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MARCH 2008

President's Message

— **Vikki Copeland**, City of Hermosa Beach Finance Director, 2008 CSMFO President

Annual Conference

This issue of the newsletter is going to press just as the CSMFO Annual Conference begins in Anaheim. I look forward to seeing many of you there. For those of you who are unable to attend, we will post as much of the information from the conference afterwards on our website so that you may benefit from the information even though you aren't able to be there. And of course, if you didn't register, but find that you are able to attend, come on down! You can register for one day or the entire conference when you arrive.

Update on Property Tax Administration Fee

Many city finance officers are aware of the recent large increases in property tax administration fees being charged by the majority of counties throughout the state. I asked Mary Bradley from the City of Sunnyvale to provide us with an update on this issue, as she, like many others, have been following it closely. Her update follows.

These increases, which in some case exceed 100%, began last fiscal year. The basic reason for the increase is the inclusion of the Vehicle License Fee (VLF) Swap and the "Triple Flip" of Sales Tax and Property Tax into the base over which administration fees are spread.

When city officials became aware of this increase, discussions began with county auditor/controllers and the State Controller's Office (SCO). In November 2007 the SCO released an opinion basically saying that the methodology currently being used by the counties for allocation

of administrative costs was not allowable under existing law. The California State Association of Counties (CSAC) subsequently released an opinion in February 2008 which challenges the SCO conclusions on the basis of a different legal interpretation. The opinion also goes on to state that "counties are under no legal obligation to follow the advice of the SCO on this issue, and they should be advised to not do so in this instance given what we believe to be the clearly erroneous interpretation of the applicable statutes by the SCO." From this opinion letter, it is clear that most counties will be continuing to apply the increased administration fee to property tax allocations now and in the future.

At this point, cities in various counties are reviewing their options with their city attorneys. These options could include filing a claim for past charges, followed by possible litigation. Cities may want to talk with others in your counties to determine the best course of action. Copies of the various SCO and county letters and opinions on this matter are available at: <http://www.californiacityfinance.com/#PROPTAXADMINFEES>

What It Means to Be Wise

It's natural in our profession to be focused primarily on facts and figures and to strive to be "knowledgeable". The following excerpt from an article by Thomas Crook, PhD. in Prevention Magazine reminded me that there is a difference between being wise and being knowledgeable. I thought you might enjoy it as well.

Officers, Directors and Standing Committees

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Viki Copeland, City of Hermosa Beach

President Elect

Thomas Fil, City of Belmont

Past President

Brad Grant, City of Merced

Secretary/treasurer

Devon Hood, DMH Management Services

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Mary Dodge, City of El Cerrito
Agnes Walker, South Bay Reg Public
Pauline Marx, City of San Francisco
David Cain, City of Chino
Scott Johnson, City of San Jose

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Joan Michaels Aguilar, Azusa
David Cain, Chino
Cathy Lucas, Stockton
Bob Biery, Westlake Village
Stephen Dunn, Upland

Annual Seminar

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Jesus Nava, Burlingame
Tamera Haas, Healdsburg
Dennis Danner, Newport Beach
Brad Grant, Merced

Budgeting & Management Reporting

Pamela Arends-King, Santa Ana
Laura Nomura, Hemet
Gina Schuchard, Santa Clarita
Chu Thai, Beverly Hills
Cindy Guziak, Orange County Fire Authority
Scott Johnson, San Jose

Career Development

Dennis Danner, Newport Beach
Terrence Beaman, Placentia
Christy Pinuelas, Camarillo
Margaret Moggia, West Basin
Mary Bradley, Sunnyvale
Ronnie Campbell, Camarillo

Fiscal Policy

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Julia James, South Gate
Irwin Bornstein, Mission Viejo
Scott Johnson, San Jose

Membership Benefits

Paula Chamberlain, Pomona
Steve Chapman, Moreno Valley
Brent Mason, Riverside
Bob Torrez, Burbank
Mary Dodge, Cerrito

Professional & Technical Standards

Jesse Takahashi, Campbell
Sandra Schmidt, Las Virgenes MWD
Crystal Alexander, Culver City
Bill Statler, San Luis Obispo
Pauline Marx, San Francisco

Technology

John Adams, Thousand Oaks
Barbara Boswell, Lancaster
Mike Whitehead, Rolling Hills Estates
Mark Moses, Stockton
Thomas Fil, Belmont

President's Message, Continued from cover

Monika Ardel, PhD, an associate professor of sociology at the University of Florida, argues that “intellectual knowledge” and “wisdom-related knowledge” are quite different from one another. The former is marked by the accumulation of factual information and skills through study and observation, while the latter involves a deeper understanding of relationships and events acquired through self-examination, reflection, and self-insight.

Ardelt has found that wisdom-related knowledge often accumulates steadily through life. Thus, forgetfulness may not be totally due to mental deterioration. Rather, it may be our brains making room for a different type of intelligence.

Of course, not all older people are wise, but studies prove that you can become more so by cultivating these habits:

LEARN FROM THE PAST: Reflect upon your life and consider the major lessons you've learned. Write them down.

BE OPEN TO NEW EXPERIENCES: Broaden your exposure to people of all ages, political orientations, occupations, social classes, and cultures. Listen and gain knowledge from their vast and various experiences.

CONSIDER DIFFERENT PERSPECTIVES: The next time you're about to disagree with someone, stop and ask questions. Try to understand his or her point of view.

FOCUS ON THE POSITIVE: Don't waste brain resources on negative thoughts—they drain mental energy.

MOVE FROM THE CENTER OF YOUR UNIVERSE: Younger people are generally egocentric and eager to recite their accomplishments. Older and wiser people tend to speak of the successes of others.

QUESTION CERTAINTY: Any sentence that begins “There is no doubt that...” or “It is an established fact that...” should be viewed skeptically.

ALWAYS MAINTAIN YOUR COMPOSURE: The wise person calmly considers alternatives, even in crises, and acts upon controllable factors.

BROADEN YOUR BASE OF “WISDOM KNOWLEDGE”: Ponder critical lessons from history, philosophy, psychology, literature, or religion.

GET COMFORTABLE WITH MIXED EMOTIONS: At my daughter's wedding, I was simultaneously happy for her new life and sad she was leaving. There is much ambiguity in life, and the wise accept this.

Thomas Crook, PhD, a clinical psychologist, has conducted extensive research to improve our understanding of how the brain works. He is a former research program director at the National Institute of Mental Health and is CEO of Cognitive Research Corp. in St. Petersburg, FL.

Past President's Corner

Next month, I plan to include the first of what I hope will be a series of articles on where our Past Presidents are and what they are up to. (I say I hope it will be a series because I have one so far!) I thought it would be interesting to hear what they are doing now and perhaps get some words of wisdom from them as well. If any of you Past Presidents are reading this, drop me a line at vopeland@hermosabch.org.

See you next month!

Calling all Government CPA's & Finance Folks – Love your Job? – Tell us Why!

By Joan Michaels Aguilar, City of Azusa – Ad Hoc Committee Member

At the 2008 CSMFO Goal Setting, one area discussed was to “Identify talent sources and opportunities to inform them about the local government finance profession”. Several board members and committee members noted how difficult it had become to recruit for various levels of positions from entry level accounting positions to number two positions in a department. There have been many retirements in the past couple of years and more to come in the near future. An ad-hoc committee consisting of Scott Johnson, Laura Nomura, Chu Thai, Pamela Arends-King, Steve Chapman, Pauline Marx, and myself, volunteered. I should note, that I am writing this article to share my personal thoughts and seek input for a special project I am working on which, I believe will help the committee.

As an organization, we need to start thinking about getting people excited about our profession. One way is to “grow” the next generation to take the reigns as directors and key management staff, and in turn the leadership of CSMFO. What does this mean? Get students interested in pursuing municipal accounting as a career, not an afterthought. Possibilities such as internships or career days were discussed. We are all busy people, and the year goes by with year-end audit, mid-year budget, interim audit, budget adoption, payroll, AP, etc. I decided to take the bull by the horns and investigate our local universities for intern programs and speaking opportunities.

Pilot Intern Program

Azusa, located in the San Gabriel Valley, has a private university Azusa Pacific located within the city, and Cal Poly Pomona, located within close proximity. Both have intern programs, that offer school credit for number of hours worked. So after looking at other cities for some inspiration, I created an announcement posted it to the two schools and the Azusa website, and received about 20 inquiries. Some students hoped it would lead to a permanent job, others did not know what volunteer meant. Ultimately, my staff and I interviewed four candidates, and as I write this, our first intern is due to start work tomorrow and both sides are very excited about the option. She is interested in pursuing government accounting and we are interested in educating her about finance. Our

new intern even noted that her school encourages students to pursue private sector work, with little mention of a government career.

Speaker Engagement

I saw that many of the speakers at Cal Poly accounting programs were private sector firms, and sent an e-mail asking if they ever had municipal speakers. Lo and behold, I am now scheduled for a talk and will be bringing a couple of CPA colleagues with me. That's where I need your help. There will be a survey posted that would be great if you could take the time to fill out and tell me what you love about what you do, or if you were speaking to students what advice or words of wisdom might you share about your profession. Responses needed by March 25th.

Next Steps

Azusa will likely be participating at a future Azusa Pacific University Career Day in the fall. If all works out with the intern program in the spring, we want to pursue in the fall. The presentation might be a basis for other CSMFO members to do their own outreach in other parts of the state. I know that Steve Chapman on our committee has previously guest lectured at Cal State San Bernardino on our profession.

As you can probably tell, I am pretty passionate about our profession. I have worked in the government world for 29+ years now; we have the incredibly successful coaching program, maybe it is time to look toward an intern program. Hope to see you at the Anaheim conference!



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Boost Your Career and Your Team in 2008

Don Maruska, Master Certified Coach, Director, CSMFO Coaching Program

The 2008 CSMFO Coaching Program offers a great opportunity to enhance your career and improve the effectiveness of your finance team.

Panels with Master Coaches

Listen on your own or with your team. Many agencies are organizing groups to listen to the panel sessions (live or recorded) and discuss the topics among themselves after the calls. Some are summarizing their discussions and distributing them to managers throughout their organizations. Use the CSMFO Coaching Program as an effective way to enhance professional development in your agency. Be sure to put these dates on your schedule. Dial 646-519-5883 (callers' PIN 7592#) to join the sessions. New this year—live audio via the web [powered by Granicus]—check it out at www.csmfo.org/coaching.

Hot Job Opportunities for Finance Professionals in 2008

3-4 p.m., Wednesday, March 26

Building Bridges between Cities, Counties, and Special Districts

2-3 p.m., Wednesday, April 23

Mastering Finance in Local Government

2-3 p.m., Thursday, May 1

Webinar cosponsored with Cal-ICMA Coaching Program—be sure to register for the webinar in advance at www.csmfo.org/coaching

Re-Inventing Local Finance Management - Strategies for the 21st Century

3-4 p.m., Thursday, September 18

Promoting Economic Development - Keeping the Coffers Full

3-4 p.m., Wed., October 15

Webinar cosponsored with Cal-ICMA Coaching Program—be sure to register for the webinar in advance at www.csmfo.org/coaching

Learning from Private Sector Finance Professionals

2-3 p.m., Thursday, November 13

Can't make a session? No worries. You can listen to the digital recordings on line or sign up for free podcasts. The CSMFO Coaching Program is here for you 24/7.

More Benefits

Visit the "Coaching Corner" at www.csmfo.org/coaching for details about 1-1 coaching with volunteer coaches and the personalized, confidential 24-page Management Style Profile Report (available for CSMFO members while supplies last).

Make 2008 a great year for you and your team.

League of California Cities Director's Report - February 2008

By Irwin Bornstein, Assistant City Manager/Director of Administrative Services, City of Mission Viejo

As the Fiscal Officers Department representative on the League Board of Directors, I attended the Board meeting held in San Diego on February 8-9, 2008. This was the second meeting of the Board this year, and, as is the tradition, it was held in the city of the current League President, Councilmember Jim Madaffer.

The Board received updates on its four strategic priorities for 2007-08:

- **Protect Funding for Vital Community Services.** The Governor's proposed budget for FY 2008-09 did not include any recommendation to borrow local property taxes, as had earlier been feared. However, cities will likely be affected in varying degrees by the cuts taking place in funding of certain State services, such as the COPS program. There is also a possibility of a deferral of several months of current year gas taxes with repayment when the next year's budget is adopted. Generally speaking though, given the State's fiscal condition, the State's impact on local government could be a lot worse.
- **Green and Sustainable Cities.** The Institute of Local Government, the League and CSAC's research wing, has put a major focus on green and sustainable cities this year. Board members received a copy of "Climate Action Network Best Practices Framework," that was developed by the ILG and includes a wide variety of current best practices that cities and counties can implement to address climate change. Many do not involve any significant commitment of resources to implement. This 22-page document can be found on the ILG website at: www.ca-ilg.org/climatepractices. Also, at this meeting the Board approved a document entitled "League Principles for Climate Change," clarifying the League's policy in this important area.
- **Expand Infrastructure Investment.** The League will continue its efforts get the 2006 infrastructure bond funds committed. The League will continue to push for the remaining Prop 1B funds for cities to be released now.
- **Enact Honest and Responsible Eminent Domain Reform.** The Board heard a status report on both Propositions 98 and 99, the two measures addressing eminent domain on the upcoming June 2008 ballot. Proposition 99 is the League-supported measure. The Board was urged to get involved with the Proposition 99 campaign on their own time.

In other action, the Board:

- Discussed SB 375 (Steinberg), the pending legislation that would require that greenhouse gas emissions from

cars and light trucks be addressed through the regional transportation planning process. The Board heard a presentation from representatives of the California Building Industry Association, who discussed their ideas for an alternative to SB 375 through the use of regional blueprints instead. The Board decided to change its official position on SB 375 from "opposed" to "opposed unless amended."

- Approved participation in a new Tribal and City Governments Collaborative, the initial focus of which will be to discuss issues surrounding the Indian Tribal Gaming Special Distribution Fund, federal transportation issues and off-reservation gaming issues.
- Heard a presentation on 2-1-1 San Diego, which is a free, 24-hour community, health and disaster information referral service in San Diego County. Currently, 18 different 2-1-1 services cover 90 percent of the State. It serves as a central referral point for citizens who may not know which government agency or non-profit to call for such services. 2-1-1 services can work hand-in-hand with 3-1-1 services, which focus on local government service referrals.
- Received a copy of a new ILG publication, "Understanding the Basics of County and City Revenues." This publication is the first in a new series of "Local Government 101" publications that will provide information about the nuts and bolts of local government structures and processes. Such publications are intended to benefit newly elected officials, newly-hired staff, the media and members of the public who want a better understanding of local government finance and how local government works. Hard copies are available for \$10 each from the League. An online version is available at the ILG website: www.ca-ilg.org.

The League plays a vital role in serving the interests of all California cities. The League continues to need the expertise that city finance officers around the State can provide, to assist them with their legislative advocacy and other efforts. Serving on one of the League's eight policy committees, helping with the annual Financial Management Seminar program planning, or serving as an officer of the League's Fiscal Officers Department are three ways you can help to support the League and at the same time strengthen local government and the municipal finance profession. If you would like to find out more about these opportunities to serve, please contact me by email at ibornstein@cityofmissionviejo.org or Harriet Commons, Finance Director of the City of Fremont and the President of the Fiscal Officers Department for 2007-08, at hcommons@ci.fremont.ca.us.

Managing Portfolio Risk

Brian Perry, VP Portfolio Specialist Chandler Asset Management

How do you view risk? Is it something that you try to avoid, minimize, or manage? Every investor has their own answers to these questions and those responses influence their investment decisions. Given the market volatility that we have witnessed over the past six months, this seems like an opportune time to discuss the concept of risk management. This article will examine various investment risks and steps that investors can take to properly manage them.

The goal of every public agency investor is to manage risk and optimize performance by focusing upon safety, liquidity, and return. It is for good reason that safety comes first in the list of priorities. Safety, or the management of risk, is the key to structuring an effective investment program. In essence, portfolio management is risk management. By identifying and quantifying the appropriate level of risk, an investor can then devise a strategy for managing risk while still producing strong returns.

There are four main types of risk that the fixed income investor is interested in managing: interest rate risk, credit risk, liquidity risk, and reinvestment risk. The final goal of the risk management process is to produce the highest possible risk-adjusted returns.

Interest Rate Risk

Interest rate risk, also called "market risk," is the risk that movements in the level of market interest rates will adversely affect the value of an investor's securities holdings. In fixed income portfolios, when interest rates rise, portfolio market value falls; when rates fall, portfolio value rises. Historically, these changes in the level of market interest rates have been responsible for approximately 90% of the fluctuation in the value of fixed income portfolios.

Measuring Interest Rate Risk

The most commonly used measure of interest rate risk is duration. Duration is the weighted average maturity of a security's cash flows, and is often used as a measure of a security's (or a portfolio's) sensitivity to changes in the level of interest rates. The higher (lower) the duration, the more (less) the price of the security moves when interest rates change.

Managing Interest Rate Risk

Portfolio risk in general and interest rate risk in particular, can never be completely avoided. To use an absurd example, even if an "investor" chose to hide their money under the mattress, the house could still burn down. The key to successful investing is not risk avoidance, but risk management. Successful risk management and successful portfolio management are really the same thing.

The simplest technique for avoiding fluctuations in the value of a portfolio is to invest in securities with the shortest

maturities available, thereby minimizing interest rate risk. Unfortunately, this also forces the investor to accept lower returns over time, which can result in the portfolio not generating sufficient cash flow to meet future liabilities. Therefore, a better strategy for optimizing risk-adjusted returns is to extend the duration of a portfolio to match whatever risk tolerance is appropriate for a particular investor.

The first step in this process is to accurately identify risk tolerances by measuring cash flow needs, liquidity constraints, loss restrictions, and political considerations. Once the risk tolerance has been identified, determining appropriate portfolio duration becomes a math exercise. First, loss constraints should be measured against a base-case and worst-case scenario in order to determine how the portfolio is likely to perform in a variety of circumstances. With this information in hand, benchmark portfolio duration can be calculated.

The fixed income portfolio should then be managed with the aim of maintaining a portfolio duration that closely tracks the chosen benchmark duration. Small deviations from the benchmark duration may be appropriate depending upon market conditions or other factors; wild deviations resulting from speculations on the future direction of interest rates should be avoided. If this program is followed consistently, the interest rate risk of the portfolio should prove to be relatively constant, and unpleasant surprises should be avoided. Managing interest rate risk by identifying and maintaining appropriate portfolio duration is the key to safe and effective fixed income portfolio management. With this foundation established, the fixed income investor can then begin analyzing the other factors that are likely to affect their portfolio's returns.

Credit Risk

Credit risk refers to the possibility that a security will not repay its principal upon maturity. While historically only a small percentage of fixed income securities have defaulted, prudent investors will carefully evaluate their individual risk tolerance and return objectives before deciding upon an appropriate strategy for managing credit risk. The most risk-averse investors will choose to purchase only government guaranteed US Treasury bonds or FDIC insured certificates of deposit (CDs). Treasury bonds and CDs guarantee that an investor will not lose principal, but offer commensurately low returns.



Managing Portfolio Risk, continued

Investors willing to accept slightly higher levels of credit risk in order to achieve higher returns will consider investing in US government agency bonds or mortgage-backed securities. While not guaranteed by the US government, these securities are extremely safe and the possibility of default is considered remote. Agency and mortgage-backed bonds offer higher returns than default-free treasuries or CDs.

Corporate bonds are issued ratings based upon their ability to generate cash flow to pay back their debts. These ratings can range anywhere from “AAA” to “D,” with higher ratings implying less credit risk. Many investment policies stipulate that corporate securities must carry a certain minimum rating to be considered. Of course, recent events have demonstrated that a high credit rating alone is not a guarantee of a security’s safety. Independent credit analysis is necessary in order to determine if a security is an appropriate investment.

Investors should not seek to completely avoid credit risk. Instead, they should carefully consider their risk and return objectives and then make appropriate decisions as to the level of credit risk to accept. This credit risk should then be prudently managed through diversification, which simply means holding a variety of issuers in the portfolio. Many investors choose to set limits upon what percentage of their portfolio may be held in the securities of an individual issuer.

Liquidity Risk

One of the functions of an investment portfolio is to provide liquidity to meet future cash flow needs. The possibility that the portfolio may be unable to meet these needs is called liquidity risk. Liquidity risk can be avoided by investing in only the shortest securities available; this assures that cash is always available when needed. There is a trade off though, because avoiding liquidity risk will result in a portfolio that produces less than optimal returns over time. A better practice is to manage liquidity risk in order to produce a portfolio that provides for cash flow needs while also producing superior returns.

One strategy that some investors use to manage liquidity risk is a laddered portfolio. A laddered portfolio consists of securities across a wide range of maturities. This ensures that the portfolio will have both short-term securities to meet cash flow needs and longer term securities to generate higher returns. Investors without the ability or inclination to accurately forecast cash flow needs and manage multiple portfolios may want to consider a laddered portfolio. When implementing a laddered portfolio, it is still important to ensure that there are sufficient short-term securities maturing to meet any cash flow needs.

Investors with the resources to pursue a segmented portfolio strategy will find it to be more effective for managing liquidity risk and producing optimal investment returns. A segmented

portfolio consists of a short-term portfolio designed to meet future cash flow needs and a longer-term portfolio designed to provide greater growth opportunities. A segmented portfolio requires confidence in cash flow forecasts, as well as the ability to manage the portfolio to optimize returns in the growth portion of the portfolio.

Reinvestment Risk

The possibility that bond maturities or interest payments may need to be reinvested at a lower rate of return is known as reinvestment risk. For instance, if an investor has a six percent bond that matures, and the current market environment only provides for five percent returns, the investor will have to reinvest their proceeds at a lower rate. One of the most effective ways to manage reinvestment risk is to own securities across a wide range of maturities. By doing so, an investor can avoid having to reinvest a large segment of their portfolio at an inopportune time. Additionally, limiting the percentage of callable bonds and mortgage-backed securities (both of which have uncertain cash flow patterns) will also help to manage reinvestment risk, by providing for more consistent and easily forecasted cash flows.

Most importantly an investor should avoid trying to forecast future interest rate movements and reinvesting based upon these forecasts. Academic studies and most market participants are in agreement that it is impossible to forecast interest rate movements accurately and consistently. Once an overall portfolio strategy has been set, reinvestment of cash flows should occur regardless of an investor’s perception of overall market conditions.

Safe and Effective Portfolio Management

It is important for investors to avoid the natural assumption that risk is a bad thing. Risk should be managed, not avoided. By managing interest rate risk, credit risk, liquidity risk, and reinvestment risk, investors can enhance their ability to optimize risk-adjusted returns. Remember, risk management is portfolio management.

Risk-Adjusted Returns – a portfolio’s performance after taking into account its level of risk. This measure takes into account the fact that the goal of portfolio management is not to take excessive risk in an attempt to maximize returns, but rather to produce optimal results while strictly managing risk.

Duration – the weighted average maturity of a security’s (or portfolio’s) cash flows. Duration is a commonly used tool for measuring the interest rate, or “market,” risk of a portfolio.



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 April 11, 2008 deadline. There will be a \$35 processing fee for any changes or cancellations made prior to the April 11, 2008 deadline. No refunds, changes or cancellations will be processed after that date. (9 hours of CPE credit 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. The Career Development Committee is excited about presenting this exceptional training opportunity by Neil Kupchin, Kupchin Training Associates of Long Beach, CA.

**Tuesday, April 22, 2008
8:00 a.m. - 5:00 p.m.**

**Pebble Beach Community
Services District
3101 Forest Lake Rd., Pebble
Beach, CA 92307**

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

**Registration Deadline:
Friday, April 11, 2008**

We look forward to seeing you in Pebble Beach!!

Faces and Places

New Members

John Campbell, Benefit Funding Services Group
Shawn Jackson, Administrative Office of the Courts
Dave Crowe, Oceanside
Cindy Gersley, Oceanside
Gary Woodruff, Union Bank of California
Phil Oertli, SAP Public Services
Robert Barron III, Coalanga
Gregory Swindell, Inglewood
Sidney Porter, Inglewood
Romi Selfaison, Vallejo
Paul Thompson, Albert A. Webb Associates
Mark Conry, eVerge Group, Inc.
Teresa Velarde, Inland Empire Utilities Agency

Lenette Ball, Anaheim
Terry Cahoon, City of Paramount
Karina Lam, City of Paramount
Susan Chui, Mun Hsieh Albany
Monty Hanks, Roseville
Stanley Arend, City of Crescent City
Mark Granado, Los Angeles
Crista Binder, Los Angeles
Joya De Foor, Los Angeles
Daniel Campbell, U.S. Bank
Darlene Morrow-Truver, San Diego
Bob Krueger, SAP Public Services, Inc.
Margaret Cady, Orange County Chief Executive Office
Pamela Day, Davis
Stanley Feathers, City of Atwater
Candace Trude, Hi-Desert Water District

Michael Gomez, San Bernardino
Belinda Silvatici, San Jose
David McPherson, San Jose
Marietta Santos, Covina
Eva Contreras, Covina
Corrie Bowman, Wachovia Bank, N.A.
Michelle Romney, Oxnard
Sheri Emerson, City of Exeter
Gregory Sam, Midpeninsula Regional Open Space District
Arrieta Nancy, Thousand Oaks
Robert Hicks, Berkeley
Christopher VanAlstyne, Northern Trust Investments
Michael McGrane, Imperial Beach
Michael Garcell, Children & Families Comm. of Orange County

Inland Empire Chapter Desert-Mountain Chapter San Gabriel Valley Chapter - "Tri-Chapter Symposium"

An outreach designed to keep local government accounting and finance professionals informed about their current fiscal environment, and to educate them about the many benefits of membership in CSMFO, which has served their profession for over 50 years.

**Victoria Gardens Cultural Center
12505 Cultural Center Drive
Rancho Cucamonga
Wednesday, April 23, 2008**

9:30 am - 10:00 am Refreshments, Introductions, "What is CSMFO?"

10:00 am - 11:30 am Update on the State's FY 2008-09 Budget |
Presenter: Michael Coleman

Michael Coleman is a widely recognized expert on California local government finance. He is the creator of CaliforniaCityFinance.Com, the California Local Government Finance Almanac, an online resource of data, analyses and articles on California municipal finance and budgeting. He is the League of California City's principal fiscal policy advisor, and is closely involved with proposals to reform local government finance.

11:30 am - 1:00 pm LUNCH IS ON YOUR OWN Here's an opportunity to enjoy lunch at any of nearly 20 dining locations at Victoria Gardens and the immediate vicinity. Maps to dining locations will be provided the morning of the Symposium.

1:00 pm - 2:30 pm The Role and Challenges of the County Auditor/Controller in Administering the State Budget

Panel: Robert Byrd, Auditor/Controller, County of Riverside | Larry Walker, Auditor/Controller-Recorder, County of San Bernardino

Compiling assessed valuations, maintaining tax apportionments and projecting tax collections for hundreds of taxing agencies are challenging tasks. Listen to our panel of elected auditor/controllers discuss their roles in administering local government property tax, and the challenges that come with each new state budget including administering the state's complex "Triple-Flip" formula.

Cost: \$25 per person (non-refundable)

Seating is limited to the first 250 pre-registered and prepaid attendees. All payments must be postmarked by no later than Thursday, April 10th. To register, see instructions on following page. Should you have any questions concerning reservations, please contact Sylvia Rodriguez at the City of Moreno Valley, (951) 413-3074, or by email at sylvia@moval.org.

Greening the Golden State Focus of Green California Summit & Expo

Builders, designers, developers, facilities managers and commercial real estate professionals should not miss the Green California Summit & Exposition (April 7-9, Sacramento Convention Center).

The event, guided by an Advisory Board that includes senior state officials and leaders from the real estate community, combines an exposition featuring hundreds of green products and services with seminars and training. Attendees will have a unique opportunity to interface with communities, cities and state government leadership to discover, learn, get inspired and share all that's going on in greening the Golden State.

Learn about current and upcoming green standards and regulations, the implications for your organization of AB32 – the Global Warming Solution's Act, and California's green building mandates. The tools now exist to help you your operations and buildings cost-effectively – learn from those who are doing how to become part of the growing new energy economy in California. For information go to: <http://www.green-technology.org/gcsummit>



Job Postings February 2008

City of Crescent City, Finance Director

Up to \$72,000 DOQ

Manages, plans, organizes, and directs all aspects of accounting, financial, investment and budgetary functions of the city and its component units.

Bachelor's degree in finance, accounting, or closely related field. Four years of responsible accounting/financial management experience with a municipality or public accounting organization, two of which include supervisory experience. A CPA or CGFM certificate is preferred.

Contact City of Crescent City, 707-464-7483, www.crescentcity.org for required application with supplemental questionnaire.

The Port of Los Angeles, Audit Manager,

\$112,856 - \$140,209

Our client, The Port of Los Angeles ("Port"), also known as the City of Los Angeles Harbor Department, is currently seeking to fill the newly created position of Audit Manager. This at-will position reports to the Chief Financial Officer ("CFO") and exercises general management of the financial and performance audits of the Port. The position receives general administrative direction from the Audit Committee of the Board of Harbor Commissioners ("Board").

The Audit Manager will be responsible for creating and staffing a new Management Audit Division at the Port and will exercise direction over subordinate management personnel, professional, technical, and clerical staff. The successful candidate will develop a system of controls over audit projects, review operations and results, and formulate and/or approve audit policies and procedures, ensuring compliance with budget requirements.

This is a unique and highly visible career opportunity for the qualified candidate who has had successful, verifiable experience, as indicated herein. For the successful candidate, the Port offers a current salary range of \$112,856 to \$140,209, together with a very attractive benefit package, which includes Health and Dental Plans, a Deferred Compensation Plan, Life/Disability Insurance, Sick Leave, Vacation and a Retirement Plan through the City of Los Angeles Employees Retirement System.

The closing date for submissions is February 29, 2008 at 5:00 p.m. PST. (The Port reserves the right to extend the closing date, as necessary.) For further information and to receive the FULL Position Description, please contact the Port's Consultant, below.

City of Sacramento, City Treasurer, DOQ

Salary open DOQ within an established range. Known as "The City of Trees," Sacramento, California's Capitol City,

offers a great quality of life in which to live, work and raise a family. Appointed by the City Council, the City Treasurer is responsible for managing \$1.077 billion in investments, \$1.98 billion in outstanding indebtedness, and over \$11.7 billion in banking transactions and reporting. The City Treasurer is a key advisor to the City Council in the areas of financing, economic development and special projects. Position oversees an annual budget of \$1.5 million, with a staff of 19 full-time employees. Requires a Bachelor's degree in public or business administration, economics, accounting, finance, or a related field, and a minimum of five years of supervisory analytical work in a City treasury office, including at least two years at a management level equal to or higher than the Sacramento City class of Treasury Operations Manager. Please apply by March 7, 2008. For a complete position description and candidate qualifications, please visit our web site at www.allianceresourceconsulting.com or call Eric J. Middleton, Managing Partner at (562) 901-0769. EEO/ADA.

City of Oxnard, Budget Manager, \$5749-\$9198/mo

This position is responsible for all aspects of budget development, preparation and monitoring. This position plans, organizes, and administers the work in the Budget and Capital Improvement Division of the Finance Department; and maintains the budget on the accounting system.

Requires possession of a Bachelor's Degree in accounting or business administration and four years of experience in professional accounting and financial work. A Master's degree and experience in Public Finance as well as budget development is highly desirable.

APPLY BY: 3/6/08 5:00 p.m. to the Human Resources Department, 300 W. 3rd St., 1st Floor, Oxnard, CA 93030. Applications and more information can be found on our website at www.ci.oxnard.ca.us or call (805) 385-7590. Resumes accepted only with completed application. EOE

City of Bend, OR, Financial Manager-Operations, \$54,924 - \$75,684 + excellent benefit package

Come experience the beauty of Bend, Oregon (population 77,780), located at the eastern foothills of the Cascade mountain range. Join the finance team of this scenic, rapidly-growing city! Seeking Financial Manager to manage customer service, billing, and collections, and to perform complex and technical analyses, financial projections & forecasts, and report development. Opportunity for professional development. Benefit package includes fully City-paid Oregon PERS retirement. For complete information including application instructions, visit: www.ci.bend.or.us or contact City of Bend Human Resources (541) 693-2156 or bbeatty@ci.bend.or.us. Open until filled. ADA/EEO Employer

Job Postings February 2008, continued

**County of Santa Clara, Controller,
\$134,879.68 - \$173,078.88 annually DOQ**

The Controller-Treasurer is responsible for the planning, directing, review and management of functions and staff responsible for performing general accounting, budgetary control, fiscal administrative work and the treasury functions for the County of Santa Clara. Often described as the Chief Accounting Officer, this executive management position reports to the Finance Agency Director.

A qualified candidate would typically acquire the knowledge and abilities through considerable training and experience equivalent to graduation from an accredited college or university with major work in accounting or a related field and four years of responsible experience in the administration of a complex financial, accounting or auditing unit. CPA Certificate is desirable.

The successful candidate will possess knowledge of laws and regulations concerning the handling and care of public funds. Principles and practices of organization, administration, personnel management, labor relations and budgeting. Principles and practices of accounting, auditing and public finance. Methods used in governmental budgeting. Principles and application of data processing systems.

For a complete job description, apply online or download an application, please go to: www.sccjobs.org

**Inland Empire Utilities Agency, Sr. Financial
Management Analyst, \$77,735 to \$94,713/annual**

Inland Empire Utilities Agency is a state-of-the-art wastewater treatment/water reclamation public agency servicing seven member cities with a population of 700,000 in the west end of San Bernardino County. IEUA operates five regional wastewater treatment/water reclamation facilities that treat 57 million gallons of wastewater per day. The Agency owns a co-composting facility, a manure digestion facility, several domestic and industrial trunk and interceptor sewer lines and operates the Chino 1 Desalter.

The Senior Financial Management Analyst classification is an advanced journey-level professional class in the finance and accounting job family. We are seeking a highly motivated professional to perform, under general supervision:

- Supervises the finance staff responsible for the development, implementation and monitoring of the Agency's annual capital and operating budgets.
- Oversees treasury activities including; investment policies and procedures; debt administration, long-term financial planning
- Assist in the formulation of policy and procedure, as

well as work flow process designs

- Performs wide range of advanced professional financial analysis
- Requires a sound understanding of the Agency's management, investment, accounting and systems
- SAP experience is highly desirable

JOB REQUIREMENTS: Bullet the requirements (for example)

- Graduation from a 4-year college/university with a major in finance, accounting, public/business administration or a closely related field
- 6 years of increasingly responsible professional financial analysis experience
- 2 years of supervisory experience
- or an equivalent combination of training and experience

Resumes will NOT be accepted unless accompanied by a fully-completed Agency Application. Additional information can be accessed on our website, www.ieu.org or by contacting Lori Nelson at lnelson@ieu.org This recruitment remains open until filled.

**Costa Mesa Sanitary District, Accountant,
\$4804 – \$6438**

This is professional accounting work in maintaining varied District fiscal records and systems. Under general supervision, performs specialized analytical work in connection with the preparation, validation, examination, coding, and reconciliation of financial and statistical records; performs related duties as required.

ESSENTIAL FUNCTIONS: These functions may not be present in all positions in this class. When a position is to be filled, the essential functions will be noted in the announcement of position availability. Management reserves the right to add, modify, change or rescind work assignments as needed. Prepares and maintains complex financial statements and statistical reports for the District; Maintains automated District general and subsidiary ledgers and journals; prepares journal vouchers for adjusting and correcting accounting records; Balances accounts. Conducts and prepares cost studies, internal audits and analytical reviews of data using financial, cost and managerial accounting principles; Audits tax reports, records of permits for sewerage fees; Prepares and processes the District payroll; maintains payroll records and reports; Audits all inputs and adjustments to computerized payroll system. Evaluates and recommends automated accounting software modules and software module upgrades; Prepares complex internal and external automated financial reports; Prepares monthly warrant list; Codes documents for proper account classifications; Prepares and processes purchase orders,

Job Postings February 2008, continued

invoices, payroll time cards, asset inventory reports, monthly bank reconciliations and bank deposits; Analyzes purchasing documents for proper account classifications. Maintains control of the fixed assets accounting system; Assists in budget research, analysis and forecasting; Prepares and analyzes budgets to actuals;

**Orange County Transportation Authority, Sr. or Principal Internal Auditor,
\$66,310 to \$113,817 Per Year**

The Orange County Transportation Authority (OCTA) is the county's primary transportation agency. OCTA creates, funds and delivers efficient transportation for Orange County. We keep Orange County moving with extensive bus and paratransit service, Metrolink commuter rail service, the 91 Express Lanes Toll Road, motorist services and freeway, street and road improvement projects. For all of the exceptional services that we provide, OCTA has received the 2005 Outstanding Transportation System Achievement Award from the American Public Transportation Association. Any combination of education and experience equivalent to a Bachelor's Degree in business, accounting or related field with approximately five to eight years of auditing experience for the Senior position (three years of which are at the journey level). The Principal position requires approximately seven to ten years of auditing experience (three years of which are at senior level). Applicable Master's Degree may be considered for up to two years of the experience requirement. Prefer a Certified Public Accountant (CPA) or Certified Internal Auditor (CIA). A Certified Fraud Examiner (CFE) or Certified Information Systems Auditor (CISA) is desirable.

APPLICATION AND SELECTION PROCESS: For further information about this exciting career opportunity and to apply online, please visit our website at www.octa.net/careers or use our online computers located at 550 South Main Street, Orange, CA 92863. Applications must include a ten-year work history and be fully complete. We are unable to accept resumes in lieu of an online application. OCTA does not sponsor H1B or other work visas. For additional information, please contact the Employment office at (714) 560-5600.

**Sacramento Regional Transit Dist. Accountant II,
\$4,514 - \$5,767 MONTHLY**

JOB SUMMARY

This classification is primarily responsible for performing tasks in the following financial and related program reporting functions of the District: Payroll Administration; Project Funding Oversight and Management; Financial and Related Reporting; Program and Policy Analysis; Document and Correspondence Preparations; Staff Oversight; Accounts Payable Administration; Data and Statistical Analysis; and Special Projects or Programs. Work mainly involves the gathering and interpretation of data

dealing with problems and difficult situations.

MINIMUM QUALIFICATIONS: Any combination of experience and education that would likely provide the required knowledge and abilities is qualifying. A typical way to obtain the knowledge and abilities would be: Education: BA degree in business administration, accounting, or closely related field. A current CPA license is desirable. Experience: Two years of professional accounting experience, preferably in municipal or public accounting. Supervisory experience is preferred. Required Knowledge: Various professional accounting standards, such as Generally Accepted Accounting and Auditing Principles (GAAP), Governmental Accounting Standards Board (GASB), and Financial Accounting Standards Board (FASB). Proof of required education such as college transcripts, diplomas, and/or certificates must be submitted before you will be considered for this position.

**Orange County Treasure-Tax Collector,
Administrative Manager,
BASED ON EXPERIENCE \$51,500 - \$93,641**

The Orange County Treasurer-Tax Collector Department has an immediate need for a "hands-on" Assistant Cash Manager interested in working with the Cash Manager to oversee the cash management operations of the County and manage a tax collection cashiering staff of five. The Cash Management division of the Treasurer-Tax Collector Department collaborates with all County agencies and the Department of Education to develop efficient and effective tools to allow for optimized investment of funds and property tax collection services. Ideal candidates will have considerable experience in cash management areas such as: cash flow forecasting, bank relationship management, merchant services, bank reconciliation and armored car operations. Leadership, planning and organization, problem solving, reviewing and approving accounting transactions, developing procedures and internal controls, excellent oral and written communication skills, strong attentiveness to detail, computer proficiency, and the ability to work in a time sensitive environment are strongly desired. Minimum qualifications vary depending upon years of actual experience. Combinations of education and experience, CTP certification and experience or just solid, specific treasury experience could qualify you for this exceptional opportunity. Apply now!

**San Diego State University, Payroll
and Compensation Services Manager,
COMMENSURATE WITH EXPERIENCE**

The Payroll and Compensation Services Manager manages the San Diego State University relationship with the California Uniform State Payroll System. The pay agent for the University is the California State Controller's Office and all campus payroll

Job Postings February 2008, continued

transactions are directed there with the State Controller issuing pay warrants. The SDSU's operating fund salaries and wages are in excess of \$200,000,000. There are approximately 4552 faculty and staff and 1297 student employees paid monthly.

RESPONSIBILITIES: Under the general direction of the Director of Human Resources, the Payroll and Compensation Services Manager supervises an Assistant Payroll Manager and a staff of nine (9) payroll technicians in processing and reconciling faculty and staff payroll, leave and employment history information. Interpret and provide technical direction in complicated payroll procedures and transactions. Interpret administrative guidelines, regulations, campus policies and memorandums of understanding in matters related to payroll; and work closely with Benefits, HRIS and Employment Managers on issues that relate to payroll. Oversee reporting of taxable income, benefits and other W-2 adjustments transacted outside of the California Uniform State Payroll System. Resolve complex payroll problems where there are no clear guidelines or precedents. Provide ad hoc reports through Campus Information Retrieval System. Participate in local and/or State-wide Committee and work groups for payroll related issues. To apply for this position, please visit our website: <http://bfa.sdsu.edu/ps/employ/staffpositions/staffjobs.htm>.

**Orange County Transportation Authority,
Associate Financial Analyst,
\$19.11 TO \$29.26 DEPENDING ON QUALIFICATIONS**

THIS POSITION WILL: Assist in the process of developing the annual budget, including activities such as reconciling staffing levels, analyzing budget requests, supporting division representatives by providing budget application training, and variance analysis. Prepare statistical, graphics, and tabular reports on a computerized system. Make presentations, assist in developing monthly, quarterly and annual reports and other special projects and financial analysis as needed. The Ideal Candidate Will Possess: Knowledge of financial processes, basic fund management, public accounting procedures, and federal/state financial programs. Familiarity with computer models and applications (Word, Excel and Access highly desirable). Ability to compose concise/accurate reports, and make recommendations. For further information about this exciting career opportunity and to apply online, please visit our website at www.octa.net/careers or use our online computers located at 550 South Main Street, Orange, CA 92863. Applications must include a ten-year work history and be fully complete. We are unable to accept resumes in lieu of an online application. OCTA does not sponsor H1B or other work visas. For additional information, please contact the Employment office at (714) 560-5600.

**City of Big Bear Lake, Sr. Accountant,
\$61,714-\$75,015/YR**

The position of Senior Accountant reports directly to the Finance Supervisor. This position is responsible for general ledger accounting, assisting in the development and administration of the City's annual operating budget, the preparation of required financial reports including Monthly Treasurer's Report to management and City Council, maintaining financial data required for federal, state and county mandated reports, updating and maintaining statistical data for the Comprehensive Annual Financial Report and budget documentation, ensuring compliance with generally accepted accounting principles, Government Auditing Standards, and applicable regulations, completing special projects, and assisting with the coordination of auditing agencies.

REQUIREMENTS: A Bachelor's degree in Accounting, Finance, or related field is required. A Master's Degree in a related field is preferred. Four years experience as an accountant for a public sector organization is required. The ideal candidate will have a complete knowledge of generally accepted accounting principles and a demonstrated knowledge of public sector accounting. Must be organized, have excellent verbal and written communication skills, be flexible, cooperative, and have the ability to exercise sound judgment.

FILING DEADLINE: CLOSES 5 PM March 28, 2008

City application required. City of Big Bear Lake, Attn: HR, P.O. Box 10000, Big Bear Lake, CA 92315 (909) 866-5831 EOE/ADA. www.citybigbearlake.com.