

President's Message

By Mark Alvarado, Director of Administrative Services, City of Monrovia

First of all, a heartfelt thank you to everyone who attended our annual conference last month. Each one of you made the commitment to invest up to four days out of your busy schedules to help make it a success. With over 800 attendees, it was the largest conference we have ever had. A conference is only as successful as the effort put in by each person, to network, attend the sessions, socialize with old and new friends, and to share ideas that can assist other colleagues. I would like to extend a special thank you to our corporate partners who are, one, very supportive of our organization, and two, very nice people with whom to work! The conference committee listened intently to our corporate partners' ideas for streamlining the vendor exhibit, including shortening the length of the exhibit hall being open and scheduling many activities inside the exhibit hall to generate lots of foot traffic. Thank you to all of our platinum, gold, silver, and special event sponsors. We could not have done it without you!

Yes, I am saving the best for last! This year's conference committee was the best ever! Ok, so I'm biased! The folks from the Coachella Valley came together big time and I have to say, even though it was a lot of work, it was fun. I know this sounds sick, but I'm kind of bummed out it's over! Now what do I do? Real work?!!!

Join me in one more round of applause for the conference committee: Co-chairs Nancy Klukan, City of Palm Springs, Craig Graves, City of Palm Springs, Paul Gibson, City of Palm Desert, Ron Peck, City of Twentynine Palms, John Falconer, City of La Quinta, Kevin McCarthy, City of Indian Wells, J Whitney, City of Indian Wells, Teri Anticevich, our event planner, Sylvia Carrillo, City of Monrovia, our League of California Cities support staff Cheryl Yerxa, Adrienne Sprenger, and Debbie Michel, and last but definitely not least, our conference corporate partner MuniFinancial. Adina Vazquez and Paul Whitelaw from MuniFinancial came to every planning meeting, offered great insight and rolled up their sleeves and did a great job! The most important thing about this group is that we have created personal relationships and have become good friends. This is the best part of working together.

One final comment regarding the conference: Be on the lookout for a survey coming through your email. We are doing last minute tweaks to the form before we send it out. Your feedback is very important to us. Please let us know what we did right and what we should consider changing for next year.

As CSMFO ventures into its 50th year, it amazes me (actually it doesn't!) how many ideas the Board, the Committees, and the Chapter Chairs come up with to try to constantly improve this organization. For all the great things we do as a group, we are never satisfied. And as members, you too should never be satisfied. Your suggestions, ideas, and volunteerism are what make us thrive. One of our main goals this year is to increase the amount of electronic information we share and make available on our website. We realized a couple of years ago that our email listserv and website are the engines that allow us to share information and

(continued on page 6)

March 2006

WHAT'S INSIDE:

President's Message.....	1
CSMFO Board of Directors.....	2
Getting To Know Your Chapter Chairs.....	2
Technology Corner.....	3
CSMFO Chapter Chairs.....	3
Creating A Win/Win Retirement Program.....	4
Chapter Meeting Notices.....	6
Contribute to the MiniNews.....	6
The Great Software Search.....	7
Visit From Bangkok's "Dream Team.....	8
Education Notices.....	9
Upcoming CDIAC Programs....	10
Up the Ladder.....	11
Coaching Corner.....	16
Mark Your Calendars.....	16

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 for the latest news or call us at 916/658-8210!

**The MININEWS
is your newsletter!**

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Getting To Know Your Chapter Chairs

When the City of Laguna Hills was incorporated in December, 1991, the City needed an accounting clerk to pay for the City's bills and the salary of the City's then six full time City staff. Myrna responded to the call, thinking that all she cared for at the time was a no-stress 9 to 5 job to while away her time. After all, she found out that the early retirement that she and her husband initially planned for, when they decided to move to California, after 20 years of career and business involvements in Canada, was indeed "too early". However, three months into the city-finance game, Myrna's 9 to 5 work plan became more involved than what she had anticipated as she had developed the City of Laguna Hills' total finance and general ledger system from ground up and designed and implemented the City's entire internal control policies and procedures and revenue manual. The City, quick to recognize that they hired more than an accounting clerk, thereafter designated her as the City's Controller.

Gaining on her experience from the public sector in Canada, having been the Chief Finance Officer for York Hydro in Toronto, Canada for six years, and another six years as the Accounting Manager for the City of York, also in Toronto, Myrna knew it was important for her to form alliance with

the professionals in the field, here in the United States, most specifically in California. So, as she was developing the City's financial system she convinced the City to allow her to join CSMFO and GFOA, in order to stay abreast with the financial and legislative issues affecting city finance. She used to consult with Stephen Gauthier, the finance guru at GFOA, whom she would call personally and quite often, as well as the finance directors-members of CSMFO when she was building the City of Laguna Hills chart of accounts and for other general ledger and CAFR matters. Now she continues to capitalize on the information-interchange she derives from the network that she had formed from these professional organizations.

So, when Myrna was approached to become the Orange County Chapter Chair of CSMFO, she knew it was payback time to this organization, which had helped her a lot with her career development here in California. So she accepted the opportunity to serve her fellow CSMFO members, ensuring that she brings to the luncheon meetings very knowledgeable and interesting speakers on topics and issues that would be of relevance to the finance professionals, especially in Orange County. She also offers the members of the OC chapter the ability to network by making sure that every member can be in touch with each other, if they find the need for it. For example, when conducting surveys for their agencies, OC chapter members can e-mail or contact each other, and having attached faces to names, give each one the kind of personal touch and make the exercise a more wholesome activity.

Myrna is also a Standing Committee member of GFOA's Committee on Retirement and Benefits Administration. In this committee, Myrna has participated in the Task Force on Pension Reform and Corporate Governance as well as in the development of the Recommended Best Practices for Health Care Reform and Investment of Pension Funds. She is currently involved in the Task Force to develop the Recommended Best Practices to discuss the merits of the

Esmyrna Agustin-Jorge
City Controller, City of Laguna Hills

Getting To Know Your Chapter Chairs

(Continued from previous page)

Defined Benefits and Defined Contribution retirement programs.

Outside of work, Myrna is the “unofficial” management consultant of a real estate and mortgage company, her husband Art has just recently established with business associates. She is also a licensed realtor in California and has a Bachelor of Science degree in Business Administration, Masters in Public Administration and holds a CPA, CGA and AMCT designations. Myrna and Art love to travel, whenever they could find the time from their business and career and if they could manage to not see their nine-month old pride and joy, Chayse Alexis, their only granddaughter. They have been to almost every continent of the world, except for South Africa. They love to cruise, and dance to wear off those sumptuous cruise-buffets. They have two daughters: Armin Josephine, the mother of Chayse, who is a UCI graduate in film studies and studio arts, and is now doing free-lance media production, married to Gilbert Gomez III; and Artes Jeanne, who is a UCLA graduate in Political Science and UC Hastings with a JD, a member of the California bar and practices law in San Francisco.

The Technology Corner

When looking on the CSMFO website for a survey that you know should be there, but you just can't find, don't forget that you can utilize the “**search**” function to help locate what you are looking for. Simply enter a key phrase or word, hit “Go” and see what pops up!



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* Indicates Senior Chapter Chairs

Defined Benefits and Defined Contribution retirement programs.

Creating a Win Win Retirement Program

By Esmyrna Agustin-Jorge
City Controller, City of Laguna Hills

In the old days, retirement was simple. You turned 62, got an engraved watch at a small party, and then received a small monthly stipend, while you pursued a quiet, sedentary life and eventually traversed into oblivion. Furthermore, in years gone by, retirement was an individual responsibility, with only the occasional employers providing simple, private arrangements. However, the massive industrialization of the early 1900s, the emergence of organized labor, the increased competition for proficient human resources in the work place, and the inevitable vagaries of human nature caused these private and informal retirement arrangements to become regulated by governments. Nowadays, workers have become more conscious of the necessity for a predictable and secure benefit for life. And governments, as employers, aware of the contemporary movement of society to prepare for a secured financial future, got into the act of providing retirement benefits to its public servants, with old age security and compulsory pension schemes.

The City of Laguna Hills, incorporated in December 1991, under the laws of the State of California, as a “general law” city, started its governmental activities with an anchor staff of four. The then newly formed City Council, in order to acquire the best qualified complement of professionals, amidst an extremely competitive market, adopted a recruitment strategy to offer a comprehensive retirement package that was at par, if not better than that was available in other local public agencies. Now, the City, has been functioning with the same social philosophy of providing for a financially secured future for its employees, while still basically operating as a “contract city” for a populace of almost 34,000, and a staffing complement of 27 full-time equivalent, about 40% of whom have an average 10-year longevity tenure with the City.

Developing Retirement Plan Standards

To ensure the financial security and independence of those who serve the City, a broad complement of retirement plans was developed. At inception, the City considered providing its employees a defined benefit and defined contribution plans. In selecting the provider for the defined benefit program, the City utilized GFOA’s guidelines entitled “Public Employee Retirement System Investments (PERS), 1993”, in determining whether the prospective plan providers operated with prudent investment principles in managing the plan assets at their disposal. Specifically, the City incorporated in its retirement plan standard, this best practices’ stipulation that “fiduciaries of PERS must invest plan assets for the exclusive benefit of plan participants”. As recommended in the GFOA guidelines, a determination was also made whether “PERS complied with the State’s statutes regarding the establishment of formal, comprehensive investment programs that were operated by competent professionals and monitored by oversight boards and committees, and that the board governance processes controlling the selection process for the plan’s trustees, staff and advisers are designed to systematically ensure sufficient and competent investment expertise, and fiduciary behavior, at each level”. Particularly, the City made sure that: 1) PERS established formal benchmarks for portfolio and managed account performance that are specific to the assigned role of the portfolio or the portfolio manager, 2) PERS regularly evaluate performance using consistent, documented and reliable disciplines, and 3) PERS establish clear criteria and procedures for portfolio manager watch lists and terminations. As a result, in 1993, the City joined the California Public Employees Retirement System (CALPERS), a multiple-employer public agency, which acts as a common investment and administrative agent for participating public entities within the State of California. Foremost among CALPERS published Guiding Principles are the statements that refer to 1) “Obtaining the highest return on our investment portfolio to survive, prosper and grow in a safe and prudent manner” and 2) “Ensuring that all benefits are appropriately funded”.

Consistent with its goal of providing retirement planning options to its employees, the City also sponsors an IRS Section 457 deferred compensation, through the ICMA Retirement Corporation. This plan is employee contributed and the plan participants manage their own investments. The assets of the plan are held in trust, with the City as trustee, for the exclusive benefit of the plan participants and their beneficiaries and cannot be diverted to any other purpose. The City’s plan permits loans, administered by the City, in accordance with approved loan guidelines.

Partnership in Retirement Planning

As the City matured, and to assist in the recruitment and retention of competent staff, as well as to reward long-term employees, the City supplemented its retirement program in 1999, by creating another deferred compensation plan. Following the guidelines set forth in GFOA’s Best Practices on “Retirement and Financial Planning Services, 1998”, the City sought out a plan provider that will “offer financial education and advice that will enable its employees to make the most informed decisions on how to manage their retirement nest eggs, and will make this required service economically feasible, with the financial advice available on-line or by ancillary methods”.

(Continued on the next page)

Creating a Win Win Retirement Program

(Continued from page 4)

Accordingly, the City selected an IRS Section 401A deferred compensation plan. The City is the sole contributor to this plan, and sets the contribution amount to each class of eligible employees. The plan assets are administered by the Public Agency Retirement System (PARS) and the trustee is Union Bank of California. Amounts accumulated under this plan is self-directed by each participant.

Maintaining its partnership with its employees for a financially secured future, the City designed a retiree health benefit plan in 2000 to complement the comprehensive leave program for its employees that was already in place. By this time, the retirement planning standards that has been established were the principal guidelines in searching for the most compatible program and the plan provider. The application of the GFOA guideline regarding the selection of the plan provider that could offer meaningful retirement and financial planning services to the plan participants became one of the most important elements of the selection criteria. Consequently, the Vantage Care Retiree Health Savings Plan was developed, with ICMA Retirement Corporation as the plan provider. This employer-sponsored benefit allows employees to accumulate assets to pay for medical expenses (e.g. health insurance premiums, prescription, etc.) at a certain age or upon retirement. The assets of the individual plans are not subject to the claims of the City's creditors.

As a matter of practice, the City provides annually to its full-time staff an *Employee Compensation Packet*, which provides information on the employees' salary level and benefits, including the plan providers. The Summary Plan Description (SPD) from the plan providers is also handed out to the employees. Piggy-backing on GFOA's recommended practice entitled "Preparing an Effective Summary Plan Description, 1996", the annual compensation report is self-effacingly based on GFOA's recommendation that "the report should completely, accurately and clearly describe the significant components" of the employees' benefits.

Another valuable employee-communication tool is the sponsorship of periodic employees meetings to encourage involvement in their retirement and other employment benefits. Typically, the plan providers are invited to inform the plan participants of their access to financial planning tools and discuss their SPD. At these meetings, ideas and recommendations usually emanate for possible future considerations.

Virtual Consultations . . . At Your Service

Retirement planning is indeed a subject close to each employee's heart. That the City of Laguna Hills has remained committed to promoting the development of programs to help build for a financially independent future for its employees, is truly commendable. To advance this goal, using primarily GFOA's recommended best practices on this subject, the City has developed retirement planning standards, selection criteria for vendors, checklists for monitoring investment practices of plan providers, and guidelines to keep employees abreast with financial planning tools to manage their available resources. For a city the size of the City of Laguna Hills, this practice of relying on the best practices recommendation of GFOA has been truly cost beneficial, especially in the management of its retirement and benefit programs. In reality, the City has been effectively utilizing the results of the studies and directions made by select professionals, who come from diverse sectors of public agencies in the United States and Canada. This is virtual consultation service at your fingertips.

Conclusion

If retirement is in your horizon, there is a great probability that you will achieve that financial independence at retirement, as long as you remain involved in preparing for your future. At the City of Laguna Hills, where the partnership with its employees for retirement planning is a select endeavor, the goal for a financially secure future is reachable. With proper management of your retirement assets, you would be able to enjoy the beaches of the world at that date you fixed on your retirement calendar. Just remember that delayed gratification could transform your dream of "one of these days," into something better than a gold watch and a small retirement party at the end of a hard day's work.

Well – I knew that.....

perquisite \PUR-kwuh-zit\, noun:

1. A profit or benefit in addition to a salary or wages.
2. Broadly: The benefits of a position or office.
3. A gratuity or tip for services performed.
4. Anything to which someone has or claims the sole right.



President's Message cont.

(continued from pg. 1)

resources. As we speak, the Board of Directors is looking at new ways to assist you in strengthening your professional development, broadening your network of financial colleagues and to nurture your relationships throughout the organization. Our journey continues.....

"No one achieves greatness without being of service. Service is the essence of greatness. All great men and women became great because they gave some talent or ability in the service of others. And no matter how small our talent, we too can contribute in some way to others—we too can become great."



San Gabriel Valley Chapter Meeting

When: Wednesday, March 15th

Where: Four Points Sheraton, Monrovia CA

Time: 11:30 am to 1:30 pm

Speaker: TBA

Cost: \$30

Central Coast Chapter Meeting

Where: Rosa's Restaurant

491 Price Street

Pismo Beach

When: March 9, 2006

Speaker: Anita Worlow, Mandate Specialist

AK & Company

Topic: SB 90 Update

Anita Worlow, who has extensive experience in dealing with State Mandated Reimbursements, will share with us the very latest from the State Controller's Office. This promises to be a very informative meeting.

Please send your R.S.V.P. no later than March 6th to Eve Byrd at ebyrd@grover.org or by calling (805) 473-4558.

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Contribute to the CSMFO MiniNews

ICSMFO 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 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.

The Great Software Search

Sandy Lipitz, Director of Finance & Administrative Services
City of Rohnert Park, CA

Recently our city faced a major problem: Rohnert Park was using an 18 year-old financial information system running on an HP3000 Minicomputer system. Hewlett-Packard announced an “End-of-Support Date” meaning no more Operating System updates, Hardware or Hardware Support. We had to decide if we were going to keep our software and hope that the hardware would keep chugging along, or switch to a whole new system. We decided to look to the future and acquire a new system.

Other cities assured us that implanting a new system would mean dealing with a nightmare of dual systems: we would have to budget for overtime and additional staff, due to the necessity of dual entry for every module, for an extended period of time.

Thanks to the strengths of the new system (we chose Springbrook Software) and our team of highly competent employees, none of these predictions came true; we went ‘live’ immediately, with the exception of payroll, and never had to keep dual books. Following are some tips that we used when searching for a new software application; our hope is that, when the time comes, every city has such an easy transition!

Know What You Can’t Live Without

Our first step was to make a comprehensive list of what we had to have in our new system. Our top ‘must-haves’ included flexibility, user-friendly and a system equipped with strong internal checks and balances. A few of the systems we tested were confusing and unwieldy: with some of the systems, a user could only be in one module at a time. With our new system, we can open multiple modules or multiple sessions of one module at the same time.

Consider the Bottom Line

First, consider the purchase price of the system; second, consider how it will save your city money in actual dollars or in employee time. Our system gave us the biggest bang for the buck; it has every function we need and was the best value compared to the others we reviewed. It also helps our employee efficiency: we run special reports without needing IT help, and quickly look up information with the ‘inquiry’ mode.

This is a Partnership; Know Your Team Members

We made sure that we knew how our provider handles service calls, customer inquiries, and feedback about functions. For our city, it was very important to have a human relationship with our provider, so when the President of our software provider visited our office, and personally demonstrated his company’s product, we were impressed. This level of personal care is carried over into the way we interact today: they are very receptive to our ideas and suggestions. Together, we make a great team.

The Extra Mile

Finally, look at whether a provider will go the extra mile for you. Our provider went out of their way to convert five years of data from our old system; most suppliers usually only convert one year or post the beginning balance forward. This saved us time and money.

With forethought and planning, implementing a new software system can be relatively pain-free. Although the extra effort of identifying your primary needs, testing multiple systems and researching providers is time-intensive, choosing the right system the first time may save you thousands of dollars in the long-run.

As Director of Administration Services for the City of Rohnert Park, Sandy Lipitz manages the departments of HR, finance and information systems. She has been with the city since 1990. Reach her at slipitz@rpcity.org or (707) 585-6700.

VISIT FROM BANGKOK'S "DREAM TEAM"

By: Agnes T. Walker, City of Costa Mesa

On February 9, 2006, the City of Costa Mesa hosted a delegation of 27 finance professionals from the City of Bangkok, Thailand. This delegation was composed of budget and finance staff from the Bangkok Metropolitan Administration (BMA), a local government of Bangkok City of 10 million people. BMA is now undertaking a significant budgetary and management reform heading for strategic result-based budgeting. The delegation is supposed to be BMA's "dream team" that will lead the budget reform. Their specific assignment for the study tour was to learn from other cities' experiences about budgeting and financial management practices.

The original coordinator of the study tour was a professor (Faculty of Political Science) of Chulalongkorn University's UNISEARCH Program. The tour itself was headed by Dr. Chetha Taweessri, a leading specialist and principal trainer for the BMA result-based budgeting. We learned later that Dr. Taweessri was educated at UCLA, at the University of Indiana, and at the University of Michigan (Ann Arbor). According to him, to get his doctorate degree, he had to speak three languages, English being one of them. Dr. Taweessri was assisted by a lady who was also educated in the United States at Ohio State University.

During their morning visit to Costa Mesa, staff provided a PowerPoint presentation describing the City's budgeting and financial management processes, and a video presentation about the City. We also provided them with copies of the various budget documents. It was rather amusing to hear Dr. Taweessri's translation in each topic seemed longer than the presentation itself. We were told the delegation understood, but did not speak, very much English. One of the things that the delegation found interesting was how we have various funds for different revenue sources. According to Dr. Taweessri, BMA uses only one fund for everything and that they strictly have a line item budget, in contrast to Costa Mesa's budgeting by program. We also learned that BMA had 61 council members – each representing about 100,000 people. We kidded Dr. Taweessri about how decisions are made with a governing body with 61 members – sometimes, it's not that easy to get a consensus from five members.

After the presentation, the group visited the Finance offices before heading to South Coast Plaza. The delegation later in the afternoon to do a brief tour of some of the City's current development projects, including the new South Coast Plaza, they started going through their "giveaway" bags to check if there were coupons to use at South Coast Plaza. We were visiting the development projects and realized that South Coast Plaza was across the street, then we did not argue as we started thinking about the sales tax dollars.

City staff found the whole experience interesting. We welcomed the delegation to Costa Mesa by our Central Services Supervisor (who's British) and we did a lot of the "sawadeeklap" - (I'm spelling this word correctly.) Costa Mesa's City Manager also welcomed them.

Before coming to Costa Mesa, the delegation visited the City of Anaheim. BMA is planning to send another delegation in the next few months.



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The delegation with Costa Mesa's Finance Director and budget staff.

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Dr. Taweesri in the middle, flanked by the Mayor of Costa Mesa, Marc Puckett, Agnes Walker and Dr. Taweesri's assistant.

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April 4-June 13, 2006

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A Note from GFOA

GFOA's 100th Annual Conference will be held May 7-10, 2006 in Montreal, Canada.

Here are some upcoming CDIAC programs for 2006. Don't miss out!

Mechanics of a Bond Sale

March 16-17, 2006, Foster City, CA

This is CDIAC's intermediate debt issuance course. This one and one-half day program covers the methods of structuring a debt financing, selecting a financing team, preparing legal documents, working with rating agencies, marketing and pricing a debt issue, understanding federal arbitrage rules and regulations, and investing bond proceeds.

Dynamics of Marketing and Pricing Bonds Workshop

April 12, 2006, San Francisco, CA

This is a one-day workshop designed to provide issuers with an understanding of how bonds are marketed and priced. A panel of speakers will take participants through the negotiated and competitive bond sale process and the market factors that go into pricing bonds in order to give participants a better understanding of the logic that goes into the pricing process. As an added bonus, participants will have an opportunity to view the pricing desk of an underwriting firm.

Current Practices in Assessing and Using Developer Fees

May 4, 2006, Ontario, CA

May 5, 2006, Sacramento, CA

This half-day workshop is designed to assist local governments to understand current practices and policies related to assessing and managing a developer fees program. The workshop will assist local governments to build cooperative relationships with developers and achieve their goals.

UCLA Extension Smart Growth/5th Annual CDIAC Conference Celebrate California Communities

May 10, 2006, Los Angeles, CA

This is CDIAC's 5th Annual Conference highlighting various financial and economic development issues in California Communities with economic development. Sessions at the Smart Growth Conference (co-hosted by CDIAC) will be determined by a committee comprised of members selected by UCLA and CDIAC staff.

For more information please visit <http://www.treasurer.ca.gov/cdiac>



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Up the Ladder

ACCOUNTANT, City of Anaheim, CA. Salary: \$49,701 - \$68,339/annually. The City of Anaheim is seeking an experienced and energetic accountant. The position is critical to the daily oversight and monitoring of transactions in the areas of accounts receivable, cash receipts and fixed assets. Typical duties include: Audits and reconciles daily cash receipts posted to general ledger against bank transactions and backup support; reviews cash receipt account coding to ensure proper account classification; manages the daily activities of the accounts receivable section; bills and collects money due city; represents city in small claims court action. In addition, prepares journal entries, financial statements and a variety of reports. This position requires responsible professional accounting experience, preferably in a municipal organization. A bachelor's degree in accounting or related field is desirable. All candidates must complete a City of Anaheim application. Applications will be accepted by the Human Resources Department on a continuous basis until filled. Contact City of Anaheim 200 S. Anaheim Blvd., #332 Anaheim, CA 92805. Call: (714) 765-5111 or visit: <http://anaheim.net/jobs>. EOE.

ASSISTANT FINANCE DIRECTOR, City of Benicia (Northern California). Salary Range: \$6,984 - \$8,489 plus excellent benefits. The City of Benicia seeks an enthusiastic and visionary professional for the position of Assistant Finance Director. The ideal candidate will have knowledge and experience in governmental accounting as well as management experience. Application packets and information are available at: www.ci.benicia.ca.us; by calling job hotline at (707) 746-4305; by emailing jobs@ci.benicia.ca.us or by calling (707) 746-4205. Deadline to apply: March 30, 2006.

ASSISTANT DIRECTOR OF FINANCE, City of Bellflower, CA. Salary: \$7,029- \$8,544/month plus benefits. Under administrative direction, to organize, supervise, and participate in financial activities including accounting, investments, cash, debts, rev-

enue, business license renewals, payroll, accounts receivable, and accounts payable; to assist in the preparation of the annual City budget; and to provide complex staff assistance to the Director of Finance. Exercises direct supervision over professional and technical staff. Requires a Bachelor's degree from an accredited college or university with major course work in accounting or a related field. Eight years of increasingly responsible professional accounting or auditing experience including four years of supervisory experience. Possession of a CPA license is desirable. Must possess and maintain a valid California Driver's License. A City of Bellflower application and supplemental questionnaire must be submitted along with a current resume. To receive a City of Bellflower application and job flyer by mail, call (562) 804-1424, ext. 2299, or visit our website at www.bellflower.org. Final filing date is Thursday, March 23, 2006 at 4:00 p.m. EOE.

CHIEF FINANCIAL OFFICER, CPS Human Resource Services, Sacramento, CA. Salary: DOE/DOQ plus great benefit package. CPS Human Resource Services is seeking a Chief Financial Officer to strategically develop internal financial systems and make major financial decisions and transactions within the organization. The ideal candidate will be a committed and persuasive leader for the senior management team who can lead and direct the organization in its continuing endeavors to deliver quality and entrepreneurial human resources services to public agencies. The candidate must have expert level experience as a successful financial manager, be an organizer and leader, be a systems thinker and implementer, have excellent communication and negotiation skills, understand both public and private sector financial practices and constraints, have corporate knowledge of national and global offices, a "can-do and positive" attitude in developing and building collaborative relationships across the organization. Five years of managerial level experience in one or more of the following areas: finance, accounting, investment, business or public administration. A Master's Degree in a relevant field is highly desired. Please view full job flyer and apply online at www.cps.ca.gov (go to job opportunities).

FINANCIAL SERVICES MANAGER, City of Brisbane, CA. Salary \$6,900-\$8,389/month plus excellent health, vision, dental, life and LTD, EAP and PERS 2% @55. Our small city located just south of San Francisco nestled in the slopes of San Bruno Mountain is seeking a detail-oriented, hands-on Financial Services Manager to perform diverse and specialized accounting work. This is an excellent growth opportunity for a person who can demonstrate a service oriented demeanor to staff and inspires teamwork and a productive environment in all areas of a comprehensive public agency financial management program. Areas of responsibility include overseeing the city's general accounting, accounts payable and receivable, payroll, utility billing, grant and capital project accounting, financial statement preparation, fixed assets and other accounting related activities. Candidates should have an equivalent to a Bachelor's degree with major coursework in accounting, finance, business administration, public administration or related field, three years of increasingly responsible professional experience in accounting, auditing or finance with prior supervisory experience. Municipal experience preferred. CPA preferred or GFOA certificate must be obtained within a time period specified by the city. Application deadline: March 24, 2006 at 1:00 PM. For applications, contact City of Brisbane, Human Resources, 50 Park Place, Brisbane, CA 94005 (415) 467-2065 www.ci.brisbane.ca.us. EOE

ACCOUNTING SUPERVISOR, Moulton Niguel Water District, Laguna Niguel, CA. Salary: \$4,821-6,970/month, 4-day work-week plus excellent benefits. The position performs accounting and auditing functions using independent judgment. Position directs overall accounting department functions including: A/P, payroll, A/R, and general ledger. A Bachelor's degree w/accounting emphasis required. CPA desirable. Five years accounting and supervisory experience required. Visit www.mnwd.com to download application and view job flyer. For additional information, contact Carol Sanders, csanders@mnwd.com or (949) 448-4014. Deadline is March 31, 2006 or until filled.

Up the Ladder

(Continued from pg. 11)

FINANCIAL SUPERVISOR, (General Ledger/Financial Accounting), City of Davis, CA. Salary: \$3,612.92 - \$4,391.54/monthly. This position performs responsible professional accounting, administrative and technical support relative to the planning, organizing and supervision of the city's financial, auditing and treasury programs. Requires two years of responsible journey level experience in professional accounting/finance and equivalent to a Bachelor's degree from an accredited college or university with major course work in accounting, business administration or a related field. Submit application to: Human Resources, 23 Russell Blvd., Davis, CA 95616 or by fax to (530) 753-1224. Website: <http://www.cityofdavis.org/jobs>. Final Filing Date: March 3, 2006. For more information, contact Human Resources (530) 757-5644.

FINANCE MANAGER, Nevada Irrigation District, Grass Valley, CA. Salary: \$83,780 - \$101,836. The Nevada Irrigation District, located in Grass Valley surrounded by beautiful pine trees and offering diverse recreational activities in the Sierra Nevada foothills near Lake Tahoe, seeks an experienced professional for the position of Finance Manager. The ideal candidate will have extensive knowledge and experience in governmental and private sector accounting as well as treasury and management experience. Bachelor's degree in finance or accounting required plus seven years experience in financial management or accounting including administrative and supervisory responsibility. CPA desirable. This position is open until filled. Applications are available at 1036 W. Main Street, Grass Valley, CA

FINANCE ANALYST, City of Elk Grove, CA. Salary: \$4,844-\$6,350 monthly plus excellent benefits. Under the direct supervision of the Finance Director, this position will assist in analysis of all public facilities financing and operation and maintenance funding for the city. This work will include review, analysis, and recommendations for the city capital improvement financing program, fee programs, capital related cash flow analysis, bond and debt issues, fee credits and reimbursements, and special districts funding operation and maintenance services. This position will be

involved in the formation and annexation to Mello-Roos CFDs and assessment districts. Provides high level, professional assistance to the Finance Director. Individual in this position must have strong knowledge in public financing strategies, development impact fees, debt financing, special districts, development finance, and capital projects. Working knowledge of principles in economic analysis, planning, the development process, and development studies. This position requires the ability to develop feasibility studies, infrastructure financial plans, and analyze routine or complex projects; suggest solutions; develop and implement goals, objectives, procedures and complex cash flow models. Foresee financial implications or problems and deliver sound, creative recommendations. Set priorities and follow up on projects; recommend decisions in accordance with rules, and policies. This position requires very good communication skills. The person in this position will often need to coordinate on issues with multiple city departments, other government agencies, the development community, and the public. Required Education and Experience include a Bachelor's degree from an accredited college or university with major course work in finance, business, engineering or a closely related field, and a minimum of three (3) years of progressively responsible analytical work related to public finance, infrastructure finance, development, or related field. For full job description and city application, go to www.elkgrovecity.org. Please submit applications to City Hall, Attn: Eric Pennington, 8401 Laguna Palms Way, Elk Grove, CA 95758. Applications must be received by March 21, 2006. The City of Elk Grove is an Equal Opportunity Employer.

FINANCE DIRECTOR, City of Imperial Beach, CA. (In the southwest corner of San Diego County) The City is currently seeking a Finance Director who possesses a strategic, outcome-oriented approach in leading the Department and is able to handle the pressures associated with a heavy workload. Candidates should possess exceptional administrative and financial analysis skills. A skilled communicator who takes a creative approach to finding additional revenue sources for the City will be valued. The salary for the Finance Director is open, depending on qualifications. If you are interested in this outstanding opportunity please submit your résumé via e-mail to: Jennifer Nitrio, Bob Murray and As

sociates, apply@bobmurrayassoc.com. If you would like to submit a hard copy of your résumé in addition to the e-mailed version, please send it to: 1677 Eureka Road, Suite 202, Roseville, California 95661. A detailed brochure is available. Please call (916) 784-9080. Filing Deadline: March 24, 2006.

CUSTOMER SERVICE SUPERVISOR, City of Camarillo, CA. Salary: \$55,023 - \$74,218 annually.

This position supervises six employees who provide billing services for water, sewer and refuse. The City uses Sungard H.T.E Navaline for monthly billing to about 18,000 customers. The ideal candidate will have at least two years experience supervising a similar operation. Excellent benefits including 2% @ 55 PERS plus a supplemental 7% defined contribution to a 401(a) plan. More information can be found on www.ci.camarillo.ca.us. City application and supplemental questionnaire deadline is March 21. (805) 383-5618.

DEPUTY EXECUTIVE DIRECTOR OF FINANCE, Accounting Division, City of San Jose, CA. Salary: DOQ. Lead payroll, A/P, financial reporting and specialized accounting functions. Requires significant management experience in a medium to large municipality; applicable Bachelor's degree or equivalent (Master's preferred). Six plus years experience managing disbursements and financial reporting in a government agency with four years supervisory experience preferred. CPA desirable. Interviews tentatively scheduled for week of March 27. Submit resume and cover letter by March 3, 2006 to Mark Danaj, Director, Employee Services, City of San Jose, 200 E. Santa Clara Street, San Jose, CA 95113. (408) 975-1475. mark.danaj@sanjoseca.gov. Visit www.jobs.cityofsj.org for more information. EOE

DIRECTOR OF FINANCE, San Bernardino Municipal Water Department, San Bernardino, CA. Salary: \$89,947.69 to \$125,679.23 DOQ with outstanding benefit package including PERS (2% @ 55). The Municipal Water Department for the City of San Bernardino is seeking an experienced Director of Finance. Position requires diverse background with empha

Up the Ladder

(Continued from pg. 12)

sis in government accounting and finance, budgeting and cash forecasting in addition to oversight of key functional areas. Bachelor's degree required (Masters or CPA a plus) including progressively responsible experience in a comparable organization. Closes on March 31st. Confidential inquiries welcomed at 602/909-5138 to Mr. Matthew Monaghan or 916/630-4900 to Ms. Heather Renschler. Detailed brochure at www.ralphandersen.com.

RATE AND DEBT ADMINISTRATOR, FINANCE DEPARTMENT, San Diego County Water Authority, San Diego, CA. Salary Range: \$6,644 - \$8,936 per month. Become a key member of our dynamic and talented management team as we implement our \$3.3 billion capital improvement program to ensure a safe and reliable water supply for the San Diego region. In this position, you will be responsible for operating the Water Authority's comprehensive financial rate modeling program, including designing, structuring, and setting rates and charges, analyzing and implementing capital financing plans, and preparing revenue and expenditure projections; as well as the issuance and management of revenue bonds and other debt financing instruments. Requires Bachelor's degree in quantitative field; at least four years utility rate setting, long-range financial planning, or municipal debt management experience; understanding of advanced finance concepts; expertise in Excel and computer modeling; and strong oral and written communication skills. MBA or other advanced degree desired. For additional information please see our web site at www.sdcwa.org/opps/employment.phtml. Applications must be submitted by 5:00 p.m. on Monday, March 20, 2006 to SDCWA, HR Department, 4677 Overland Avenue, San Diego, CA 92123. (858) 522-6516. SDCWA is an EOE.

ASSISTANT FINANCE DIRECTOR, City of Monterey, CA. Salary: \$99,825 - \$121,326 including Management Compensation pay and an excellent benefit package. The City of Monterey, on the beautiful central coast, is looking for an energetic and innovative person to join the Finance Department's management team as the Assistant Finance Director. This high-profile position reports to the Finance Director and manages the Accounting Division, which includes seven professional, paraprofessional and clerical staff. Responsibilities of this division include all financial reporting, general ledger maintenance, payroll, accounts payable and cost accounting. The ideal candidate will be customer service-driven and results-oriented, have well-developed communication skills and strong technical and analytical skills. Qualifications include the equivalent of a Bachelor's degree in accounting, business administration, public administration or a related field and recent and progressively responsible financial management experience. A CPA and/or MBA is highly desirable. Application deadline is March 27, 2006. A completed application, resume and supplemental questionnaire are required. Applications can be obtained from the Personnel Department, City of Monterey, 399 Madison Street, Monterey, CA 93940; (831) 646-3765; or at www.monterey.org.

ADMINISTRATIVE SPECIALIST (Accounts Payable), Orange County Transportation Authority, Orange, CA. Salary Dependent Upon Qualifications. Up to \$23.00/Hour. Performs technical accounting duties in analysis, preparation and maintenance of complex financial records, systems, statements and reports. Prepares/inputs data into automated accounting system, performs batch distributions and establishes A/P vendors. Prepares bank transmittals, analyzes/audits account data, prepares journal entries, and sets up encumbrances and accruals. Matches invoices with purchase orders, and audits travel authorizations and employee expenses. Reconciles accounts, receives check requests, and serves as custodian of signature authority cards. Examines

vouchers, reimburses petty cash, and participates in audits and budget preparation. Requires high school diploma and seven years responsible experience in the preparation and maintenance of financial records and reports. Coursework in accounting or bookkeeping desirable. One year Accounts Payable experience with an automated system preferred. Knowledge of company's accounting manual, chart of accounts, automated accounting systems, general accounting practices, related laws/codes, and fiscal/financial record keeping procedures. Must have ability to operate computers and calculators, make arithmetic calculations, plan/organize work, and meet schedules and timelines. Excellent benefits. Additional information on-line at www.octa.net (Career Opportunities). Applications must be include 10 year work history and be fully complete. Resumes not accepted in lieu of on-line application. OCTA does not sponsor H1B or other work Visa's. An Equal Opportunity/Affirmative Action Employer AA/EOE/M/F/D/.

OFFICE SPECIALIST (Accounting), Orange County Transportation Authority. Salary Dependent Upon Qualifications: \$14.90 - \$22.23/Hour. Maintain accurate complex financial records, systems, statements and reports. Verify/batch invoices, establish accounts payable vendor information and input computer data. Verify/match purchase orders, contracts, invoices for payments. Perform mathematical calculations and set up encumbrances, accruals, 1099's, and reconcile retentions/encumbrances. Requires High school diploma or equivalent and five years experience in the preparation and maintenance of financial records and reports. Education may be supplemented by courses in bookkeeping or accounting. Familiarity with accounting practices, related laws and knowledge of automated accounting systems. Ability to operate computers/calculator, work independently, analyze situations, organize work and meet deadlines. Excellent benefits. Additional information on-line at www.octa.net (Career Opportunities). Applications must be include a ten year work history and be fully complete. Resumes not accepted in lieu of on-line application. OCTA does not sponsor H1B or other work Visa's. ORANGE COUNTY TRANSPORTATION AUTHORITY is an Equal Opportunity/Affirmative Action Employer.

Up the Ladder

(Continued from pg. 13)

FINANCIAL MANAGEMENT DIRECTOR, San Diego, CA. Salary: DOQ. Education and experience equivalent to an advanced degree and ten years of progressive experience. Reporting to CFO, this position will direct the activities of the Financial Management Department; preparation of proposed and annual budgets; monitoring of revenues and expenses; oversight of budgetary adjustments; and preparation of quarterly departmental financial reports. Other current functions of the Department include management of purchasing, central stores, surplus/obsolete property, and mail operations. For more information go to: www.sandiego.gov/empopp. Submit cover letter and resume to: Judy von Kalinowski, jvonkalinowski@sandiego.gov, City of San Diego, HR Department, 1200 3rd Avenue, Suite 1316, MS-56L, San Diego, CA 92101. **EOE/ADA.**

ACCOUNTING MANAGER, City of San Fernando, CA. Salary: \$70,956 – 86,256 annually, plus excellent benefits (including fully paid health, dental and vision for employee and dependents). 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. Four years recent experience in municipal accounting with at least one year in supervision is required. Ability to understand and speak Spanish is highly desirable. Apply immediately. Closing date: April 14, 2006. City application must be completed. Call the City Job Hotline at (818) 898-1200 Ext. 503 or visit our website: www.sfcity.org.

COLLECTIONS SPECIALIST, (ACCOUNTING TECHNICIAN), City of Sunnyvale, CA. Salary: \$49,379.61 - \$60,021.31 annually (DOQ) plus 7% City Paid Employees PERS contribution and excellent benefit package. Under general supervision, the Collections Specialist performs complex and varied work in collections and utility billing and related areas as required. Requires a high level

of accuracy and diplomacy. Position collects delinquent accounts from a number of sources, primarily utilities. Qualifications include Any combination of education and experience equivalent to college-level course work in accounting and two years of collection experience. Experience in customer service, billing or account management in a utility or a financial institution (bank, credit union) is desirable. If you are interested in this outstanding opportunity, please submit your City of Sunnyvale employment application to the Human Resources Department no later than 5:00pm on Friday, March 17, 2006. Electronic applications may be submitted on-line through the city's employment page at www.sunnyvale.ca.gov or application materials may be submitted to: Human Resources Department, 505 West Olive Avenue, Suite 200, Sunnyvale, CA 94086. Postmarks or faxes will not be accepted.

FINANCE ADMINISTRATOR, City of Irvine, CA. Salary: \$65,758 – \$98,637 per year, plus excellent benefits. The City of Irvine is seeking applicants for the position of Finance Administrator with the Orange County Great Park Corporation. This position will organize and direct assigned financial operations and financial reporting activities and staff; coordinate and participate in the Great Park's budget development process and related fiscal forecasting programs. The Great Park's Finance Administrator will develop systems to research, analyze and project future costs and to track performance of ongoing activities. This position will be expected to supervise the development of financial statements as well as develop accounting policies and controls to insure that the Great Park is in compliance with generally-accepted accounting principles and State law as it applies to non-profit corporations. The ideal candidate will possess a Master's degree in Accounting, Business, Public Administration or related field, and at least six years of increasingly responsible governmental finance experience, including experience in a supervisory capacity, or any combination of education and experience that provides equivalent knowledge, skills and abilities. Apply by March 28, 2006. For application materials, and complete job information, please call 949-724-6200, or visit our website at www.ci.irvine.ca.us. **EOE**

SAN MATEO COUNTY TRANSIT DISTRICT, MANAGER/BUDGETS, San Carlos, CA. Salary: \$1516-\$2218 weekly. The San

Mateo County Transit District is looking for a Manager, Budgets. This position is responsible for the preparation of Operating Budgets for multiple agencies, including making budget presentations to the various Boards and monitoring budget activities to assure congruence with established goals and objectives; review of monthly financial reports and forecasting of revenues and expenditures; preparation of cost/benefit and financial analysis for contracts and special projects; filing of Transit Development Act and State Transportation Act claims, and reporting and coordination of financial information both internally and to the public. The Manager, Budgets position requires someone with sufficient education, training and experience to demonstrate the knowledge and ability to successfully perform the essential functions of the position. Development of the required knowledge and abilities is typically obtained through but not limited to: Bachelor's degree in Accounting, Finance, or closely related field, plus three years full-time progressively responsible management experience in accounting or financial work. Candidates must demonstrate their ability to plan, direct and manage the operating budget preparation process, develop and implement budget policies and practices and effectively monitor budget variances for compliance with established goals and objectives. Candidates must have the ability to analyze and solve complex budgeting/accounting problems with timeliness and accuracy; must be able to use a PC with a variety of software packages including word processing and electronic spreadsheets; must be able to prioritize activities to affect an orderly workflow within Finance and between other work groups requiring financial information; and must be able to work effectively with all levels of management and possess excellent written and oral communication skills. Knowledge of enterprise accounting and experience utilizing automated financial management systems helpful but not required.

For additional information and complete Job Opportunity Announcement see our website at Samtrans.com. Resumes (including salary history) can be submitted

Up the Ladder

(Continued from pg. 12)

in person or by U.S. mail to 1250 San Carlos Avenue, San Carlos, CA 94070-1306, by fax at (650) 508-6458, or by email to SamTransjobs@samtrans.com. Your resume, complete with salary history, must be received in the HR department by 4:30 PM, Friday, March 17, 2006.



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