch to be provided  
                 Awards

Entry Fee: \$100.00 per person (includes green fees, golf cart and lunch)

Please provide the following information

Name: \_\_\_\_\_ Company: \_\_\_\_\_

Address: \_\_\_\_\_ Phone: \_\_\_\_\_

Email address: \_\_\_\_\_

I am part of this golfing group:

- |    |    |
|----|----|
| 1) | 2) |
| 3) | 4) |

Return form to: Jane Schram  
City of Burbank – Financial Services  
P O Box 6459  
Burbank CA 91510-6459

Make check payable to:  
*City of Burbank and note for Derek Hanway Memorial Tournament.*

Golf or Sponsor Info: Joe Aguilar [jaguilar@vtdcpa.com](mailto:jaguilar@vtdcpa.com) or Dennis Danner [ddanner@ci.newport-beach.ca.us](mailto:ddanner@ci.newport-beach.ca.us)  
Volunteer Coordination: Joan Michaels Aguilar [encanto12@yahoo.com](mailto:encanto12@yahoo.com)

## President's Message cont.

*(continued from pg. 1)*

was definitely interested to hear my reaction to their Conference. It was topnotch with approximately 800 in attendance. Washington's FOA not only represents cities and special districts but also universities, and the county and state. It is a very powerful group with good synergy between the varied government entities. Just imagine the strength of our organization with these additional groups being incorporated into one! Both Anita and I feel this is truly worth exploring for California.

U.S. Bank sponsored one of WFOA's keynote speakers, Frank Abignale, which many of us have heard in the past. However, this presentation was different. It was 2 ½ hour session presenting a myriad of information on fraud, detection and prevention. It was a remarkable presentation that I hope we can get included in one of our future meetings. In addition, I've brought back several ideas from their conference that should be considered for ours in the coming years.

In October I am attending the OFOA Northwest Government Finance Institute in Portland, Oregon and will then be off to Alaska in November (brrr...). Thanks to CSMFO for the opportunity to represent you at these events. And, I feel it appropriate to thank my own city of Stockton and Mark Moses, Administrative Services Director, for putting up with all this time away from the office!

### The Board Retreated....

.... and addressed the future goals and direction of CSMFO. The Annual Board Retreat was held September 8<sup>th</sup> and 9<sup>th</sup> in Palm Springs, at the site of our 2006 conference. Mark Alvarado set the standard for the meeting with the following quote: "Vision is the gift of seeing what clearly may be." With Dr. Larry Bienati serving as our facilitator, active discussion took place between the Board and committee members. The backbone of our goal setting was the results of the survey that was presented to our membership in mid-August. From your responses, goals for the coming year were brainstormed. In many cases, they are extensions of this year's goals, which are intended to look introspectively at our organization and to ensure that we are communicating between ourselves and the State in addition to delivering career development in a meaningful manner to our membership. In the coming months the goals will be further refined and presented to the membership at the beginning of Mark's presidency in February.

Many of your survey comments focused on the use of the Internet and the list serves. You will be happy to learn that the Technology Committee has come up with some great new things for the website that will begin rolling out in the next few weeks. A description of some of the new technology can be found in an article by John Adams also included in this edition of the MiniNews.

### Looking Forward to Next Year

It's amazing how fast this year is speeding by. Here we are in October, just in time to solicit candidates to serve as the elected leadership of CSMFO for 2006. As Mark Alvarado takes over the presidency, a President-Elect must be selected from the Northern California chapters. In addition, we are seeking two new Board members, one from the North and one from the South.

If you are interested in becoming a candidate, please contact me prior to Monday, October 17<sup>th</sup>. You will be asked to file a short "qualification statement" and send it to Mark Alvarado or me. This statement should contain the following:

1. Name as it should appear on the ballot
2. Formal Education
3. Current and previous positions in California municipal; government (out-of-state municipal experience as a finance director may be included if applicable)
4. List of CSMFO activities
5. Other professional affiliations related to municipal government
6. A statement of the nominee's ideas and goals for CSMFO for the upcoming term (limited to 300 words for the President-Elect and 200 words for Board members)

## Special Financing Districts, Part II

Tim Seufert, Managing Director, NBS

(Please see September's MiniNews for Part I of this article)

### What are the Political Considerations?

With the passage of Proposition 218, a public outreach process and subsequent campaign is an absolute necessity to ensure passage of any measure. This topic alone is the subject of other books and resources. Two useful references are included below.

The League of California Cities book entitled "Securing Voter Approval of Local Revenue Measures (1999)" has the following summary recommendations:

#### 10 KEY ELEMENTS OF A SUCCESSFUL REVENUE MEASURE \*

1. Develop a ballot measure responsive to public concerns; gather information about the public's concerns through polling.
2. Develop a strong expenditure plan for the money that will be generated by the proposed measure. Keep the proposal simple and include accountability measures such as sunset clauses and yearly audits reported to the public [Author's note – these are currently often required].
3. Draft factual ballot language and persuasive ballot arguments signed by community "white hat" organizations.
4. Gain unanimous support for the measure on the council – if the governing body is not united, the public will wonder if the measure is really a good proposal.
5. Pursue a strong grass roots campaign to gain every endorsement that can be mustered from the community and, in turn, educate the community about the importance of the measure.
6. Visit the editorial board of the local newspaper(s) to explain the need for the measure and to seek coverage.
7. Create a coalition of wide, diverse interests that represent the entire community.
8. Contact and speak to as many businesses and organizations as possible.
9. Engage in a strong letters-to-the-editor program and solicit placement of editorial (op-ed) features authorized by high-profile members of your coalition.
10. Create interesting and concise informational materials that emphasize key messages, address community concerns and clearly outline the benefits to the community.

*\* Note: Because of restrictions on the use of public resources for advocacy efforts, achieving a number of these elements requires leadership and involvement from the private sector.*

#### What does the future for SFD's hold?

Unless there is a drastic change in the financial or political landscape, the use of SFD's will increase. The State's population continues to increase. The desire for more services and infrastructure continues to increase in most communities. However, the funding for such projects is typically unavailable. Occasionally, there are statewide bond initiatives or one-time funding sources, but in the end most of these needs will have to be funded locally. In the November 2004 election, only five out of the 58 counties did not report any local bond or tax measures. Those are the sparsely populated counties of Alpine, Amador, Glenn, Plumas, and Sierra (Source: CDIAC election report).

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## Annual Weekend Training Seminar

You have only a few days left...the deadline for this year's Annual CSMFO Weekend Training Workshop, scheduled for November 18-20 at the Hyatt Regency in Irvine, CA, is quickly approaching. Registration is limited, and there are a few spaces still available. This promises to be another year of valuable information brought to us by some outstanding industry professionals. Please visit the CSMFO website under "Upcoming Events" to register and for more information on the training. If you have any additional questions please contact either Ronnie Campbell (562) 866-9771, ext. 2602 or Mark Uribe (714) 379-9222, ext. 226.

## Doubletalk cont.

(continued from pg. 4)

In sum, it was clear at the Retreat and Board meeting that CSMFO has many motivated and well-organized members who are all working together to make CSMFO better. As a side note, in keeping with the spirit of my monthly MiniNews article entitled *Doubletalk*, I will do my best to include one non-relevant, senseless piece of political gossip per newsletter. *Arnold Schwarzenegger works out at my gym in loafers, not fancy cross trainers or athletic shoes – but loafers.*

## The Technology Corner

John Adams, Accounting Services Manager, City of West Hollywood

### New to the Website - "Member Features"

On February 22, 2005 the CSMFO Board approved the Technology Committee's Work Program that included the development of a "Member Features" section of the website that would integrate CSMFO membership data with the existing website. This feature would provide CSMFO with a foundation for delivering member specific web content and features that would enhance the value of CSMFO membership for both governmental and commercial members.

After several months of development by the committee with testing and feedback from our Test Group, the "Member Features" portion of the CSMFO website will be rolled out to all members on October 1, 2005. Phase 1 will have the following features available for members:

- An Online Membership Roster that will be searchable and have the ability to add any member to your address book.
- Self-maintenance of Membership Information. Members will have the ability to update their own contact information to ensure that the most current information is always available.
- The New CSMFO Yellow Pages. This is a revised "Professional Services Directory" that has been revamped to include all commercial members. Commercial members will be able to maintain their profile and select areas of expertise in the municipal finance arena. The commercial membership information located in the "Yellow Pages" will also provide a benefit to governmental members in their search for service providers in various municipal finance categories. This tool will allow the creation of RFP mailing lists instead of using the list-serve. It is also intended to enhance the use of the CSMFO Website for listing RFP's as another tool to disseminate information by allowing users to e-mail a link to the commercial members of a specific group.

In order to get started, the system will initially assign randomly generated passwords to CSMFO members on October 1st. The login information will be emailed to CSMFO members with instructions on how to login and how to change your password. For simplicity, members will have the ability to check the option "Remember my login on this computer". Additionally, the login system does include a password reminder feature that will allow members to easily retrieve forgotten passwords. To Login, you can click either the "Member Features" tab on the left hand side of the website or click "Login" in the top right corner. After a successful login, you are ready to view and use the new member features.

With the completion of development for Phase 1 of the "Member Features" section of the website, the Technology Committee would appreciate feedback before starting Phase 2. If you have suggestions to improve the website, please use the CSMFO Suggestion Box at <http://www.csmfo.org/suggestions> to submit your comments.

Looking forward, suggestions by members will provide guidance for the CSMFO Board and Technology Committee in determining the future needs of the website. In planning for Phase 2, the "Member Features" section could include the following enhancements, but are not limited to:

- Enhanced Demographic Information
- Online Event Registration
- Online Membership Renewal
- Complete CAFR and Budget Award history
- Online Trainings

Feedback is critical to the continued enhancement of the website. The Committee believes that Phase 1 will be successful based on comments and direction given by the Board and the feedback provided by the initial Test Group on the 1st prototype. With the additional feedback on Phase 1 from the members, the committee will be able to develop a Work Program for Phase 2 to present to the Board for 2006 that will further enhance the CSMFO Website.



## Special Financing Districts cont.

(continued from pg. 7)

It is also worthy to note that California's basic infrastructure is crumbling. Since the post World War II building boom, maintenance and replacement of infrastructure has been spotty at best. For example, the American Society of Civil Engineers (ASCE) released a report in March 2005 that gave failing grades to our collective infrastructure. The report specifically mentioned the following facts about California:

- We lose 222 million gallons of drinking water a day due to leaking pipes
- The drinking water infrastructure needs \$17.5 billion over the next 20 years
- There is \$14.4 billion in wastewater infrastructure needs
- 87% of California's schools have at least one unsatisfactory environmental condition
- There is an intense need for more park and open space investment

The future use of SFD's will unfold in many ways, presenting both opportunities and challenges to our local governments.

### Using Public Relations to Gain Support for Special Financing Districts

By Evette Davis, Berg Davis Public Affairs, San Francisco

In today's political climate, the use of Public Relations professionals in conjunction with the formation of Special Assessment or Special Tax Financing Districts should be strongly considered by public officials. The subject of new "taxes" can be a hot button issue in many communities. Additionally, there are often well-established local anti-tax groups that act as self-appointed fiscal watchdogs, monitoring city and county budgets. If these kinds of groups and situations are not planned for in advance, officials can quickly find themselves in a defensive position moments after a new district has been proposed.

The key to the success of a new financing district is to treat the project as if it were a campaign – whether the measure is headed for the ballot box or not. While it may seem overtly political to be so calculating, the fact is that many cities have quickly found themselves in retreat over new financing schemes simply because they did not anticipate any opposition. It is important for cities to know whether a measure can even survive politically before they go to the trouble and expense to introduce it; being prepared for negative comments or even full-blown opposition *in advance* of introducing a measure to the public is the key to success.

Public Relations allows cities to use time-tested tools such as polling and focus groups to learn in advance about what kinds of districts communities will accept, what kinds of messages sway the public to be supportive and what kinds of messages can turn a voter off. These key messages can be used later to develop a comprehensive communications campaign to support a Special Financing District. Most successful opposition campaigns work because they sew the seeds of misinformation and doubt about the costs and benefits of a new tax or assessment. The key to succeeding in this kind of climate is to mount a very aggressive information campaign in advance of introducing a measure. Key opinion leaders should be engaged ahead of time to give their feedback and approval. Once cities have gained the acceptance of the most important decision makers, then the measure can be introduced with confidence.

It may be necessary to educate the public in advance of introducing a new Financing District. Public relations professionals can help city officials to develop education campaigns that draw on the key messages to help educate members of the community and voters in advance of introducing a measure. Once a measure has been proposed, cities can continue to support the initiative through the use of community relations to build partnerships with community groups to endorse the District and other tools such as direct mail.

Should a measure require the approval of voters, a public relations firm in conjunction with a good campaign consultant can help develop the strategy and messages necessary to win the ballot or voting process.

## Up the Ladder

**FINANCIAL SERVICES MGR** - City of Anaheim, CA. Salary: \$80,959-\$111,319 annually. The City of Anaheim, Convention, Sports & Entertainment Department is seeking a highly motivated, experienced accounting professional with proven leadership ability to plan, direct and manage the Financial Services Division (Fin/Accounting, Box Office, Purch/Stores). Strong background in financial statement prep, forecasting, procurement, developing & administering large complex budgets, and administering complex contracts. Individual will oversee accounting and procurement activities for Anaheim Convention Center and administer the contracts for Angel Stadium, Arrowhead Pond, Grove of Anaheim and Sportstown Anaheim. BA in Finance, Accounting, Business Admin or a related field + designation as a CPA is required. Applications will be accepted by the Human Resources Department on a continuous basis until filled. Contact: COA, 200 S. Anaheim Blvd., #332 Anaheim, CA 92805. Call: (714) 765-5111. [www.anaheim.net](http://www.anaheim.net). EOE

**FINANCE DIRECTOR** - City of Antioch, CA. The 2<sup>nd</sup> largest city in Contra Costa County and often called the "Gateway to the Delta," Antioch enjoys the riches of a recreational paradise. The City has a population nearing 90,000, employs over 360 full-time staff, and is supported by a total budget of \$179 million. Reporting to the City Manager, the Finance Director has a total staff of 19. The Director will be a proven leader and creative manager who can effectively interact with elected officials, management, staff, and the community. A Bachelor's degree in accounting or finance or related field is required; Master's preferred. Salary is up to \$132,500 DOQ. Please send your cover letter and resume electronically to [Peckham & McKenney](mailto:Peckham&McKenney), [apply@peckhamandmckenney.com](mailto:apply@peckhamandmckenney.com). Call toll-free (866) 628-3697 for more information or to request a detailed brochure (also available on our web site at [www.peckhamandmckenney.com](http://www.peckhamandmckenney.com)). Filing deadline is October 24, 2005. An Equal Opportunity Employer.

**FINANCE DIRECTOR** - City of Buena Park, CA. Salary: \$92,628-\$111,396 annually. Located in the "Center of the Southland" in north Orange County, the City of Buena Park is home to over 80,000 residents. Best known for its family-oriented tourist attractions including Knott's Berry Farm, the City is a vibrant community with a strong residential base and thriving business environment. The Director of Finance reports to the City Manager and oversees a full-time staff of 12 employees. This position also manages the City's vital MIS contract. The Director plans and directs the activities of the Finance Department including long and short range financial management; operating and capital budgets; coordinating the annual financial audit; and, cash management and investments. Buena Park's total operating budget is nearly \$70 million. This position requires five years of increasingly responsible professional experience in municipal finance, including at least three years in a supervisory capacity. B.A./B.S. in Accounting, Finance, Business Administration or related field is required. Interested individuals should submit cover letter, resume and five work-related references to the Human Resources Division, City of Buena Park, 6650 Beach Blvd., Buena Park, CA 90622-5009. Final filing date is Friday, October 28, 2005. To view a complete job announcement, visit [www.buenapark.com](http://www.buenapark.com). EOE.

**ADMINISTRATIVE SERVICES DIRECTOR** - City of Dublin, CA. Annual Salary Range is \$112,680-\$140,844. Excellent Benefit Package Includes PERS 2.7% @ 55, Single Highest Year and Employer Paid Member Contribution (EPMC). The dynamic, vibrant City of Dublin - a growing community of 40,000 residents with a reputation for well-managed growth, seeks a progressive leader with fresh new ideas to serve as their new Administrative Services Director. The Administrative Services Director will be an exceptional leader and strategic thinker who provides creative and innovative solutions to the complex municipal chal-

lenges faced by many incumbents. Among the priorities for this job is the need for financial forecasting, strategic planning and continual development of a financial infrastructure. This position requires a minimum of six years of professional municipal experience, with at least three of those years in a supervisory capacity. Graduation from and accredited college or university required and an MS/MA is desired. Submit cover letter, resume, salary and five work related references to Paul Kimura by the final filing date of October 28, 2005. Formal job announcement is available on our website or by request.

**FISCAL SERVICES MANAGER** - City of Fullerton, CA. \$77,681 TO \$99,143 annually plus benefits. Plans the work of and manages the Fiscal Services Division of the Administrative Services Department; establishes and ensures adherence to departmental accounting/budget standards and internal financial controls and is responsible for the completion of the budget and annual financial statements for both the City and the Redevelopment Agency. Qualification Guidelines: A BS/BA in Accounting, Finance or a related field and five years of responsible professional experience at the Accountant II level or higher in a public sector setting, to include some computerized financial experience and two years of supervisory experience. Certification as a CPA is preferable but not required. Open until filled. This recruitment may close at any time. Application packets are available at [www.ci.fullerton.ca.us](http://www.ci.fullerton.ca.us) or 714-738-6361. For additional information, please contact Laura Giannetti-Mercer, Personnel Services Manager, at above. EOE

**DIRECTOR OF FINANCE** - City of La Palma, CA. Salary: \$76,617 - \$102,674 Filing Deadline: October 14, 2005. La Palma is a well-balanced city which prides itself on having a responsive municipal government and a strong sense of community. The City's small town character, friendly neighborhoods, good schools and a high quality of life make La Palma a desirable place to live

*(continued on pg. 11)*

## Up the Ladder

*(Continued from pg. 10)*

and work. The City is home to approximately 16,000 residents and is governed by a Mayor and four Council Members. La Palma has a \$25 million budget and 65 FTEs. The Finance Director reports directly to the City Manager and is responsible for accounting, budget development, treasury activities, financial reporting, audits, and revenue collection. The new Finance Director must be a hands-on manager with a broad background in a municipal finance. The ideal candidate must demonstrate a high level of integrity, initiative and leadership. Good communication skills, the ability to supervise three employees, and a strong commitment to customer service are essential. A Bachelor's Degree in accounting, finance or related field is required (advanced degree or CPA is desirable). Please e-mail your resume to [lmills@themillsgroup.net](mailto:lmills@themillsgroup.net) by October 14, 2005. For additional information, please call Lisa Mills at (714) 938-3878, or view the detailed job profile at [www.themillsgroup.net](http://www.themillsgroup.net).

**DIRECTOR OF FINANCE** – City of Madera, CA. Salary: \$5,981 - 7,634 mo. (excellent benefit package). The City of Madera is seeking a Director of Finance responsible for all activities associated with general accounting, license and fee collection, utility billing and collection, payroll; invests funds as authorized. To qualify you must have 5 yrs extensive experience in professional municipal accounting, including 3 yrs in supervisory capacity. Bachelor's degree in accounting, business administration or economics. For more information contact the City of Madera Human Resources, 205 W. 4<sup>th</sup> Street, 93637. Call (559) 661-5401 to obtain application. Apply by: Open until filled. [www.cityofmadera.org](http://www.cityofmadera.org) AA/EOE/Drug Free Employer

chasing and Support Services Manager for the Finance and Administrative Services Department (FASD) with the City of Mountain View. This position is responsible for the management and direction of the purchasing and support services activities of FASD. Responsibilities include planning, organizing and directing the procurement of goods, services and equipment; supervision of staff; and managing the areas of centralized document processing, reprographics, mail services, telecommunications and City Hall operations, including security. Position requirements: A bachelor's degree in a related field and five years of management experience responsible for purchasing/procurement and contract management functions, including two years in a supervisory or managerial capacity. Designation as a Certified Purchasing Manager (CPM) is desirable. Filing deadline date: Monday, October 17, 2005. Qualified candidates can obtain a copy of a detailed job announcement and city application by calling: (650) 903-6310 or you can visit our city website at: [www.ci.mtnview.ca.us](http://www.ci.mtnview.ca.us) (EOE) \*Incentive pay beyond this range may be awarded based on experience/qualifications.

**DIRECTOR OF FINANCE** - City of Pico Rivera, CA. Salary: \$7,842 - \$10,103/monthly The Finance Director will oversee a department consisting of five divisions and will possess a Bachelor's Degree (Master's is desirable) and eight years of increasingly responsible administrative experience in municipal government. A detailed brochure is available by calling (562) 942-2000. Submit resume and recent salary history to the Human Resources Office, City of Pico Rivera, P.O. Box 1016, Pico Rivera, CA 90660-1016, by October 28, 2005, or e-mail requested information to [laguilar@pico-rivera.org](mailto:laguilar@pico-rivera.org). [www.ci.pico-rivera.ca.us](http://www.ci.pico-rivera.ca.us).

active and involved residents, a wide variety of services, well planned business areas, a historic downtown and well cared for homes in family oriented neighborhoods. The City Manager is seeking a seasoned financial management professional who will set the tone and direction of the Department for the next several years. The Finance Director will take the lead on the development of the City's budget. The new Director should see his/her role as supporting the overall efforts of the City Council and organization and subscribe to a service model. The operating departments in the City have come to rely upon the current Director for assistance dealing with internal financial issues as well as developing strategies to support their efforts in meeting City Council goals. A Bachelor's Degree in Finance, Accounting, Business or a related field is required. A Master's Degree is desired. Experience in a municipal setting is preferred. The City has a pay for performance system for all managers, and the control point for the position is \$11,498/month, reviewed annually. If you are interested in this outstanding opportunity we would prefer that you submit your resume to Bob Murray and Associates via e-mail. [apply@bobmurrayassoc.com](mailto:apply@bobmurrayassoc.com). If you would like to submit a hard copy of your resume you may send it to Bob Murray, Bob Murray & Associates, 1677 Eureka Road, Suite 202, Roseville, CA 95661 or fax to (916) 784-1985. Filing deadline – October 30, 2005. A detailed brochure is available. (916) 784-9080.

**ASSISTANT MANAGEMENT ANALYST** – San Diego County Water Authority (San Diego, CA). Salary: \$4156 - \$5590/monthly. Incumbent will perform financial, budgetary, and statistical analyses in support of the Finance Dept. Duties include supporting rate-setting, financial planning and budgeting processes. Requires bachelor degree; at least two years exp in mgmt and admin analysis, with excellent computer skills; and ability to meet multiple priorities and deadlines. For additional information please see our web

## Up the Ladder

*(Continued from pg. 11)*

site at [www.sdcwa.org](http://www.sdcwa.org). Applications must be submitted by 5:00 p.m. on Oct 7, 2005 to San Diego County Water Authority, HR Dept., 4677 Overland Avenue, San Diego, CA 92123 (858) 522-6516. Resumes will not be accepted in lieu of a completed application. SDCWA is an EOE

**ACCOUNTING MANAGER** - City of San Fernando, CA. Salary: \$70,956 - \$86,256 annually, Plus excellent benefits. Under direction, this position plans, organizes and supervises accounting and bookkeeping activities, the general ledger system, accounts receivables, payroll and purchasing; conducts accounting analysis and prepares financial statements; and does related work as required. Requires BA in Accounting, Business Admin, Finance, Public Admin, or a related field. CPA/MBA/MPA is desirable. 4 years recent experience in municipal accounting with at least one year in supervision, is required. Ability to understand & speak Spanish is highly desirable. **APPLY IMMEDIATELY, OPEN UNTIL FILLED.** City application must be completed. Call the City Job Hotline at (818) 898-1200 Ext. 503 or visit our website: [www.sfcity.org](http://www.sfcity.org)

**ASSISTANT FINANCE DIRECTOR** - The San Jose Redevelopment Agency (San Jose, CA) has an annual budget in excess of \$150 million and is seeking qualified candidates for the position of Assistant Finance Director. The Agency's Finance Division is responsible for producing the annual SJRA budget and financial statements. The Division consists of two sections: Finance and Information Technology. The Assistant Director of Finance reports to the Chief Financial Officer/Director of Finance and is responsible for a staff of seven exempt professional and 4 non-exempt paraprofessional staff. The Assistant Director of Finance oversees the Agency's annual budget and manages the work flow of the division. The Assistant Director of Finance also works as the Acting Director of Finance as necessary in his absence. Areas of priority include: \* Projects: The Finance Division is engaged

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in several significant projects including the annual Financial and Compliance Audit, State Controller's Report, Statement of Indebtedness, Capital and Operating Budget and Two Year Capital Improvement Program. \* Collaboration: Redevelopment success can only be achieved with the collaboration of several agencies and private firms. The Agency works closely with the City of San Jose and County of Santa Clara financial institutions, fiscal consultants and developers. A bachelor's degree in business administration, accounting, finance, economics, or a related field is required. The ideal candidate will be a strong leader and communicator with extensive experience in general ledger, cash flow, payroll, financial reporting and tax allocation bond management. Experience and knowledge of redevelopment fiscal reporting requirements at the state and county level is a plus. This position is non-civil service. The annual salary for this position starts at \$110,000. The Agency also provides an excellent array of benefits. To apply, submit a cover letter with resume, salary requirement, and three work-related references by Monday, October 24, 2005 to: Human Resources Department, The Redevelopment Agency of the City of San Jose, 200 East Santa Clara Street, 14th Floor, San Jose, CA 95113; (408) 795-1840; Email: [rajobs@sanjoseca.gov](mailto:rajobs@sanjoseca.gov); website: [www.sjredevelopment.org](http://www.sjredevelopment.org). EOE

**ACCOUNTANT I/II** - City of Santa Cruz, CA. Salary: I: \$25.26-\$32.56/hr; II: \$27.78-\$35.81/hr, plus excellent management benefits. Part-time, 20 hrs/wk. Position may be filled at either level. Performs professional level accounting functions and special projects as assigned. Typical qualifying experience: Accountant I: BA in accounting, finance, business, or related field, which included at least 12 semester units in intermediate to advanced accounting courses. Accountant II: education as listed for Accountant I plus two years of professional level accounting experience, including one year of experience performing governmental accounting. Apply by 10/28/05. For required application materials contact the Human Resources Department, (831)420-5040, [www.ci.santa-cruz.ca.us](http://www.ci.santa-cruz.ca.us) EOE/ADA

**DEPUTY FINANCE DIRECTOR** - City of Thousand Oaks, CA. The City of Thousand Oaks, a vibrant award-winning city, offers an exceptional career opportunity to join the leadership team of an established and professional Finance Department. The Deputy Finance Director will work closely with the City's Finance Director in managing the day-to-day operations of this 59-person department. The ideal candidate will be a solid municipal finance generalist with knowledge of governmental and fund accounting, budget, audit, financial reporting and analysis, and financial information systems. This position requires a BS/BA degree in finance, accounting or related field and nine years of professional accounting/finance experience with three or more of those years in a management role, preferably in a municipal setting. To apply, submit letter of interest, resume with current salary and five work references by the final filing date of October 4, 2005 to Paul Kimura @ [jobs@averyassoc.net](mailto:jobs@averyassoc.net). Salary is \$90,227-\$135,341 with excellent benefits. Formal job announcement available on our website or by request.

**BUDGET ANALYST I/II** - City of Vacaville, CA. Salary: \$4,567 - \$6,540/month (DOE) and excellent benefits. Position will assist in the preparation of the city's annual budget; perform analysis work; prepare cost and revenue forecast; review departmental budget and adjustment requests; make recommendations for approval, and perform other related duties as assigned. Requirements: Budget Analyst I requires a Bachelor's degree in business administration, finance, or related field and two years experience performing technical or professional financial, accounting or related work; In addition to the above, the Budget Analyst II requires three years experience preparing budgets. **FIRST REVIEW DATE:** October 10, 2005 (applications may continue to be accepted after this date if we have not received a

*(continued on pg. 13)*



## Up the Ladder

*(Continued from pg. 12)*

sufficient number of qualified applications). For more information and application packet, visit [www.ci.vacaville.ca.us](http://www.ci.vacaville.ca.us) or call (707) 449-5303.

**FINANCE DIRECTOR** – Yorba Linda Water District (Yorba Linda, CA). Salary DOQ. The Yorba Linda Water District is located 34 miles southeast of downtown Los Angeles and 10 miles northeast of Disneyland. The District has 70 employees with a FY2005-06 operating budget of \$22.4 million. The Finance Director reports to the General Manager and oversees the development of the District's financial, investment and purchasing policies and activities, including investments, accounting, purchasing, customer service and meter reading activities. Requires BS in accounting, business or public administration, or a related field, and 5 years of increasingly responsible professional accounting experience (including supervisory experience and experience in a public agency). A CPA is desirable. To apply on-line by 10/21/05, go to [www.allianceresourceconsulting.com](http://www.allianceresourceconsulting.com). For more information, contact Sherrill Uyeda at (562) 901-0769, or e-mail [info@allianceresourceconsulting.com](mailto:info@allianceresourceconsulting.com). EEO/ADA.

## President's Message cont.

*(continued from pg. 6)*

I encourage you to think seriously about becoming involved either at the Board level or on a committee that interests you. Your colleagues on these committees are well versed at what they do and can always use extra help to offer suggestions and assist with the undertakings of their group. I was a bit reluctant when Mary Bradley made that call to me several years ago asking if I would consider serving on a CSMFO committee. I took the jump and have never regretted it. I couldn't ask to work with a finer group of individuals.

### Take Time to Reflect, Even in the Busy Months...

I wanted to let you know that I hold complete responsibility for the MiniNews arriving so late in September. I had my article ready to go but felt like something was missing. Then Hurricane Katrina made its way into peoples' lives. That missing part that rendered my article incomplete was filled by my request for you to remember in your thoughts and generosity our neighbors to the Southeast. Little did I know that I would be repeating this request as yet another lady, Rita, has pelted our neighbors yet again. As days go by, it seems as if all of us know someone affected by the tragedy of either the hurricanes of the past two months or the casualties we are experiencing in other countries. Again, I ask that you keep your fellow citizens in your thoughts.

## Fiscal Sustainability - October 17th-18th

CSMFO is pleased to announce another offering of the Fiscal Sustainability Training, October 17-18, 2005 in Merced, CA. Please visit the website at [www.csmfo.org](http://www.csmfo.org) for registration details. This two-day program will include four core half-day programs. Members may elect to take less than the full four modules. However, the program is designed to integrate concepts discussed in each of the four modules, so the greatest benefit will be achieved by taking all modules at the same time. The price of the half-day and full-day registration includes lunch, so you join colleagues for some networking between sessions. Since this program is being partially underwritten by CSMFO, nonmembers will be charged the full rate. Registration is limited to first 25 paid registration and it is crucial that you register by the deadline to the fact that materials will be sent electronically before the class for you to review. The four sessions are: Evaluating Your Fiscal Condition, Revenue Analysis Tools, Expenditure Analysis Tools and Sustainable Financial Planning. CSMFO has carefully planned this series to meet members training needs. Since registration is limited, you will want to submit your paid reservations early! Registration forms are available on the website TODAY!!!



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### ***Fiscal Sustainability***

October 17-18, 2005 - Merced, California

### ***Weekend Training***

November 18-20 - Irvine, California

### ***Financial Management Seminar***

November 30- December 2, 2005 - Monterey, California

### ***Annual Conference***

February 21-24, 2006 - Palm Springs, California

### ***CDIAC - PreConference at Annual Bond Buyer***

### ***California Public Finance Conference -***

September 21, 2005 - Carlsbad, California

### ***CDIAC - Advanced Portfolio Management***

### ***Decision Making Workshop***

October 14, 2005 - San Francisco, California

### ***LAIF Education Programs***

### ***Annual Conference***

October 6, 2005 - Sacramento, California



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