



FEBRUARY 2008

Inside:

President's Message	1
California Municipal Treasurers Assn. - Division X Meeting Notice.....	3
The Mello-Roos Community Facilities Act and Recent Changes.....	4
Intermediate Government Accounting Course Coming To A Location Near You	5
A Helpful Tip from your Technology Committee.....	5
Nuts and Bolts of Arbitrage Rebate	6
Presentation Skills for Finance Professionals A One-Day Skills-Based Workshop	8
The New Role for Council Members in the Audit Process	9
Central Los Angeles & South Bay Chapters Invite You to Our Next Luncheon Meeting.....	11
CSMFO Monterey Bay Save The Date: Feb 22nd - "Its Real Estate Time"	12
Faces and Places	12
Job Postings January 2008	13

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President's Message

— **Brad Grant**, City of Merced Finance Officer 2007 CSMFO President

This year, the first Boomer will turn 62, the age at which one becomes eligible for what the U.S. government calls "early retirement"—the opportunity to begin collecting government benefits, albeit at 75% of the rate that one would be entitled to receive by waiting four more years.

The first Boomer registering for benefits from U.S. Social Security was Kathleen Casey-Kirschling, born one second after midnight on January 1, 1946, making her eligible January 1, 2008 for this early retirement option. Throughout the year, an additional 3.2 million Boomers in the U.S. alone will also turn 62. About half (49% of the men and 53% of the women) are expected to choose official early retirement.

Over the next 22 years, nearly 80 million Americans born from 1946 to 1964, the generally accepted boundaries of the Boomer generation will become eligible to join the retirement club. In 2011, they'll turn 65 and be eligible for Medicare. In 2012, those who didn't take early retirement benefits will turn 66 and qualify for their full share.

The "Numbers in the News" from the "Center for Continuing Study of the California Economy" states: "During the next ten years 2.7 million workers currently aged 40 and older in California will retire if current retirement rates continue. It is likely that some workers will delay retirement and stay in the workforce longer than normal during the next

10 to 20 years as better health and financial incentives have an impact on retirement decisions.

The retirement wave intensifies during the following ten years. Between 2016 and 2026, 3.3 million baby boomers will retire after taking account of the decisions of some workers to delay retirement. During the next 20 years 5.7 million Californians will retire."

Anywhere you go in the work world today you're almost certain to hear the buzz about "workforce planning." It's also likely there will be a sense of urgency surrounding the discussions, as phrases such as "baby boomer," "knowledge drain," "competencies," and "succession planning" are tossed about.

Recent statistics indicate that 44% of the State of California's current workforce is over the age of 45. Up to 35%, or more than 70,000 employees, will be eligible to retire in the next five years. Some independent studies have estimated that this number could be much higher, ranging as high as 49%, or as many as 100,000 employees.

I imagine statistics for local government are similar based on the fact that over 5% of the employees in my Agency are planning retirement this year, hearing that 46 city managers are looking to retire this year and talking to other finance professionals across the state providing similar information.

Who will be our replacements? The generations after the Boomers have

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President's Message, Continued from cover

been labeled Generation X and Generation Y but whatever the label, the thing that I think is important to keep in mind is the new employees view things through a mindset that is quite different from the mindset of the Boomer generation.

Each August for the past decade, as faculty prepare for the academic year, Beloit College in Wisconsin has released the Beloit College Mindset List. The list provides a look at the cultural touchstones that shaped the lives of the incoming freshman class. It is the creation of Beloit's Keefer Professor of the Humanities Tom McBride and Public Affairs Director Ron Nief.

For classes that have graduated over the last four years and the class of 2008 here are some of the items that made the lists when they were incoming freshman:

1. Somebody named George Bush has been on every national ticket, except one, since they were born.
2. There have always been ATM machines.
3. They have never referred to Russia and China as "the reds."
4. There has always been a national holiday honoring Martin Luther King, Jr.
5. They have never used a bottle of "White Out."
6. They have never experienced a real recession.
7. They were born the same year as the PC and MAC.
8. Sarajevo was a war zone, not an Olympic host.
9. There has always been a hole in the ozone layer.
10. They have probably never used carbon paper and do not know what cc and bcc mean.
11. Cars have always had eye-level rear stoplights, CD players, and air bags.
12. George Foreman has always been a barbeque grill salesman.
13. The U.S. and the Soviets have always been partners in space.
14. Women have always had tattoos.
15. Electronic filing of federal income taxes has always been an option.
16. Pete Rose has always been a gambler.
17. An automatic is a weapon not a transmission.
18. Directory assistance has never been free.
19. They have never seen a first lady in a fur coat.
20. The Energizer bunny has always been going, and going, and going.
21. Photographs have always been processed in an hour or less.
22. Computers have always suffered from viruses.
23. They have suffered through airport security systems since they were in strollers.
24. They have done most of their search for the right college online.
25. Castro has always been an aging politician in a suit.

This new generation of workers grew up in a world completely unlike that of the "Boomer" that they are replacing.

As the workplace faces radical changes, the new wave of leaders in organizations will largely come from this new generation. Their values, leadership style and approach to work are significantly different from their predecessors, which will have a subtle but important impact on the workplace.

Brad Grant

City of Merced – Finance Officer

CSMFO President

2008 CSMFO Annual Conference

Tuesday, March 4 – Friday, March 7, 2008 - Disneyland Hotel, Anaheim California

Don't miss the discount registration deadline for the Annual Conference. The early reduced registration fee ends on Monday, February 4, 2008. So, check online at www.csmfo.com to register for the conference.

Also, the cut off date for hotel room registrations at the Disneyland Hotel is February 10, 2008. After February 10, the conference rate may not be available, so please call and get your hotel reservations as soon as possible at 714/520-5005.

Pre-Conference Training Sessions have some spaces available so take a look at those "extra" educational opportunities. You won't find three and a half hours of quality training for this price anywhere else.

Continuing Education Credit is earned at the rate of one credit for each 50 minutes of training, with .50 credit for each additional 25 minutes. Concurrent and general sessions will earn 1.50 credits and each pre-conference session earns 4 credits.

Commercial Members/Vendors: Have you signed up for a booth at the Tradeshow or checked out how to increase your visibility to the largest group of representatives of California's public agencies through the other exciting sponsorship opportunities? The exhibitor packet may be found online at csmfo.org. Or, you may contact either Teri Anticevich, CSMFO Conference Coordinator, (taatla@aol.com/951-780-7997) or Marc Puckett, 2008 Host Committee Member (mpuckett@ci.costa-mesa.ca.us/714-754-5243) to discuss sponsorship opportunities.

Keynote Luncheon Speaker

The UCLA Anderson Forecast has been producing economic outlooks for the nation for over 50 years, one of the longest running major economic forecasts in the nation. The Forecast is widely recognized for its ability to predict transition points in both the national and state economy, as evidenced by being the first major forecasting organization to predict the 2001 recession.

Come and hear UCLA Forecast Economist Jerry Nickelsberg's take on the California and national economy at lunch on Thursday, March 6, 2008.

- Viki Copeland, Co-Chair, 2008 Host Committee



2008 CSMFO Annual Conference

Tuesday, March 4 – Friday, March 7, 2008 | Disneyland Hotel, Anaheim, California



"The Wonderful World of Finance"

Your 2008 CSMFO Annual Host Conference Committee is busily at work preparing for "The Wonderful World of Finance."



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Mark your calendars now to attend the **2008 CSMFO Annual Conference**. Visit the CSMFO website at www.csmfo.org for hotel information. Disneyland Hotel reservations are open. Be sure to book your room now to ensure your stay at the happiest place on earth. Watch for additional information in months to come. We look forward to seeing you in Anaheim.

2008 Annual Conference Contact List

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South San Joaquin	Judy Bier	559/891-2260	judyb@cityofselma.com

California Municipal Treasurers Association - Division X Meeting Notice

Topic: "State of the State"

Guest Speaker: John Chiang, California State Controller

Date: Wednesday, February 6, 2008 @ 11:30am

Location: Victoria Gardens Cultural Center, Celebration Hall - 12505 Cultural Center Drive, Rancho Cucamonga (909) 477-2775

Menu: Lunch will include a hot buffet of Boneless Chicken Breast in Sauce, Baby Parsley Potatoes, Mixed Gourmet Greens, Rolls with Butter, Iced Tea, Coffee & Desserts.

Cost: \$30.00 with reservations*, \$35.00 without reservations. Please mail checks payable to CMTA or payment can be made at door. Checks should be mailed to:

West Valley Water District, CMTA Division X
Treasurer Debbie Sousa
P.O. Box 920
Rialto, CA 92377

RSVP: By 5:00 p.m., Wednesday, January 30, 2008 by email to dsousa@wvwd.org or mail the bottom portion of this announcement with your check.

*We would appreciate it if "no-shows" would send their checks to Debbie Sousa after the meeting to ensure our Division can cover the meeting costs.

Division X Board

Terry Loomis
Acting Chair

(949)453-5340

Irvine Ranch Water District

Sandra Ramirez

Vice Chair

(909)477-2700

City of Rancho Cucamonga

Debbie Sousa

Treasurer

(909)875-1804

West Valley Water District

(Cut Here)

City/Organization: _____

Name: _____ Contact No.: _____

Non-Members are Welcome

The Mello-Roos Community Facilities Act and Recent Changes

Chris Fisher, Principal Consultant, MuniFinancial

Mello-Roos Community Facilities Districts have long been important financing tools for local government in California, particularly in areas experiencing significant growth and development. This is a trend that will likely continue, given the ongoing struggle to maintain balanced budgets while finding revenue to provide essential public services and facilities.

The Mello-Roos Community Facilities Act of 1982 authorizes public agencies to form Community Facilities Districts (CFDs) to issue bonds, secured by the levy of special taxes, to finance local improvements such as streets, sewer and water facilities, storm drains and flood protection facilities; and regional facilities such as schools, parks, recreational facilities, and libraries. They provide a flexible means of financing public improvements as an alternative to higher impact fees, or higher cost borrowing by developers, either of which could theoretically result in higher home prices. CFD funding often allows construction of improvements and funding of development impact fees used to construct master plan facilities sooner than they might otherwise be constructed or funded.

CFDs can also be formed to establish dedicated special tax revenue to finance public services, such as public safety, flood and storm protection, recreation and library services, or maintenance of public improvements such as landscaping, lighting, streets and roads, and parks and open space.

As the result of a growing need for clean up and revision in the law, an effort was initiated, with the support and input of many individuals in local government, by a group of industry professionals and practitioners who gather annually to discuss current issues and practices related to land-secured financing, special districts and other similar financing mechanisms.

The first attempt at this undertaking, SB 1432, was introduced in early 2006. The bill was approved by the legislature, but vetoed by Governor Schwarzenegger, due to the inclusion of provisions related to affordable housing. The legislation was introduced again in early 2007, as AB 373, with the affordable housing provisions removed. Both houses passed the bill, and the Governor signed it into law in October 2007, to become effective January 1, 2008.

AB 373 changes more than 50 sections in the Government Code covering the Mello-Roos Act, and amends some related sections in the Revenue and Taxation and Streets and Highways codes. Many amendments

are housekeeping in nature, addressing inconsistencies with other areas of the law, removing duplicative sections, clarifying ambiguities or technical issues, or correcting erroneous cross-references. More significant provisions change procedural requirements for forming districts, add overall flexibility, and expand the list of improvements eligible for financing.

Local goals and policies, which must be adopted prior to forming a CFD, must now address the use of CFDs for services. This is in addition to the existing requirement that goals and policies address the use of CFDs for facilities. This is an important provision, given the frequency with which CFDs are being used to finance a growing array of public services. New policies must address this change, and existing policies should be updated.

One of the more noteworthy changes, at least as it relates to CFDs for services, is that maintenance of lighting for parks, parkways and open space is now specifically allowed, as is the maintenance of streets and roads, including snow removal. Many agencies see new streets added to their inventories as a result of new development, and as a result find it important to identify a stable and reliable source of revenue to support their pavement management programs. Other mechanisms, such as assessments, have historically addressed this need. This change allows agencies to use CFDs to finance the maintenance of virtually all public improvements typically constructed in association with new development.

Several changes are made to the petition procedure that initiates the CFD formation process. The timing requirements for the payment of fees to cover costs related to the proceedings, required as part of the petition process, and the amount of time that may pass before an agency is obligated to begin proceedings, are both amended. Changes also clarify that the fee is not mandatory for a petition initiated by the legislative body or the registered voters, but is mandatory for a petition submitted by landowners. The petition must include documentation such as a map of the proposed boundaries of the district, and a listing of facilities and services to be financed. The petitioner now also has the option to include a Rate and Method of Apportionment of the Special Tax. However, there is no requirement that this RMA be adopted by the agency.

Several changes relate to the use of Joint Community Facilities Agreements (JCFAs), including the allowance for adoption of JCFA's in some cases after the formation of a CFD, up until such time as the bonds are issued.

Some aspects of ongoing district administration are also addressed. First, the ability of local agencies to increase annual special taxes in the event of delinquencies is clarified. There has always been a ten percent limit on the amount that special taxes could be increased as the result of other delinquencies in the district. The new law clarifies that this percentage is



The Mello-Roos Community Facilities Act and Recent Changes, continued

calculated based on the special tax that would have otherwise been levied for that fiscal year, as opposed to the previous, or any other fiscal year. In addition, the amount that agencies may charge for preparation of Notices of Special Tax is increased, from \$10 to \$15. There is also added flexibility for agencies to alter or modify the language in the notice in certain circumstances.

Another important change involves refunding bonds. Mello-Roos law already allowed for previously issued bonds to be refunded, in order to take advantage of more favorable bond market conditions than those that existed at the time of the initial issuance. However, the law previously restricted the use of savings achieved through refunding to reducing the special tax levy. The law now allows *savings achieved through the issuance of refunding bonds*, which is now specifically defined as: the difference between the principal and interest to maturity of the refunded bonds and the principal and interest to maturity of the refunding bonds; to be used to finance authorized facilities or services, to the extent that there are remaining facilities or services that are authorized to be financed. If authorized facilities are going to be constructed with the savings, then bonds may be issued for that purposed, secured by the savings. Any achieved savings can also be used for a combination of the two stated purposes, in a proportion determined by the legislative body.

While this summary covers many of the substantive changes, it is not comprehensive. It is important to understand *all* of the new changes to the Mello-Roos law, as well as the unchanged provisions. CFDs are a useful financing tool requiring specialized expertise and knowledge. It is important that local agencies keep current with practices and issues, when incorporating CFDs into their overall fiscal strategy.

Intermediate Government Accounting Course Coming To A Location Near You

The Career Development Committee of CSMFO is pleased to present Intermediate Government Accounting course. This all day course is taught by instructors from Moreland & Associates and offers participants 8 CPE units. This course includes discussion on the following:

- overview of governmental statements
- oversight agencies
- grant accounting
- year-end including the review of a CAFR and current events.

Intermediate Government Accounting will be coming to the following sites:

March 12 - City of Hughson

April 8 - City of Visalia

April 21 - Ventura County

May 22 - Palmdale Water District

June 3 - Pebble Beach CSD



The cost is \$135 and includes lunch. More information and on-line registration is available on the CSMFO website.

A Helpful Tip from your Technology Committee

The list-serve is a valuable resource, but can be annoying if you are being inundated with emails. Did you know that each email you receive from the list serve shows the email you are subscribed with and a link to unsubscribe? If you find you are getting duplicate emails check the bottom of the message to see what email it is using. If it is an outdated address follow the link to unsubscribe.

As a CSMFO member you receive a discounted rate to the Annual Conference. In order to receive that savings you must first be logged in to the system otherwise the website will not recognize your membership.



Nuts and Bolts of Arbitrage Rebate

Governmental Purpose

No one knows how the IRS got wind of the fact that municipalities were making a tidy profit from investing tax-exempt bond proceeds in the taxable market, but in the summer of 1986 they got in on the action by enacting Section 148 of the IRS Code. These regulations require that 100% of the gain on investment, beyond the cost of the bond, be paid back to the federal government. A payment of 90% of the amount due is made every five years until the final maturity date when 100% of the liability becomes due.

It took until 1993 to have a final set of arbitrage rebate regulations, but in the fifteen years since then, speculation, debate, and practical application have laid the foundation for regulatory interpretation as we see it today. As new investment products and public financing strategies have developed, so has the complexity of an arbitrage rebate computation. What started as a simple time value of money analysis, is now over 300 pages of regulatory guidelines that can drive even the hardiest of finance managers into early retirement.

To complicate matters even further, portions of a tax-exempt bond issue are also subject to various Yield Restriction requirements. The application of a Spending Exception can avoid a rebate payment, but election of the Penalty in Lieu of Rebate can backfire. The Small Issuer limits have been changed three times for school districts and are not retroactive. In addition the Yield Optimization computation for variable rate debt provides for numerous iterations of matching earnings over time.

The IRS has addressed some of the regulations requiring further definition in a set of proposed changes scheduled to take effect in early 2008. Of note, are changes to accommodate certain hedges, validation of electronic GIC bidding, permission to use yield reduction payments for an advance refunding escrow, and an increase in the annual computation credit from \$1,000 to \$1,400.

The need to dedicate staff to arbitrage compliance management is rarely questioned anymore. Depending upon the complexity of the tax-exempt financings, and the funds available for initial and on-going staff training, a municipality may choose to outsource this service. Whether arbitrage rebate computations are outsourced or performed

internally, the most important issue is how to apply the regulations and manage investments to achieve the most advantageous outcome for the issuer.

Relevance in Today's Planning Environment

It's been said that the best way to predict the future is to invent it. Proactively managing tax-exempt debt provides numerous advantages for the municipal manager. Just as infrastructure projects serve the needs of the community and debt service payments serve the needs of investors, active management of bond proceeds serve the needs of the financing.

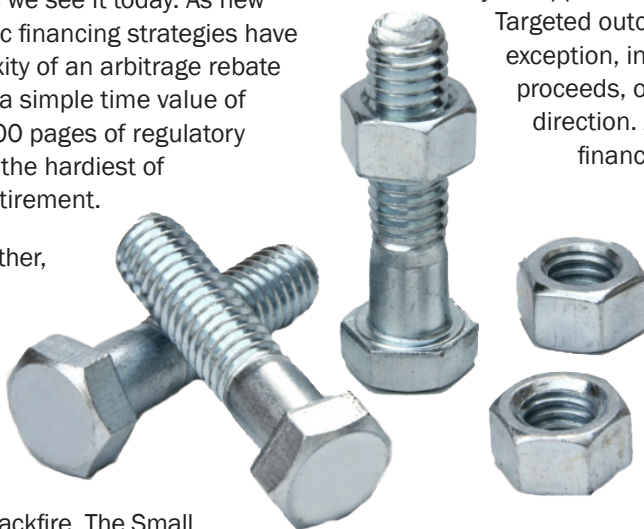
There are many options to choose from when structuring your approach to arbitrage rebate compliance.

Targeted outcomes, such as meeting a spending exception, increasing available construction proceeds, or redeeming bonds early, will give you direction. A plan that covers the entire term of the financing will provide continuity.

Approaching arbitrage rebate compliance with the intent to use the regulations to your advantage will not only maximize the financial potential of the debt you have incurred, but if managed properly, can assist greatly in the event of an IRS or SEC investigation. Comprehensive disclosure makes investors happy, and a well-managed compliance program serves to facilitate good disclosure.

Continuing education for both management and staff is vital to the understanding of new financing structures. Many organizations such as CDIAC, GFOA, NABL and NFMA offer seminars and news briefs on the changing economic environment. Although it's important not to jump on every "band wagon" that comes along, thorough discussion and thoughtful consideration can lead to a marketplace advantage. Understand what you are getting into. Make sure your staff understands and is prepared to comply with regulatory implications. And be sure your governing board is aware of the structure and overall plan for the debt, for ultimately they are the ones accountable.

Finally, leave a legacy that creates a tribute rather than a tribunal. Consistent policies and procedures for all debt issued and a records retention system that can be successfully accessed on into the future are two of the



Nuts and Bolts of Arbitrage Rebate, continued

main ways you can be remembered as the manager who did it right.

Managing Arbitrage Rebate Compliance

After the closing is no time to relax. Proceeds need to be invested, construction projects started, and records properly stored from day one. Critical transaction dates should be discussed with your “gatekeepers” as well as any “red flags” that may signal something is amiss. Establishing a comprehensive and consistent set of policies and procedures for all bonded debt is sure to aid staff turnover and satisfy auditors much more than a haphazard structure.

The transcript documents needed to prepare an arbitrage rebate report include:

- Official Statement
- Tax Certificate
- 8038G/8038
- Trust Indenture
- Escrow Verification Report (Refundings Only)
- Cash flow transactions
- Asset Statements
- GIC Contracts (if applicable)
- SWAP Agreements (if applicable)

These documents should be provided to you in either hardcopy or electronic format shortly after the closing. Understanding the representations made in the bond offering and the covenants that have been undertaken is the next step in the process of good compliance management. The temptation to sign off on boilerplate language in the Tax Certificate is common since this is usually one of the final transcript documents to be drafted. But this habit should be avoided at all costs. As you read the Tax Certificate, make sure you agree with any and all special elections and that you and your staff are aware of the compliance implications.

Maintaining an arbitrage rebate reporting schedule that allows time for decisions at critical junctures is important if you plan to maximize the opportunities afforded by the regulations. Consulting with Bond Counsel before making critical decisions relating to your tax-exempt debt, such as redeeming bonds early or changes in the use of proceeds or bond financed facilities can help avoid trouble down the road. Staying organized is key. There are advantages to be gained by accounting for investments and expenditures in detail. Commingling funds can disqualify a fund from a rebate exception as well as add to the cost of the arbitrage computation. Trustees can also make mistakes. Periodically verifying that funds are being managed in accordance with

the Indenture is always a good practice.

There is no need to maintain a similar reporting schedule for all bond issues. Customizing the frequency of liability computations to fit the critical stages of the financing can save time and money. In general, the IRS regulations require an arbitrage rebate liability payment every five years and on the final maturity date of the bonds. GASB recommends annual computations so that material liabilities can be recorded. The decision to calculate every year, every five years, or somewhere in between should be a managed decision rather than an old habit. No matter what reporting schedule you choose, remember, rebate compliance does not stop once all the proceeds have been spent. Debt service funds must continue to meet the bona fide fund test and replacement proceeds, if applicable, must be track for rebate compliance.

Earning arbitrage is good. Paying rebate is even better. What few reasons existed in the early days of tax-exempt financing regulation to avoid earning arbitrage hold little value today. Paying a rebate liability means you maximized the investment opportunity of the financing. Negative rebate means you left money on the table. The additional funds you were able to earn, and keep, most likely meant projects were enhanced or bonds retired early. And, as you may well expect, an effective arbitrage rebate compliance program will put you in line with bond covenants and provide one more reason for investors to sleep well at night. As a rule of thumb, earn as much as you can and spend the proceeds as fast as you can.

Consequences of NonCompliance

A small portion of tax-exempt financings will be selected for audit each year at which point proof that no payment is due will be required. Stiff penalties are imposed if arbitrage payments are late or yield restrictions are violated. In the most severe cases, non-payment of arbitrage rebate can cause the loss of the tax-exempt status of the bonds.

The IRS reserves the right to audit any tax-exempt bond for arbitrage rebate compliance even after the bonds have been fully redeemed. This is why good record retention policies that provide easy access to historical transactions are so important.



Nuts and Bolts of Arbitrage Rebate, continued

Adequate documentation of the decision-making process, intended outcomes, and unexpected delays, will certainly help twenty years down the road when the new finance manager is asked to explain the financing's history.

One example of how misunderstanding can lead to non-compliance is the confusion many finance managers have over the 24-month spending exception versus the three-year unrestricted investment period for a construction fund.

When a tax-exempt financing is issued the Agency makes

a statement that the project will be at least 85% completed within three years.

If this goal is not met, not only will the remaining construction proceeds need to be yield restricted, the Agency may be called upon to document the cause of the delay and proceed with due diligence to complete the project. There are many

valid situations that can delay a project: weather, toxic waste, endangered species, to name a few. Over-



issuance of bond proceeds, however, is not an excuse and can lead to severe regulatory consequences.

Finally, the Internal Revenue Service has announced plans to increase staff levels to handle audit/compliance matters. They have also recently released a copy of the questionnaire being sent to 200 tax-exempt organizations to gauge compliance. This document, Form 13907, asks 27 multi-part questions, including whether guidelines are in place to ensure compliance through the life of the bond, who is responsible for monitoring the issues, and how records are maintained. The data gathered will be analyzed for the purpose of developing educational out-reach and compliance initiatives.

If the past twenty years is any indication of what's to come, issuers can expect that arbitrage rebate compliance will continue to be an art rather than an exact science.

Questions regarding this article should be addressed to annep@muni.com.

Presentation Skills for Finance Professionals

A One-Day Skills-Based Workshop

Presented by Neil Kupchin, Kupchin Training Associates

The workshop to be presented is skill-based, in that technique and strategies will be presented and discussed in detail during the morning session, while in the afternoon participants will have the opportunity to plan and deliver a presentation, which will be video-taped. Participants will receive constructive feedback and suggestions from the Consultant and other participants. The opportunity to view your own presentation on videotape and receive positive feedback and suggestions is critical to your success in making presentations.

The Workshop will be presented in three phases:

- Preparing and Organizing the Presentation
- Writing a Presentation Plan
- Delivering and Evaluating the Presentation

****** Register online at www.csmfo.org******

Attendance will be limited to 15 people. All fees must accompany your registration and be received by the February 29, 2008 deadline. There will be a \$35 processing fee for any changes or cancellations made prior to the February 29, 2008 deadline. No refunds, changes or cancellations will be processed after that date (9 hours of CPE are available). Questions regarding the seminar should be directed to Kim Nakamura at (805) 388-5322 or knakamura@ci.camarillo.ca.us.

The Career Development Committee is excited about presenting this exceptional training opportunity by Neil Kupchin, Kupchin Training Associates of Long Beach, CA.

Wednesday, March 12, 2008
8:00 a.m. - 5:00 p.m.

Mojave Water Agency
22450 Headquarters Drive, Apple
Valley, CA 92307

Registration Fee: \$250
(includes workshop, materials and lunch)

Registration Deadline:
Friday, February 29, 2008

We look forward to seeing you in Apple Valley!!

The New Role for Council Members in the Audit Process by Michael Moreland and Dennis Kneier

Michael Moreland is managing partner of Moreland & Associates, Inc., a statewide accounting firm specializing in serving public agencies, and can be reached at MMoreland@moreland-assoc.com. Dennis Kneier is a council member for the City of San Marino and a certified public accountant and can be reached at dkneier@socal.rr.com.

Beginning in FY 2007-08, auditors of California cities must comply with the requirements of the Statement on Auditing Standards No. 114, "The Auditor's Communication With Those Charged With Governance." Statements on Auditing Standards (SASs) are issued by the American Institute of Certified Public Accountants (AICPA) and apply to all industries in connection with a financial statement audit. SAS No. 114 is one of a series of statements intended to improve the auditing process as a result of perceived audit failures in connection with companies such as Enron. The statements are also an attempt to narrow the "expectation gap" between the CPAs' understanding of the services they provide and the public's expectation of those services.

Understanding the Distinction Between Governance And Management

SAS No. 114 distinguishes between those charged with governance versus management. Those charged with governance are the people responsible for overseeing the strategic direction of the entity and its obligations related to accountability, including overseeing the financial reporting process. Management includes the people responsible for achieving the objectives of the entity, with the authority to establish policies and make decisions by which those objectives are to be pursued. Management is responsible for the financial statements, including designing, implementing and maintaining effective internal control over financial reporting.

In large companies, such as General Motors, there is a big distinction between those charged with governance and those responsible for management. As defined here, members of the board of directors oversee the strategic direction of the company including the financial reporting process. Appointment to the General Motors board of directors is reserved for individuals who bring specific talents that have been identified as necessary to carry out the board's responsibilities. In smaller businesses, such as a restaurant or an insurance agency, those charged with governance and management are frequently the same person or small group of people.

In a California city, the city council members are "those

charged with governance," and the city manager and his or her management group are "management." They are always two separate groups. To be elected to the city council, the candidate must meet residency and age requirements and receive the most votes. While many city council members possess the skills necessary to oversee the financial reporting process, there is no requirement for them or the city council as a group to have that skill set. On the other hand, the city council requires management to have the skills necessary to achieve the goals of the city, including designing, implementing and maintaining effective internal control over financial reporting.

Understanding the Auditing Process

Because governance is a collective responsibility, a subgroup of the city council, such as an audit committee or even an individual, may be charged with specific tasks to help the city council meet its financial reporting oversight responsibilities. Each city council hires a CPA firm to perform the annual audit. If a city council does not have the necessary skills to carry out its oversight responsibilities, the council may hire a second CPA firm to assist them in meeting their SAS No. 114 responsibilities. They cannot use the same CPA firm for both duties.

Although city council members are not required to have the skills necessary to oversee the financial reporting process in order to get elected, the city council nevertheless must have these skills to carry out the responsibilities of those charged with governance. Therefore, the city council's choices are to hire a second CPA firm to assist them or to identify someone on the council who can be trained to fulfill these responsibilities. Most city councils are likely to choose the latter option.

As indicated previously, the auditor has a responsibility under SAS No. 114 to report to those charged with governance in connection with the annual audit of the city's financial statements and:

- Communicate the responsibilities of the auditor in relation to the financial statement audit and provide an overview of the scope and timing of the audit;

The New Role for Council Members in the Audit Process, continued

- Obtain information relevant to the audit from those charged with governance; and
- Provide the city council with timely observations arising from the audit that are relevant to their responsibilities in overseeing the financial reporting process.
- SAS No. 114 focuses primarily on communications from the auditor to those charged with governance. However, effective two-way communication is also very important in assisting:
- The auditor and those charged with governance in understanding matters related to the audit in context and in developing a constructive working relationship;
- The auditor in obtaining information relevant to the audit from those charged with governance; and
- Those charged with governance in fulfilling their responsibility to oversee the financial reporting process, thereby improving their understanding of the city's financial position and reducing the risks of material misstatement of the financial statements.

If the auditor believes that the two-way communications with the city council are inadequate, he or she may modify the auditor's opinion on the basis of a scope limitation or even withdraw from the engagement. Neither of these options is acceptable in the public sector.

Therefore, it is important for council members to understand the new requirements of their auditors imposed by SAS No. 114. It is also important for city councils to identify those members with the skills necessary to provide the required two-way communication with their auditors.

League Training Provides Needed Skills

A practical way to gain the skills necessary to meet these responsibilities is to sign up for League-sponsored training that prepares city council members to more effectively oversee the financial reporting process and establish good two-way communications with their auditors. This training will be offered as part of the New Mayors and Council Members Academy, Jan. 16-18, 2008, at the Hyatt Regency in Sacramento (online registration is available at www.cacities.org/events).

The League training addresses such questions as:

- What are the requirements for an annual audit?
- What is included in the annual audit process?
- How does the city council evaluate the results of the annual audit?
- What are the city council's responsibilities in connection with the annual audit?
- How does the city council carry out its responsibilities in connection with the annual audit process?
- How does the city council oversee the financial reporting process?
- Why can't the city council's responsibilities be delegated to management?
- How does the city council evaluate management's performance in designing, implementing and maintaining effective internal control over financial reporting?
- What types of services provided by the independent auditor may lead to a lack of independence or the appearance of a lack of independence?

These are the same issues the city council will need to discuss with their auditors on an annual basis.

Many city council members may be concerned about how to address these issues because they do not believe they have the necessary background or education. That is why the League training is so important. Serving on a city council has the same responsibilities as serving on the board of directors of a company. It is critical for the city council to identify those members who, with additional training, are capable of addressing all of these issues on behalf of the entire council.

After one or more members of the city council complete the training program, the entire city council will be much more comfortable dealing with their independent auditors. Future changes in the audit process or changes in the responsibilities of the city council can be provided by the city's independent auditors.



Central Los Angeles & South Bay Chapters Invite You to Our Next Luncheon Meeting

Opening Address - Mike Gin, Mayor of Redondo Beach

Mike Gin serves as Supervisor Knabe's Field Deputy for San



Pedro, Wilmington, Harbor-Gateway and the Palos Verdes Peninsula. Besides his service to Supervisor Knabe, Mike also serves as Mayor of the City of Redondo Beach. Prior to his election to the City Council in March 1995, Mike was Vice-Chairman of the Redondo Beach Planning Commission (member from 1992-1995) and was previously Chairman of the Redondo Beach Preservation Commission (member from 1989-1992). As Mayor,

Mike currently serves as a director of the Los Angeles County Sanitation Districts, Los Angeles County City Selection Committee, Delegate to the Santa Monica Bay Restoration Project, delegate to the South Bay Youth Project, delegate to the United States Conference of Mayors, and the Honorary Chair of the Redondo Beach Sister Cities Committee.

In 1992, Mike was elected to serve for a two-year term on the Los Angeles County Republican Central Committee representing the 53rd Assembly District. He was also a member of the State Central Committee for the California Republican Party from 1994 - 2000. In 1993, Mike was honored by the Redondo Beach Jaycees and the Redondo Beach Chamber of Commerce as "Young Man of the Year" for his dedication and years of service to the Redondo Beach community.

In 1999, Mike was one of seven Chinese-American municipal elected officials in LA County honored with CAUSE's (Chinese Americans United for Self-Empowerment) "Citizen of the Year" award for contributions and service to the Los Angeles Chinese-American community. He was also selected as one of fourteen elected officials from across the country to participate in the Elected Officials Leadership Academy sponsored by the Asian Pacific Institute for Congressional Studies (APAICS) in Washington, DC.

Prior to joining the Supervisor's staff, Mike was a Technical Support Services Manager with Infonet Services Corporation in El Segundo. Prior to joining Infonet, Mike was a Senior Member of the Technical Staff at TRW in Redondo Beach, CA. He received his Bachelor of Science degree in Computer Science from the University of Southern California in 1984. In his spare time, Mike enjoys snow skiing, working out, and playing the piano.

**Tuesday, February 12, 2008
11:30 am to 1:30 pm**

**Bluewater Grill Seafood Restaurant
665 North Harbor Drive
Redondo Beach, CA 90277
(310)-318 FISH (3474)
For Directions refer to
www.bluewatergrill.com**

**Cost is \$35.00
(Checks payable to:
City of Rolling Hills Estates)**

No Shows who RSVP will be Invoiced

"The Impact of the Current Housing Crises On Cities Property Tax Revenues" Keynote Speaker - Andy Nickerson, The HdL Companies

Andy joined HdL Coren & Cone, the property tax division of the HdL Companies, in 1992. He has worked extensively with county agencies to expand the firm's property tax database and software capabilities. Andy has performed over 900 unsecured property tax audits for client agencies throughout California; recovering over \$50 million in misallocated revenues. Throughout his career, he has been involved in various municipal organizations, including The League of California Cities, California Society of Municipal Finance Officers and California Redevelopment Association. Production management of the property tax analytical reports are also under the direction of Mr. Nickerson whose background includes knowledge in finance and real estate law. He has a Bachelor's degree in Science, from California State Polytechnic University, Pomona, California.

Make Your Reservations to either:

South Bay Chapter Chair
Mike Whitehead
Administrative Services Director
City of Rolling Hills Estates
Mike@ci.Rolling-Hills-Estates.ca.us
310-377-1577 xt 112

Central LA Chapter Chair
Eddie Malonzo
Accountant
City of Cerritos
Eddie_Malonzo@ci.Cerritos.ca.us
562-860-0311 xt 2037

CSMFO Monterey Bay

Save The Date: Feb 22nd- "Its Real Estate Time"

Please block out your calendar's now for February 22nd from 10:30am until 2:30pm as you won't want to miss our new CSMFO Monterey Bay Chapter meeting's special series on Real Estate, a local perspective.

We'll have banking industry experts from First National Bank as well as the Santa Cruz County Auditor-Controller discuss subjects ranging from:

- current loan products and tighter limitations
- where the loan & real estate markets are locally
- projections for sub-prime defaults for the local market
- the impact it can have on your property tax allocations

We'll be at our normal location; The Green Valley Grill in Watsonville, 4th floor banquet room.

More details and the official meeting announcement will be coming shortly.

As always, if you have any questions on this or any other subject related to our local CSMFO Chapter, please don't hesitate to contact me.

Marc Pimentel

Chapter Chair, CSMFO Monterey Bay
Administrative Services Director,
City of Watsonville

Faces and Places

New Babies

Beth and Lauren Warrem (Finance Manager, San Diego Association of Governments), welcomed triplet babies December 1, 2007. Kye (boy 4 lbs 8 oz), Reese (girl 3 lbs 9 oz), and Bryce (boy 3 lbs 14 oz) join their 3 year old sister, Kendall, and are all home and healthy.

Member Earn Master's Degree

Congratulations to Siu-Lee Chang, a CPA who received her master's degree in public administration from California State University, Long Beach in December 2007. Siu-Lee graduated with a perfect 4.0 GPA.

New Members

Blair Aas, City of Fairfax
Erin Backs, City of Westminster
Scott Baker, Optum Health Financial Services
Barbara Behrens, City of Orange
Cyndi Bolden, Napa Sanitation District
Adriana Borge, City of West Hollywood
Dit L. Breault, Vineyard Bank
Natalie Brill, City of Los Angeles
Scott Catlett, City of Riverside
Colleen Clark, City of Irvine
Gavin Cohen, City of Rockville
Don Collins, Wedbush Morgan Securities
George Edes, City of Pismo Beach
Stephen Erlandson, City of Redondo Beach
Lily Fang, City of Glendale
Teri Ferro, City of Oceanside
Paula Florence, San Francisco Public Utilities Commission
Paula Florence, San Francisco Public Utilities Commission
Patrick Flynn, City of Burbank
Genevieve Frederick, City of Rocklin
Jasmine Gacusan, City of Hayward
Elizabeth Grace, City of Murrieta
Robb Grantham, FCS GROUP
Ann Grout, City of Elk Grove
Eduardo Gutierrez, City of Calexico
Aileen Hermoso, Central Basin Municipal Water District
Jacqueline Horak
Craig Hughes, City of San Bernardino
Sherry Johnson, City of Westminster
Sachin Karamchandani, Nollenberger Capital Partners Inc.

Maija Kelley, City of Lincoln
Kumar Khambhaita, ZIONS BANK
Beth Liu, Retired CSMFO Member
Beth Lyons, California Joint Powers Insurance Authority
Jose Matamoros, The Bank of New York Mellon
Sonia Moreno, City of Norwalk
Michelle Nemetz, City of West Hollywood
Gary Nordquist, City of Ontario
Karen Ogawa-Jung, City of Commerce
Anita Ong, Santa Clara Valley Water District
Clara Oswari
Melody Parker, San Diego County Water Authority
Mary Ann Perini, City of San Leandro
Ira Peterson, City of Maywood
John Pfeiffer, City of San Diego
Shawna Radman, City of Lincoln
Mary Rister, City of Rocklin
Hillary Rochester, Chase Equipment Leasing Inc
Marie Santos, City of Walnut
Rebecca Shobe, San Diego County
Mark S. Smith, City of Imperial Beach
Norma Soto-Coronado, City of West Hollywood
John Stoner, City of South San Francisco
Jana Stuard, City of Norwalk
Edward Van Eenoo, City of Chula Vista
Kathleen VonAchen, City of Stockton
Peter Weber, City of Lake Elsinore

Job Postings January 2008

Laguna Beach County Water Dist- Accountant

DUTIES: This is a professional-level position, under general supervision from the Manager of Finance. Must be able to perform a variety of advanced and complex analyses and accounting duties in support of District financial, accounting and payroll functions; assist with internal control reviews and performance audits of District functions and services; and provide direction and training to support staff.

QUALIFICATIONS: Equivalent to graduation from a four year college or university with major courses in finance, accounting, or a related field; and at least five (5) years of progressively responsible professional experience providing financial analyses, accounting, payroll maintenance, monthly reports, and record keeping, preferably in a public agency and/or utility. Experience in Microsoft Word, Excel, and databases.

BENEFITS - The District offers a generous health benefits package; CalPERS Retirement 2% @ 55; and 9/80 Work Schedule.

HOW TO APPLY - An application package is available on-line: www.Lagunabeachwater.com under "Employment," at the District office, or mailed upon request. Completed and signed District application is required. Incomplete applications may be eliminated from consideration

City of Lakewood, Sr. Accountant

THE POSITION: The City of Lakewood is seeking a knowledgeable and responsible individual to fill the position of Senior Accountant for the Administrative Services Department. Under general direction, plans, organizes and supervises the work of office personnel engaged in the maintenance of financial, accounting and statistical records; personally performs technical, complex accounting work and assists in the preparation of the annual budget for the City and Redevelopment Agency; assists in annual audit, year end and monthly closing; provides highly responsible and complex technical and staff assistance to management staff; and performs other duties as assigned.

EXAMPLES OF DUTIES: Duties may include, but are not limited to the following tasks: Assists the Director of Administrative Services by planning, assigning, and supervising the activities and personnel involved in payroll preparation, accounts payable; supervises the maintenance of all financial, accounting and statistical files and records; manages the set up and configuration of a major portion of the City's core financial systems (MUNIS) and certain legacy systems, all of which support the financial operation of the City; instructs, trains, and reviews the work of office personnel; performs a variety of technical accounting work and monthly trial balances; prepares regular and special reports including grant reports,

Statement of Indebtedness, State Controller's report, Annual Street Report, and the CAFR and component units; approves journal entries and prepares monthly trial balances; prepares financial statements, revenue projections and estimates, and the cost distribution journal; reviews, evaluates, and makes recommendations on methods of improving operational practices and procedures; assists with the preparation of the departmental budget and with the City's preliminary annual operating and capital improvement budget; assists in applying and administering budgetary controls to the Department and to the City's final budget; assists in the selection, evaluation, and training of departmental personnel; assists in identifying, developing and implementing new information systems applications.

QUALIFICATIONS: Knowledge of – Principles and practices of public agency financial management including general and governmental accounting, budgeting, auditing, payroll and reporting functions as well as Generally Accepted Accounting Principles (GAAP) and Governmental Accounting Standards Board (GASB) statements; automated financial account and reporting systems; computer programs including Word, Excel, Power Point, e-mail, and document management; ordinances, resolutions, and laws affecting municipal financial operations of the City of Lakewood; principles of public administration including budgetary practices; Methods and techniques of time management; and basic principles of supervision and training.

SKILLS & ABILITIES: Plan, assign and supervise the work of accounting office personnel; analyze and interpret fiscal and accounting records and data; assist in identifying, developing, and implementing new and improved budgeting, record keeping, and auditing procedures for municipal operations; identify, assist in developing, and implement new and improved data processing applications; prepare accurate financial and statistical reports; effectively supervise, train, and evaluate subordinate personnel; participate in the development and administration of department goals, objectives and procedures; operate a PC system and utilize computer programs; operate a centralized municipal accounting system; communicate clearly and concisely, both orally and in writing; establish and maintain effective working relationships with City staff, co-workers, and others contacted in the course of work.

PHYSICAL ABILITIES: Ability to read, write, type, operate a computer, calculator, fax machine; use pencils, pens, stapler, drive city vehicles; be at work daily; communicate orally and in writing; hear and see within normal ranges.

EDUCATION & EXPERIENCE: Graduation from an accredited four-year college or university, preferably with a degree in accounting, public or business administration, or a closely

Job Postings January 2008, continued

related field. Three years of responsible professional accounting experience which included at least one year in a supervisory capacity in public finance. Experience in a public agency is highly desirable.

SPECIAL REQUIREMENTS: Possession of a valid Class "C" Operator's license issued by the California State Department of Motor Vehicles and a good driving record.

Moreland & Associates, Varied Positions

Moreland and Associates, Inc. is a CPA firm serving all of California that provides interim financial staffing to cities and special districts experiencing temporary vacancies in key finance and accounting positions. We are seeking Senior Accountants, Accounting Managers, Finance Directors and other professionals with governmental accounting experience who would like to work on an interim basis, either full or part-time. Open positions until filled. For more information, please contact Mindy Jacobs at (949) 252-3192 or mjacobs@moreland-assoc.com.

On Lok, Inc., Fiscal Officer

Full time, excellent benefits including choice of health plans, dental, and company-matching retirement plan (6%) in San Francisco.

On Lok, Inc. is a well-established group of five affiliated non-profit organizations that delivers high quality health services to the elderly and their families. We offer a full spectrum of innovative community programs in San Francisco, including 135 housing units for the elderly. The company is a growing enterprise that employs over 575, owns four buildings in San Francisco, and has combined annual revenues of over \$50 million.

Need hands-on Fiscal Officer to oversee corporate and site finances including accounting functions, budgeting, variance analysis, cash management, and purchasing. Also includes supervision of 8-member accounting team, as well as additional staff.

QUALIFICATIONS:

- Bachelor's degree in Accounting or Finance, MBA / CPA preferred
- Minimum 5-10 years comparable experience, minimum 3 years management
- Strong GL, AP, AR, Payroll and tax working knowledge
- Expert level Excel skills, experience with Solomon preferred
- Experience in developing, implementing and administering effective fiscal control procedures
- Strong communication skills and high level of initiative, responsibility, flexibility and leadership.

Send Resumes to: projectrecruit@mossadams.com

Moulton Niguel Water Dist, Director of Finance

The Moulton Niguel Water District was established in 1960 to provide water and wastewater services to a population of more than 160,000 people in southern Orange County. The District is located halfway between Los Angeles and San Diego and halfway between Newport Beach and San Clemente, the heartland of Orange County's Gold Coast. Just a few miles from the ocean, this beautiful residential community abounds with a variety of shops, businesses, and recreational areas. MNWD has a current operating budget of \$44 million and 100 employees. The Director of Finance reports to the Assistant General Manager and is responsible for appropriate control and administration of the District's funds, assets and investments. Position requires a bachelor's degree in accounting, finance, public or business administration and 5 years of professional and management experience in the public and/or private sector enterprise fund accounting. Experience in the establishment and use of information system technology in performing accounting functions is necessary. A master's degree is preferred. To be considered, apply on-line by February 15, 2008 at www.allianceresourceconsulting.com. For additional information, call Sherrill Uyeda or Gisela McLean at (562) 901-0769 or email apply@alliancerc.com. EEO/ADA.

City of Rio Vista, Finance Director

The City of Rio Vista is accepting applications for the position of Finance Director. The Finance Director is appointed by and reports to the City Manager. The Director oversees the activities and operations of the Finance Department which includes budget, accounting, payroll, collections, information technology and utility billing.

The City is seeking an experienced finance professional who possesses a solid understanding of accounting principles and practices. This candidate will possess strong leadership skills, be hands-on, and embrace change. In addition, this bright and analytical person must possess excellent written and communication skills. He/She will ensure that all financial systems and controls are in place and recommend and implement effective changes to systems and processes.

QUALIFICATIONS: Possess the equivalent of five years of broad and extensive experience in professional municipal accounting, including at least three years in a responsible management or supervisory capacity, and a Bachelor's degree in accounting, business administration, economics or a related field. A Master's Degree and a Certified Public Accountant certificate is strongly desired.

Compensation includes an excellent benefits package: 100% employer-paid family medical, dental, vision plans, an augmented retirement package that includes City coverage of the employees contribution to PERS and employer paid Social Security, and time off that includes 12 days of paid vacation,

Job Postings January 2008, continued

15 paid holidays, 80 hours administrative leave and 96 hours paid sick leave. The City is currently evaluating the salary and benefits packages.

FINAL FILING DATE: February 22, 2008; To obtain required City application, contact Dawn Bahrenfuss at (707) 374-6451 or on our website at www.rio-vista-ca.com. Submit applications to City of Rio Vista, City Managers office, One Main Street, Rio Vista, CA 94571. A City application must accompany a resume.

City of Santa Monica, Internal Auditor

Serving a population of 91,000 in Los Angeles County, Santa Monica is one of nation's most desirable urban coastal communities. The City is organized across 12 departments and is supported by 1,922 FTEs and a total budget of \$440 million. Reporting to the Director of Finance, the Internal Auditor will conduct internal control system, financial, operational and program assessments of City business practices to ensure the safeguarding of public assets.

The ability to create and maintain effective working relationships along with superior communication skills are expected. Five years of experience performing financial and/or operational audits, program auditing, financial reporting or financial operations review activities along with a Bachelor's degree are required. Certification as a CIA, CPA and/or possession of a Master's degree is strongly preferred.

Total annual guaranteed compensation up to \$100,058, plus potential performance bonus of up to 10% of base. Signing bonus of 10% of base will be awarded to the candidate selected. Competitive benefits package also offered. Visit our website for detailed brochure and to apply online using the APPLY NOW feature: www.tbcrecruiting.com. The closing date for this recruitment is Friday, February 8, 2008.

City of Placentia, Senior Accountant

Under direction, supervises the accounting and payroll processes and clerical staff; performs a wide variety of professional accounting and payroll duties; and does related work as required. Insures that the City's general accounting system conforms to sound accounting procedures and legal requirements; prepares and coordinates the compilation of various financial reports, balance sheets, cash receipts, and disbursement statements; conducts internal audits, prepares journal entries and adjustments to the general and subsidiary accounting ledgers; checks invoices and processes warrants; verifies classification of funds and accounts; advises operating departments on established City accounting and payroll systems; verifies accuracy of computer input and resultant computer reports; analyzes operation of computer system and seeks changes where required to meet City's needs.

FINANCE SERVICES MANAGER

Same functions as noted above. In addition, assists the Director in developing and revising revenue projections; reviews and reconciles budget reports; manages and coordinates the annual budget review process; prepares budget instructions, reviews submitted departmental data and develops the preliminary and final budgets; assists processing liability claims; coordinates grant fund accounts (such as HCDA, ISTE, etc) with county, state and federal officials, coordinates property tax roll assessments. Conducts various special studies or projects on behalf of the Director of Finance or City Administrator.

- Graduation from college with a major in accounting, business, public administration, or a related field, including courses in advanced accounting, auditing, and cost accounting.
- Four to five years of professional accounting experience including at least one to two years of public agency accounting experience and one to two years of supervisory responsibility.
- Education or experience related to financial applications of electronic data processing is highly desirable.
- Possession of a valid California driver's license.

City of Irvine, Senior Buyer

\$51,121 - \$76,680 annually, plus excellent work/life benefits

The City of Irvine is a 65-square mile city located in Orange County, California. Irvine, incorporated in 1971, is an award-winning master planned community, with top-rated educational institutions, an enterprising business atmosphere, sound environmental and respect for diversity. Irvine has been recognized as "one of the ten best places in the nation to live," by the U.S. News and World Report and has earned the title of America's Safest City for three consecutive years. We are seeking a highly skilled, motivated and professional individual to coordinate the purchase of equipment, services, materials and supplies. This includes developing, reviewing and monitoring contracts while providing customer support to departmental representatives. Administering Citywide contracts, maintaining statistical information related to purchase orders, developing and administering assigned citywide purchasing contracts, and participating in the implementation and customization of computerized purchasing systems, are also essential functions of this outstanding opportunity. Position requires an Associate's Degree in business administration, accounting or related field, plus five (5) years of maintenance, repairs and operations (MRO) purchasing experience. Professional designation, such as Certified Purchasing Manager, is also desired.

Position closes on February 21, 2008. For a complete position description, application process and candidate qualifications, please visit www.cityofirvine.org/jobs. EEO/ADA.

Job Postings January 2008, continued**City of Belmont, Deputy Finance Director & Controller**

(Current Salary \$78,108 - \$99,696 annually (currently under review); plus excellent benefits) The City of Belmont is seeking an experienced Deputy Finance Director / Controller to direct, manage, and supervise the City's accounting operations and activities including, budget, payroll, purchasing, business licenses, accounts receivable, accounts payable, general ledger, grants, treasury and debt management, internal control, and annual audit functions. Requires at least five years increasingly responsible experience in accounting and auditing with two years supervisory experience. Undergraduate degree in accounting or related field required. CPA required, graduate degree desirable. Open until filled. For application materials contact: City of Belmont, Human Resources, One Twin Pines Lane, Suite 330, Belmont, CA 94002. Phone: (650) 595-7438. Apply online: www.belmont.gov . EOE

City of Signal Hill, Accounting Manager

Under the direction of the Administrative Services Officer/Finance Director, this management level position supervises and coordinates financial activities of the City and Redevelopment Agency, including accounting, budgeting, data processing, payroll, purchasing, revenue collection, risk management, and treasury functions. The incumbent will also supervise, train and evaluate clerical accounting staff in areas of accounts payable, business licensing, cashiering, payroll, and water and refuse billing/customer service. Requires Bachelor's degree in accounting, finance, business administration or a related field and three years recent experience performing increasingly responsible financial/accounting work, with two years in a supervisory capacity. Experience in governmental accounting is highly desirable.

City of Arcadia, Director of Admin. Services

Under the direction of the City Manager, the Administrative Services Director (ASD) is responsible for the activities and operations of the Administrative Services Department, including Finance, Treasury, Accounting, Billing, Human Resources and Risk Management, Purchasing and Information Systems. The ASD assists and works in close cooperation with the City Manager, City Council, and other City departments in developing and administering financial and support services. The new ASD will assure that opportunities which may benefit the operation are identified and fully explored, and he/she will continuously seek to enhance communication and organizational structures. The ASD supervises a staff of sixteen and oversees the IS contract.

San Ramon Valley Fire, Accounting Tec

This is an outstanding opportunity for a dynamic, experienced, self-starter to become a valued member of a progressive, well-established fire district.

Applications are welcome from experienced accounting professionals with strong payroll processing and general accounting backgrounds whose primary responsibility will be to process payroll, including data input into ADP payroll system, processing checks, taxes, calculating FLSA pay, retirement and other deductions, verifying and balancing payroll, and coordinating the preparation of 1099 forms. This position will also assist with accounts payable and other department accounting functions as required.

Position requires a minimum of 3 years progressively responsible accounting experience, preferably with a municipal agency. Strong knowledge of ADP payroll systems, Excel, FLSA regulations, pension plans preferred. Possession of a high school diploma, G.E.D. equivalency, or a high school proficiency certificate supplemented by college coursework in accounting, finance, business administration, or related field. An Associate of Arts degree in accounting, finance, or business administration is preferred.

The San Ramon Valley Fire Protection District provides an excellent benefits and retirement package and is an Equal Opportunity Employer. Salary: \$54,444 - \$66,180 annually. Apply By: Open until position filled. A District application form is required.

City of Napa, Finance Analyst

The City of Napa is offering an exciting career opportunity for a highly qualified professional accountant to perform a variety of complex accounting and analysis work to accurately record and report the City's financial position. The Finance Analyst conducts complex financial studies, assists in the development of operating and capital budgets, assists in the development of short and long-term financial forecasts, and communicates financial information

MINIMUM REQUIREMENTS: Equivalent to a bachelor's degree with major coursework in accounting, business or public administration or a closely related field, and at least three years of progressively responsible accounting and financial reporting experience, preferably in a public agency setting. Possession of a Certified Public Accountant license is desirable.

City of Susanville, Accounting Manager

Salary \$47,101 - \$63,120 plus excellent benefit package (includes PERS retirement 3% at 60). The ideal candidate will have 3 years increasing responsible experience performing professional level financial analysis, accounting, budgeting and financial reporting with a public agency. Bachelor degree in Accounting and computer savvy. For a complete application and information contact Personnel Dept., 66 N Lassen St., Susanville, CA 96130, or call (530)252-5100, FAX (530) 257-4725, or e-mail dsavage@cityofsusanville.org. The position is

Job Postings January 2008, continued

open until filled.

City of Monterey, Risk Management

Under direction, this position, plans, organizes, conducts, and directs the activities of the Risk Management Program; coordinates and administers the City's insurance programs, including self-insurance, insurance purchasing for liability, property etc; coordinates the liability claims administration program; provides advice and assistance to appropriate City officials and employees concerning all aspects of risk management; serves as the City's representative to joint powers insurance authorities and related organizations; plans, organizes, and oversees the City's decentralized purchasing program; participates in the City budget process; and performs other duties as required. Experience equivalent to five years experience of a progressively responsible nature in one or preferably more of the following areas: risk management, budget analysis, purchasing. Experience in a public agency is desirable. Education equivalent to a Bachelor's Degree from an accredited college or university with major course work in business administration, public administration, insurance, financial management, accounting or a closely related field. A Master's Degree may substitute for one year of experience.

This ad does not supersede information contained within job flyer. Faxes and e-mails not accepted. All positions require a City of Monterey job application, and may require a resume and/or supplemental questionnaire. Detailed job flyer and application materials can be obtained from: City of Monterey Human Resources Department Monterey, CA 93940 (831) 646-3765, www.monterey.org.

City of Coronado, Accountant

SALARY RANGE: \$4,106.19 – 5,240.65 monthly (\$23.69 – \$30.23 hourly) plus excellent fringe benefits package including fully paid 3% at 60 CalPERS retirement. This position will analyze and reconcile inception-to-date records for multi-year construction projects to general ledger records and maintain detailed records supporting available fund balances.

KEY RESPONSIBILITIES: Perform a variety of professional accounting and financial analysis and reporting functions supporting City-wide operations. Audit accounts payable, accounts receivable, receipts, petty cash, payroll and other accounting records and transactions.

Reconcile bank statements and accounts with the general ledger and cashbook; create updated investment schedules to calculate complex interest allocations.

Analyze accounting and financial reporting requirements; establish appropriate procedures; develop accounting forms and new internal control procedures.

Prepare changes to chart of accounts, make budget adjustments and prepare adjusting journal entries. Collect, compile and analyze information for budget development and preparation of appropriate financial reports; participate in preparing the Comprehensive Annual Financial Report. Assist in preparing for year-end auditing procedures; prepare accounts payable, accounts receivable and related reports for auditors.

MINIMUM REQUIREMENTS: At least two years of increasingly responsible technical accounting experience, including general ledger. Education equivalent to a Bachelors degree from an accredited college or university with major course work in finance, accounting, business administration or a related field.

City of Norwalk, Senior Accountant

Plans, coordinates, and manages general accounting and budgeting functions; prepares major revenue and expenditure projections; reviews accounting and financial statements; provides technical direction to accounting staff; coordinates year-end closing, annual and various special audits with independent auditors; assists in the preparation of CAFR and City's annual budget; provides professional and technical accounting advice; ensures all transactions are accurately recorded and included in monthly financial statements; prepares cash flow analyses and necessary wire transfers; performs monthly cash and investment reconciliation and prepares related summaries; maintains grant related accounting records; assists in preparation of grant proposals for City; prepares related tax returns and fiscal reports; performs duties of the Controller/Deputy Treasurer in his/her absence.

Requires Bachelor's degree in accounting, finance, business or public administration and at least three years of progressively responsible professional accounting experience in a governmental agency, to include some supervisory experience.

Mojave Water Dist, Controller

This position, under general direction of the Chief Financial Officer, directs the accounting practices for Mojave Water Agency, including finance, accounting, investments, budgeting, debt and reserves. Coordinates assigned accounting operations and activities; performs a variety of professional accounting duties in the preparation and maintenance of the Agency's payroll and financial accounting systems and records.

- Responsible for administration of debt issuances. Assists in the preparation and review of the Agency's five-year financial plan. Recommends modifications to existing Agency reports and programs.
- Prepares reports which summarize and forecast company business activity and financial position in areas of income, expenses, and earnings based on past, present, and expected operations.

Job Postings January 2008, continued

- Assist with the preparation of budgets, reviews budget proposals, and prepares necessary supporting documentation and justification. Provides management with timely reviews of organization's financial status and progress in its various programs and activities. Recommends depreciation rates to apply to capital assets.
- Prepares reports required by state and federal regulatory agencies as well as preparation for year-end audit needs.
- Establishes relations with banks and other financial institutions.

MINIMUM QUALIFICATIONS: Bachelor's degree in Finance, Accounting, business administration or closely related field or equal experience which includes (4) four years of in-depth technical accounting/finance experience, including two (2) years in management or supervisory capacity. CPA or Masters Degree in finance, accounting, business administration or related field is highly desirable. For further information and application, please refer to Agency website at www.mojavewater.org or call (760) 946-7000.

City of Murrieta, Accountant

The City is seeking an individual with the following capabilities:

- Prepares a variety of detailed accounting, statistical, and/or narrative financial statements or reports requiring analysis and interpretation of source data.
- Conducts and/or coordinates internal/external audits of financial records; examines, analyzes, and verifies documents to ensure adherence to established internal controls and accepted professional standards.
- Performs bank account reconciliations, verifying accuracy of recorded transactions; prepares related work sheets, cash balances, proofs, and other schedules.
- Assists Accounting Manager in closing the City's financial records at the end of the accounting period; prepares a variety of related reports.
- Recommends and assists in the implementation of new or revised accounting systems, procedures, and records; may participate in the development of computerized programs for various accounting analysis.
- Makes complex or difficult adjusting entries affecting several subsystems of an accounting system; assists the Accounting Manager in closing the City's financial records at the end of the accounting period; prepares a variety of related reports.
- Assists in the management and maintenance of the city's permitting software program (GovPartner) including: programming, maintenance, upgrades,

interactions with vendor, verification of fees and accounts, create reports, and train staff.

- Reconciles and oversees deposit accounts, establish internal control processes and procedures with Planning, Engineering, and Building & Safety, prepare monthly reconciliation to the general ledger.
- Acts as a liaison to other agencies regarding mitigation fees, maintain a database of developer fee credits, coordinate permitting database with GIS.
- Supervises Accounts Payable, Accounts Receivable and Cashiering functions.
- Assists with the budget of capital expenditure projects.

For more information please go to www.murrieta.org

City of Fresno, CA - Controller/Finance Director

Fresno (pop. 500,000) seeks an experienced public finance professional to oversee the daily operations of the City's financial activities, including financial planning, fund investment and revenue enhancement, accounting and auditing, license and business tax, and utilities billing and collection. The Controller/Finance Director is "at will" and is appointed by the City Manager with approval of the City Council. Reporting to an Assistant City Manager, the new Director must have excellent communication skills, a track record of progressively responsible management experience, and a strong team orientation. Experience with a local government agency is highly desirable, including an understanding of the political and constituent nuances that impact governmental service delivery. Finance Department resources include 115 employees and an operating budget of \$10.7 million. Bachelor's degree in business administration, public administration, accounting, or closely related field and five years of professional supervisory and administrative experience in public finance administration required. Annual salary to the high \$120,000's based on qualifications plus competitive benefits package. A detailed brochure is available. Please submit cover letter, resume, current salary, and names of four work-related references by Monday, February 25, 2008 to: CPS web site: www.cps.ca.gov/search

Yolo County, Deputy Director

This is an at will assistant department head position that reports to the Director of Alcohol, Drug and Mental Health. The position is responsible for overseeing the department's budget development, monitoring, analysis and reporting; accounts payable and accounts receivable; cost reporting; medical billing; contracts; front desk clerical; and administrative support staff and services. In addition, the incumbent serves as the department's primary liaison on funding issues involving the State and Federal governments, local funding sources and the County Administrator's Office.

The Department is currently facing fiscal challenges. The ideal

Job Postings January 2008, continued

candidate will be an individual who appreciates the ability to actively participate in problem solving and developing big picture solutions in a creative manner while maintaining the integrity of the various funding mechanisms. Knowledge and experience in a public and/or private health care system is highly desired. For more information please visit www.yolocounty.org

Yolo County, Manager of Internal Controls

This classification provides an independent, objective assessment to improve the effectiveness of management and internal controls. Typical duties of the position include, but are not limited to, developing and implementing an annual audit plan to ensure adequate accountability of all County programs; reviewing and approving audit engagements and signing off on completed audit engagements; providing direction on significant audit issues, resolving audit exceptions requiring management level involvement; approving findings and recommendations; performing audits as required on the more complex accounting systems, on highly confidential matters, and on special investigations requested by management; presenting to management results of audits or investigations; conducting special projects that have an impact on the financial accountability in the County; and performing other related duties as assigned.

For more information please visit www.yolocounty.org

City of Pomona, Senior Accountant

The Senior Accountant will perform a wide variety of advanced journey level professional accounting duties including revenue, various grants, special projects, and enterprise funds; oversee and coordinate assigned accounting processes, procedures, and programs; and provide highly responsible and complex staff assistance to the Assistant Finance Director. MINIMUM QUALIFICATIONS TO APPLY: Bachelor's degree from an accredited college or university with major course work in accounting or a related field and five (5) years of responsible accounting experience. Experience working with Federal and State grants is highly desirable. Possession of, or must obtain, a California Class "C" driver's license.