



MAY 2008

Inside:

Checks and Balances	3
League of California Cities Director's Report April 2008	4
Capital Project Monitoring Commentary on the GFOA Best Practices	6
GASB Revamps 2008 Technical Plan..	8
International Hispanic Network.....	9
The Tri Chapter Symposium A Model for Growing Your Charter Membership?	11
CSFMO and CMTA Local Chapters Invite You To Our Next Meeting	12
Event Listings - May 2008	13
Spring 2008 Chapter Meeting.....	14
Central Los Angeles and South Bay Chapters Invite You To Our Next Meeting.....	15
Inland Empire Chapter Meeting.....	15
Job Postings May 2008	16

Contact Info:

CALIFORNIA SOCIETY OF
MUNICIPAL FINANCE OFFICERS
PO Box 13308
Portland, OR 97213

(877) 282-9183
Fax: (503) 282-9183
www.csmfo.org

President's Message

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

California Municipal Treasurer's Association Annual Conference

I was delighted to attend the CMTA Annual Conference at the Parc 55 Hotel in San Francisco recently as the guest of CMTA. (You may or may not know that our president enjoys reciprocal invitations with the finance organizations in Oregon, Washington and Alaska, in addition to CMTA). The hotel is a few blocks away from the Westin St. Francis on Union Square where our conference will be next March. (Don't forget to make your reservation; I already have mine!)

It has been a few years since I attended CMTA's conference but I recall being impressed with the overall conference then, just as I was this time. The Conference Committee, including some of the officers of the organization, are very involved in every aspect of the conference and are working the entire time to make sure every detail is attended to.

With about 300 attendees, the conference is a lot smaller than our conference but is much more intimate, as such. You get a real feel of being in touch with the other attendees. There was a well laid out exhibit area with approximately 30 sponsors and exhibitors who were located conveniently on the route to the main meeting room. (and the restrooms!) You couldn't miss them.

The program was excellent, with four general sessions the first day including lunch, and concurrent sessions in the afternoon. Dr. Nate Booth talked about "The Diamond Touch" or "How to Get What You Want by Giving Others What They Uniquely Desire" and "Life Balance". We then heard from Federal Reserve economist Gary Zimmerman with State Treasurer Bill Lockyer speaking over lunch. The Treasurer briefed us about his endeavor to get the ratings agencies to use a rating scale for municipal securities that is more comparable to the corporate securities rating scale. He says that even though municipal securities have historically had default rates that are a fraction of the similarly or more highly rated corporate bonds, municipal securities are not as highly rated due to the differing scales. Apparently, Moody's and Fitch Ratings have announced their intent to review their policies. This issue could be an important factor in reducing the cost of debt issuance for the state and local municipalities.

The second day proceeded with three general sessions about the LAIF Portfolio, Check Fraud from SafeChecks and the always interesting Gerard Miller over lunch. The afternoon followed with concurrent sessions again. The last day concluded with two general sessions, one about the investment environment and the second with Michael Cohen from the Legislative Analyst's Office. He confirmed for us that the two local government revenues mentioned for reduction by the LAO's Office are COPs Funds and Prop 172 Funds.

We should all stay tuned for the Governor's May Budget Revise which will be released on May 14 to see what, if any, recommendations will impact local government

Continues on next page

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President's Message, Continued from cover

budgets. Sign up for email alerts from the Governor's Office at Governor Arnold Schwarzenegger - <http://gov.ca.gov/interact#contact>. Choose the Subscribe button to select. I am told that Breaking News and Weekly Updates would both cover the May Revise. You may also subscribe to emails from the Legislative Analyst's Office (who analyzes the impacts of the state budget) at <http://www.lao.ca.gov/laoapp/laomenus/joinleave.aspx>.

(I noticed that some of the 2008 CMTA conference handouts are starting to appear on the www.cmta.org website in case you are interested in viewing them.)

Legislative Seminar

Along those same budget lines, don't forget to register for the Legislative Seminar in Sacramento on May 28th. We are expecting all of the latest budget and legislative information to be "vetted" by Michael Coleman, Dan Carrigg and our keynote is Dan Walters political columnist for the Sacramento Bee. This is the first time that the Municipal Management Association of Northern California is joining in as a sponsor so we will be delighted to have them with us. For only a \$75 registration fee, it's an event you can't afford to miss.

April Board Meeting

There was a discussion of the Property Tax Administrative Fee Increases and the fact that this issue is being handled in a variety of ways by the different counties. In Los Angeles, fees have already been collected and from personal experience, I know that our claim filed last month for Hermosa Beach was summarily rejected. Meanwhile, fees in at least one other county have been sequestered pending further analyses. Board Member Scott Johnson agreed to collect some of this disparate information and write an article for a future newsletter to disseminate his results to members. Thanks Scott; we will all be watching for it.

In Closing

Having the flu for a week to coincide with the final two weeks of budget preparation has not worked out well for me; therefore this month's article will have to end here. I hope your budget experience is going better.

I notice that California has the third highest number of registrants (212) for the 2008 GFOA, Ft. Lauderdale, just barely beat out by Illinois (226, to be expected as the "home" of GFOA) and Florida (555, also to be expected as the host state). I'm still hoping to register but just can't commit yet, time wise or funding wise; maybe you are in the same boat.

By the way, we didn't manage to get our Anaheim conference photos in the last newsletter as planned but watch for a Photo Album to appear soon on the website!

"See you" next month.

Checks And Balances

How to safeguard against check fraud with automated banking Q&A with Lynnell Harris, Senior Vice President, Comerica Bank | Interviewed by Chelan David

The ability to prevent fraud is crucial when competing in a competitive marketplace. Check fraud, in particular, can have a major impact on a company's bottom line. Certainly, the use of ACH (Automated Clearing House) transactions to transfer and process electronic funds is on the rise. According to the Electronic Payments Association, 14 billion payments were made in 2005 through the nationwide ACH network, an increase of approximately 16 percent over 2004.

Safeguarding against check fraud — both traditional and electronic — requires diligence and determination, but new technologies are making the process simpler and more cost-effective.

“Financial institutions offer tools that allow customers to protect their assets for a relatively low cost,” says Lynnell Harris, senior vice president of Comerica Bank. “It’s very much a win-win situation.”

Smart Business spoke with Harris about methods that can be used to help prevent check fraud, the benefits of Positive Pay and what distinguishes ACH Positive Pay from other fraud-protection products in the marketplace.

What types of companies are most susceptible to check fraud?

All types of companies. In today's environment, anyone who sends out checks or transacts business with partners or consumers is subject to fraud and should take precautions. Companies across America, regardless of their size, are at risk.

What are some methods that companies can utilize to help prevent fraud?

There are a variety of safety measures and financial tools. For example, employees can help protect sensitive information by making sure items such as checks, account numbers, bank statements and other sensitive financial information are locked up and stored away. A system of checks and balances can be employed within the company to ensure appropriate access and approval authority.

In today's environment, electronic transfers offer more control, as systems enable companies to set up various layers of authority based on dollar amounts or transaction types. Other tools include online account review and Positive Pay.

How does Positive Pay work? Essentially, the bank delivers information to the customer regarding checks or ACH transactions that will be posted against his or her account. The customer then has the opportunity to review the information and determine if they are valid items. The customer authorizes the posting of the transactions and notes any unauthorized transactions. When notification is returned to the bank prior to the deadline, unauthorized transactions are returned to the depositing/originating financial institution. Tools such as Positive Pay significantly mitigate risk for the company without requiring a huge investment in technology.

How can a business utilize ACH Positive Pay to accept or reject ACH transactions before they are posted?

In a manner similar to checks, the bank will present to the customer, before posting, all ACH transactions. The customer then has the opportunity to identify any unauthorized ACH activity. The customer authorizes the posting of the transactions and notes any unauthorized items prior to the notification deadline. The bank will return those items before posting to the customer account.

What distinguishes the ACH Positive Pay service from other fraud protection products? Solutions that enable a business to protect and control electronic activity on its accounts isn't commonplace. Debit blocking provides one level of protection but doesn't offer the full range of decisions that true ACH Positive Pay solutions do. By reviewing and making decisions on all ACH activity before it posts to the account, ACH Positive Pay offers a greater degree of control and information management.

If a business detects suspect items using either Positive Pay or ACH Positive Pay, what course of action can it take?

The first step would be to contact its financial institution prior to the Positive Pay notification deadline and advise which items should be returned. Typically, the information regarding suspect items is available first thing in the morning. Customers pull information electronically, review it and authorize payment of the valid items. If there is an unauthorized item, they would notify their bank in that response. The bank would then return those unauthorized transactions before they post to the customer's account.

CSMFO Chapter Chairs

Central Coast

Jennifer Sorenson, Paso Robles
805-237-3999, jsorenson@prcity.com

Central Los Angeles

Eddie Malonzo, Cerritos
562-916-1369, eddie_malonzo@ci.cerritos.ca.us

Central Valley

Melinda Wall, Los Banos
209-827-7099, melinda.wall@losbanos.org

Channel Counties

Michelle Romney, Oxnard
805-385-7475, michelle.romney@ci.oxnard.ca.us

Coachella Valley

John Gerardi, Coachella
760-398-3502, jgerardi@coachella.org

Desert Mountain

Cindy Prothro, Lancaster
661-723-6038, cprothro@cityoflanaster.org

East Bay

Herbert Pike, Richmond
510-620-6729, herbert_pike@ci.richmond.ca.us

Inland Empire

Helen Leeds, Rancho Cucamonga
909-477-2700, helen.leeds@cityofrc.us

Monterey Bay

Marc Pimentel, Watsonville
831-646-3947, pimentel@ci.watsonville.ca.us

North Coast

Bill Mushallo, Santa Rosa
707-543-3092, bmushallo@ci.santa-rosa.ca.us

Northeast Counties

Steve Strong, Redding
530-225-4087, sstrong@ci.redding.ca.us

Northwest Counties

Vacant

Orange County

Esmyrna Jorge, Laguna Hills
949-707-2626, mjorge@ci.laguna-hills.ca.us

Peninsula

Stuart Schillinger, Brisbane
415-508-2151, schillinger@ci.brisbane.ca.us

Sacramento Valley

Vacant

San Diego County

Dennis Coleman, Solana Beach 858-720-2461
dcoleman@cosb.org

San Gabriel Valley

Mark Alvarado, Monrovia
626-932-5510, malvarado@ci.monrovia.ca.us

South Bay

Mike Whitehead, Rolling Hills Estates
310-377-1577, mike@ci.rolling-hills-estates.ca.us

South San Joaquin

Judy Bier, Selma
559-891-2260, judyb@cityofselma.com

League of California Cities Director's Report - April 2008

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

The League Board of Directors met in Sacramento on April 17-18, 2008. The Board heard a presentation from the State Treasurer, received an update on the State budget crisis from three prominent Sacramento officials, received updates on its four strategic priorities for 2007-08 and gave League staff direction on a number of other items.

- The State Treasurer is spearheading a campaign to get the three major rating agencies to reform State and municipal bond ratings. State Treasurer Bill Lockyer addressed the Board and explained his efforts to date. Currently, State and local debt issues are held to a higher standard than corporate debt in terms of bond ratings, which has cost taxpayers and ratepayers billions of dollars in increased interest costs and bond insurance premiums. Lockyer recommends that bond issuers and issuer associations take a position on this effort, and indicated that rating agencies want to hear particularly from bond investors on this issue. The Board voted to endorse the State Treasurer's call for reform and directed staff to assist in an outreach effort to member cities in California and to state municipal leagues across the country.
- The State budget crisis and Strategic Goal #1, Protect Funding for Vital Community Services, the Board heard from State Director of Finance Mike Genest, Diane Cummins of the Office of Senate Leader Pro Tem Don Perata, and Rick Pratt of the California School Boards Association. Genest indicated that the May Revise will be downward. Bank and corporation and sales taxes are down; income tax receipts are not yet known. Cummins indicated that this is the worst budget situation in her 30 years of work in the field and that the "day of reckoning" has finally arrived. The deficit amount still to be addressed is more than \$10 billion, which is significantly greater than the entire higher education budget of \$6 billion. The Legislative leadership is well aware of the size of the problem, according to Cummins, and there's more talking going on in Sacramento about the budget than people see at this point. In addition, the Governor has issued a Budget Reform outline that involves the establishment of a stronger budget reserve fund mechanism and greater authority to reduce expenditures during the year if revenues come in less than expected.

The Board provided guidance to League staff on a draft policy statement to guide the League through the State budget deliberations and address budget reform efforts. Staff will revise the draft and the Board will act on it at a subsequently Board conference call within the next month.

- Strategic Goal #2, Support Green and Sustainable Cities: The League plans to highlight in various upcoming League publications ways that California cities are effectively addressing climate change. A variety of training and education programs have been offered to date, including Going Green Purchasing Workshops held around the State, as well as sessions at annual meetings of League departments. The Institute of Local Government, the League's research arm, has developed a set of best practices for

League of California Cities Director's Report - April 2008, continued

local agencies to consider in addressing climate change (www.ca-ilg.org/climatepractices) as well as a recognition program for cities and counties that measurably reduce energy consumption and greenhouse gas emissions (see www.ca-ilg.org/climaterecognition).

- **Strategic Goal #3, Expand Infrastructure Investment:** As of February 14, 150 of the State's 478 cities had received their Prop 1B funding allocations, for a total of \$154 million of the \$550 million currently available to cities. A significant amount of authorized infrastructure bond funds of interest to cities remains to be allocated. In addition to the \$450 million balance of \$1 billion of Prop 1B funds for cities, over \$5 billion of bond funds for such things as goods movement, State-local partnership, Prop 84 park funds and infill funds remain to be allocated by the State. California Communities, the statewide financing authority co-sponsored by the League, has developed two financing programs to help cities advance and leverage future payments for street improvements. One program allows for bonding of future Gas Tax payments; the other is a program that allows for bonding of Prop 42 gasoline sales tax revenues.
- **Strategic Goal #4, 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. Prop 98 is the Howard Jarvis Taxpayers Association-sponsored measure; Prop 99 is the League-supported measure.

In other action, the Board:

- Took positions on several legislative bills pending in the Legislature. Of note are the following positions taken by Board that either differed from positions recommended by a League policy committee or reconciled differing positions taken by more than one policy committee on the same bill:
- **AB 2023 (Houston) Public Employee Disability Benefits.** The Board voted to support this bill (the Employee Relations committee had recommended an oppose position), due to the Board's desire to send a clear message that the League does not support any disability retirements for other than medical

reasons, which is also consistent with the Public Employees Post-Retirement Benefits Commission recommendation.

- **SB 1098 (Migden) Medical Cannabis and Tax Amnesty Program.** The Board voted to oppose this bill (the Rev and Tax committee had recommended a "no position" on this bill and the Public Safety had recommended the League oppose it). The Board's sentiment was to send a clear message of opposition and to not appear in any way to condone medical cannabis dispensing facilities. There was also a concern that this bill could interfere with local authority to regulate these facilities.
- **HR 5102 (Calvert).** The Board voted to support the idea of a container fee on all goods imported to or exported from the United States to fund trade corridor improvement projects. The Transportation, Communication and Public Works committee had not taken any position on this bill.
- Voted to form a University Community Issue Group, to provide a forum for California cities with universities located within their cities to discuss issues of common interest.

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 League's 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 of California Cities, and at the same time strengthen California local government and the municipal finance profession. Participation in League activities is an excellent career development opportunity. It's both fun and a great learning experience. It's an opportunity to network with not just other finance folks from around the State, but also with staff in other disciplines as well as with some very interesting and talented elected officials. If you would like to find out more about the League and opportunities to serve for either you or your staff, 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.

Capital Project Monitoring - Commentary on the GFOA Best Practices

Warren Briggs, Director Business Development, CIPPlanner Corporation

Part 1: Identify and incorporate Jurisdictional and Fiduciary Requirements Into Capital Project Monitoring and Reporting

This is the first of a seven part series on recommended practices on Capital Project Monitoring. CIPPlanner Corporation strives for better Capital Program Management for our customers. As we reviewed the GFOA recommended practice released last October, we were excited that the GFOA is making concrete strides in articulating exactly how to do this. Our perspective in working intimately with local governments and agencies as they implement our software puts us into day to day contact with the subtle issues that are the tips and tricks of helping the rubber meet the road in implementing the GFOA's recommended practices. This article seeks to point by point analyze the recommended practice and offer up our warnings, tips, tricks and recommendations about how to get the most out of those practices.

The first element of the recommended practice focuses on:

Identify and incorporate jurisdictional and fiduciary requirements into capital project monitoring and reporting.

Because finance officials are typically entrusted with ensuring that capital project activity is consistent with applicable laws and organizational rules and procedures, initial efforts should focus on understanding requirements related to:

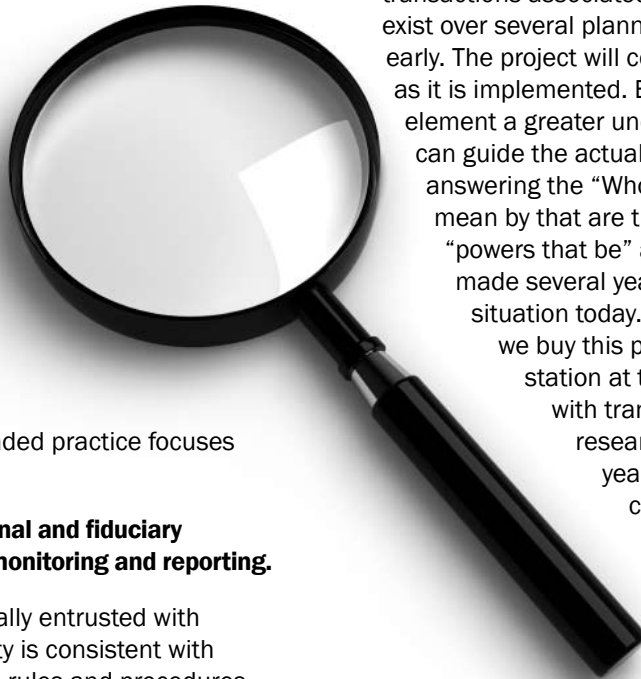
1. Auditing and financial reporting consistent with generally accepted accounting principles and jurisdictional accounting and grant requirements.

We find that tracking of project financials are critical to Capital Program Management at large. Key challenges that we find are the limitations of current tools such as general ledger financial systems which are focused on a static chart of accounts for the transactions and not cost breakdown structures that are needed to both estimate and then track the implementation of a project. These breakdowns need to be both intuitive and meaningful. As an example, cost

breakdowns are a critical element of "Earned Value", which is a primary performance metric for monitoring the "health" of a Capital Project.

Another limitation of financial systems is that they are structured to create financial reporting for a single year. We recommend that projects be the core element for a Capital Program Management system rather than the transactions associated with the projects. The project will exist over several planning cycles especially if it is identified early. The project will continue for possibly several years as it is implemented. By tracking the project as the core element a greater understanding of what was intended can guide the actual implementation. This is critical in answering the "Who shot John questions?" What we mean by that are the questions that arise from the "powers that be" about why certain decisions were made several years ago that have an effect on the situation today. An example would be "Why did we buy this piece of property for the new fire station at this price 5 years ago?" Working with transaction based systems requires researching and pulling together several years' worth of information to provide a coherent answer. In our experience this can take a lot longer than the individual asking the question may realize. In fact we have found expressions of shock from senior administrators at the time invested in compiling transactional information for even the most straight forward of project questions.

Project Audit trails need to be established for both contract compliance as well as the Who Shot John questions? This allows jurisdictions to both monitor the milestones of a project and justify the steps that were taken when the inevitable questions come up grants represent opportunity, (i.e. free or almost free money) but carry reporting requirements that must be met. Again we recommend a system design that supports multiple Break down structure in order to provide the source of free money with the information they need in the way that they need it. Additionally it would enable creation of multiple project



Capital Project Monitoring - Commentary on the GFOA Best Practices, continued

schedule and financial scenarios. This need arises out of the requirement of many grants that a notice to proceed not be issued until final notification of the funding of the grant is issued. Depending on the timing of the funding and construction seasons this can be challenging.

2. Arbitrage regulations, bond covenants, and/or bond referenda requirements related to long-term debt.

We recommend each bond issue must be tracked as a discrete funding source and that the expenditures must be tracked by bond issue. We suggest at a minimum creating a spending report for each bond issue two years after issuance of the bonds. This report should be discussed with bond counsel to demonstrate compliance with the arbitrage certificate executed for the specific bond issue. This two year review can help a jurisdiction review the business practices utilized in sizing the bond issues. The key point here revolves around what we like to call the Price is right rule. You can borrow as much as you want as long as you spend it without going over the time period you elect. Just like the "Price is Right" if you go over you lose and the IRS comes to town and makes your life miserable. While there are many challenges that contribute to this, we believe that one of the central challenges is that many jurisdictions don't have high enough visibility into their spending cycles to allow them to earn the maximum amount of arbitrage (i.e. free money) allowed by the IRS. For example some jurisdictions plan their borrowing to spend all bond proceeds within 6 months of issuance far short of the maximum permitted period of two years. We believe that by tracking and examining every bond issue against each of the milestones permitted by the IRS a jurisdiction can maximize the allowable arbitrage.

3. State and local laws, including such areas as debt capacity limits, voter authorization, as well as public bidding and reporting requirements.

We analyze these recommendations together under the heading of management of administrative lead time. All the things that need to be done before you can actually begin construction. Our clients such as the City and County of San Francisco tell us that management of lead time is the one critical area where improvements can have a dramatic effect on when a project gets moving. For example, they began tracking lead time associated with the initiation of a project and its actual construction date. As they track these processes they are able to break down the elements contributing to bottle necks. Once identified they can create solutions to reduce the lead time, move more rapidly from initiation to actual project commencement, and in so doing

mitigate potential cost increases (deviation from original estimations) due to such things as resource constraints (schedule impacts); and dynamics in the cost of material.

4. Capital project contract language and the jurisdiction's contracting practices.

The key trick we recommend in this area is integrated document management. Again putting the project at the center of the system and then tying the contract documents tightly to the project is critical to breaking the contract milestones down in a way that allows easy monitoring and an audit trail capable of standing up to both fiscal and legal scrutiny.

5. The relationship between each project and the jurisdiction's planning processes, including specific plans and master plans.

We recommend that the planning horizons of the CIP and master plan must dovetail, even if the plan is not a published plan. For example, the City of Henderson has a master plan for its sewer projects, which has a thirty (30) year horizon. They track all of the projects that they have identified in that master plan. This same system also publishes their five year plan. They have found by tracking the full horizon of their projects they can actually answer the "what if" questions that arise regarding the affect that adjustments to the projects (schedule), or maintenance budgets may have.

We have had several requests for this complete series of articles. Our current plan is to pull the entire series together in a single document at the conclusion of the series. If you would like to receive a copy of this series please email me at warrenbriggs@cipplanner.com.

Part 2 of this Series dealing with Identification of external and internal stakeholder information needs. will be available May 14th. Keep a look out for it. If you have questions before that regarding Capital Program Management, the GFOA recommended practices or our solutions, please call Warren Briggs at 919-761-9833.

CIPPLANNER CORPORATION (<http://www.cipplanner.com>)

GASB Revamps 2008 Technical Plan

Adds Projects on Retirement Benefits, Public/Private Partnerships, and Reporting Units

Norwalk, CT, April 24, 2008—At its meeting last week, the Governmental Accounting Standards Board (GASB) added three projects to its current agenda—a review of existing postemployment benefits standards, public/private partnerships, and a reexamination of GASB Statement No. 14, The Financial Reporting Entity, including consideration of establishing reporting standards for government departments, agencies, and other units smaller than a complete reporting entity. The additions were announced by GASB Chairman Robert Attmore following discussion among GASB members at the public Board meeting last week.

The added agenda items are as follows:

- Under the Postemployment Benefits Accounting and Financial Reporting project, the GASB will assess the effectiveness of its existing standards for accounting and financial reporting for postemployment benefits—focusing on a review of existing pension standards in GASB Statements No. 25, Financial Reporting for Defined Benefit Pension Plans and Note Disclosures for Defined Contribution Plans, and No. 27, Accounting for Pensions by State and Local Governmental Employers—and consider whether improvements need to be made.
- Through the Public/Private Partnerships project, the Board will explore whether existing authoritative guidance is sufficient to address the accounting and financial reporting issues resulting from public/private partnership arrangements—such as contracting with private companies to operate or build toll roads or other major infrastructure assets—or if new standards are needed.
- The Reporting Unit Presentations/Statement 14 Reexamination project has two main objectives. First, the GASB will consider developing generally accepted accounting principles (GAAP) for separately issued financial statements of reporting units that comprise less than a separate legal entity as defined in Statement 14. Second, the GASB will reexamine the requirements of Statement 14, as amended, to determine its effectiveness and to consider whether improvements are needed.

“While it is not common for three projects to be added to the current agenda at once, the GASB staff’s extensive research on these three major projects concluded at approximately the same time. The schedule also allowed the Governmental Accounting Standards Advisory Council to provide timely input on project priorities before this action was taken,” said GASB Chairman Robert Attmore. “I am confident that these important projects will result in users of financial reports having access to better information, which will allow them to make better informed decisions about the entities they are evaluating.”

In addition, the GASB will be addressing three new practice issues:

- The AICPA Omnibus project will incorporate accounting and financial reporting standards currently found in the AICPA Statements on Auditing Standards into the GASB’s literature, including the GAAP hierarchy.
- The ARC Adjustment project will consider providing guidance that would allow the annual required contribution (ARC) adjustment to be based on actual amounts associated with the amortization of past contribution deficiencies or excesses.
- The Derivative Instruments Implementation Guide project will provide assistance to practitioners in applying the forthcoming derivative instruments standard.

Research also will begin in two areas:

- Identifying provisions in Financial Accounting Standards Board Statements and Interpretations, Accounting Principles Board Opinions, and Accounting Research Bulletins of the AICPA, issued on or before November



GASB Revamps 2008 Technical Plan, continued

30, 1989, that do not conflict with or contradict GASB pronouncements, for possible codification into the GASB literature

- Further development of the definition of fair value, the methods used to measure fair value, and potential disclosures about fair value measurements.

About the Governmental Accounting Standards Board

The GASB is the independent, not-for-profit organization formed in 1984 that establishes and improves financial accounting and reporting standards for state and local governments. Its seven members are drawn from the Board's diverse constituency, including preparers and auditors of government financial statements, users of those statements, and members of the academic community. More information about the GASB and each of the projects mentioned above can be found at www.gasb.org, converted to ACH debits.

Governmental Accounting Standards Board

401 Merritt 7, PO Box 5116
Norwalk, Connecticut 06856-5116
(203) 847-0700
Fax: 203-849-9714

Contact: Christine Klimek: (203) 956-3459

International Hispanic Network**Training Academy No. 2 - "Capital Facilities Planning & Financing"**

Wednesday, May 7, 2008, 8:00 a.m. to 12:00 p.m., Board Room 4

Hyatt Regency San Francisco Airport

1333 Bayshore Highway, Burlingame, California, USA 94010 | Ph: (650) 347-1234



Welcome and Program Overview: Benita Duran, Vice President (CH2M HILL)

Session 1: Growth Analysis & Planning Strategies – (1 Hour)

Speakers: Rene Mendez, City Manager (City of Gonzales), Nick Papadakis, Executive Director (AMBAG), Mayor Pro Tem Steven Hernandez (City of Coachella), Jennifer Rodriguez, Executive Director (Home Builder's Association – Southern Division Office)

Guiding Questions:

- What does a regional planning body do? (Nick Papadakis) -10 minutes
- How do I use the data/projections to plan growth in my community? (Rene Mendez, Honorable Steven Hernandez) - 10 minutes

- General Plan/Zoning
- Keys to successful growth planning (All Panelists) – 20 minutes
 - Advanced planning concept
 - Livable communities
 - Managed growth practices
 - Zoning
 - Specific planning
 - Development agreements
 - Creating partnerships (BIA, developers, other cities)

Case Study: City of Gonzales – General Plan Update Process (Rene Mendez) – 10 minutes

- Going beyond the required elements of the General Plan
 - Fiscal element??

International Hispanic Network, continued

- Environmental impacts??
- Service delivery costs?

Questions and Answers: 10 minutes

Break - (10 Minutes)

Session 2: Assessing Capital Requirements to Meet Your Community's Needs – (1 Hour, 10 Minutes)

Speakers: Ken Ortega, Public Works Director (City of Oxnard), Willie Paiz, Certified Construction Manager (CH2M HILL), Erika Powell, Water Resources Engineer & Project Manager, (CH2M HILL), Jeff Kay, Consultant (MuniFinancial)

Guiding Questions:

- So you're new on the job, now what? (Ken Ortega) – 10 minutes
 - Are infrastructure plans in place?
 - Are they being implemented?
 - Is there an infrastructure backlog?
 - Facilities assessment/evaluation – best practices
- What is a master plan? (Ken Ortega) – 10 minutes
 - Purpose
 - Types
 - Water/sewer
 - Parks
 - Public facilities
- How do you create/update a master plan? (Jeff Kay) – 15 minutes
- Developing of a master plan implementation strategy (Willie Paiz) – 10 minutes

Case Study: City of Oxnard "Think Global, Act Local" (Ken Ortega) – 10 minutes

- GREAT Program

Case Study: Santa Clara Valley Coyote Watershed Program: "Creating Funding for a Major Flood Protection & Restoration Project" (Erika Powell) – 10 minutes

Questions and Answers: 10 minutes

Break - (5 Minutes)

Section 3 Developing a Financial Plan to Fund Capital Facilities - (45 Minutes)

Speakers: Jeff Kay, Consultant (MuniFinancial), Michael Busch, former Finance Director (City of Indio)

Guiding Questions:

- How do you develop a public facilities financing plan? (Jeff Kay) – 15 minutes
 - Developer impact fees
 - User fees
 - General tax revenues
 - Voter-approved funding
- How do you develop a capital improvement budget? (Michael Busch) – 10 minutes

Case Study: City of Indio (Michael Busch) – 10 minutes

- Water
- Parks
- Streets
- Questions – 10 minutes

Section 4 Financing Strategies for Capital Facilities - (45 Minutes)

Speakers: Holly Vocal, Vice President (De La Rosa & Co.), Michael Busch, Managing Principal (Urban Futures), Robert Galvan, Director of Administrative Services (City of Hollister) (invited)

Guiding Questions:

- How do you Pay for It All? (Michael Busch) – 10 minutes
 - Pay-As-You-Go vs. Debt Financing vs. Grants
- What is Debt Financing? (Holly Vocal) – 10 minutes
 - Assembling your finance team
- How Do You Selling It to Your Council? (Michael Busch) – 5 minutes

Case Study: City of Hollister – Wastewater Project (Robert Galvan - invited) – 10 minutes

Questions and Answers: 10 minutes

IHN Training Academy classes are designed to provide pertinent information that will help you navigate through the process of planning and financing capital facilities. In a four-hour period, you will be introduced to pertinent topics and provided with insights from some of the industry's leading experts.

The Tri-Chapter Symposium: A Model for Growing Your Chapter Membership?

By **Steven M. Chapman**, Finance Director/Treasurer, City of Moreno Valley Chair, CSMFO Membership Benefits Committee

Have you taken time to observe the composition and affiliations of those who regularly attend your local CSMFO chapter meetings? Do you have a healthy balance of city, county, special district and private sector membership in attendance at your meetings? Those were the questions asked by the CSMFO Membership Benefits Committee before developing a plan to stage the very first Tri-Chapter Symposium (Inland Empire, Desert-Mountain, San Gabriel Valley chapters) that was recently held at the Cultural Center at Victoria Gardens in Rancho Cucamonga.

Was the Symposium a success? Did it increase chapter membership? The answer to the first question is an emphatic, "Yes", especially when you consider the following facts:

- 167 attended the very affordable event (\$25.00 per person)
- Of those attending, a total of 70 were not members of CSMFO
- 40 different local government agencies were represented, including 2 counties, 9 special districts and 29 cities
- The morning program featured the League's renown financial analyst, Michael Coleman, who gave an outstanding 90-minute overview of the State Budget - past, present and future, and helped simplify (if there is such a thing) the complexities of an ever-changing landscape of state, county and city financial relationships
- Lunch was "on your own," but attendees could choose from over 20 restaurants at the beautiful and spacious Victoria Gardens Regional Shopping Center, all within short walking distance
- Coleman's presentation was the perfect prelude for the afternoon program, which featured San Bernardino County Auditor/Controller-Recorder Larry Walker, and Riverside County Auditor/Controller, Robert Byrd, speaking on the role and challenges of the County Auditor/Controller, including the sensitive issue of property tax administration fees.

The answer to the second question will only be known over time as we gauge the number of new members registering via the web site or attending our three chapter meetings, particularly from the counties and special districts. The purpose of inviting the Auditor/Controllers to speak was to communicate and exchange ideas on key inter-agency

financial issues through direct dialogue. Of the 70 non-CSMFO members attending, 30 were from the counties. But one thing is certain - all in attendance were given an excellent presentation on the value and benefits of being a CSMFO member.

I would like to thank the other members of the planning committee for helping achieve our goal - Paula Chamberlain, City of Pomona and Vice-Chair of the CSMFO Membership Benefits Committee, who gave us the name for the event (Tri-Chapter Symposium) and for her outstanding PowerPoint presentation on who we (CSMFO) are, our mission, and the benefits of being a member; Brent Mason, City of Riverside and Membership Benefits Committee for his many contributions to the planning effort; Helen Leeds, City of Rancho Cucamonga, Membership Benefits Committee, Inland Empire Chapter Chair and host of the Symposium for her city's many contributions to the success of the event; and Mark Alvarado, City of Monrovia and Past President of CSMFO, for his outstanding job as our symposium moderator in delivering the important message about CSMFO membership, and for his personal touch of keeping things professional and yet light-hearted and humorous.

And lastly, special thanks to our guest speakers, Michael Coleman, Robert Byrd and Larry Walker. While we can only plan and hope for good results, they are the ones who succeeded in making our very first Tri-Chapter Symposium a huge success.



Your Local CSMFO & CMTA chapters invite your agency to attend our next meeting on:
A Cure For What Ales Your Local Revenues and A State of Deficit

Friday, May 16, 2008 | 11:45 a.m.-3:00 p.m. (Lunch @ 12:00, First session @ 1:00)
Green Valley Grill, 4th Floor (Banquet Room)
40 Penny Lane, Watsonville, CA 95076 | (831) 728-0644
CPE: 1.5 units

Speakers: **Bret Harmon, Client Services Manager; Muniservices**
Deanna Sessums, League of California Cities; Monterey Bay Regional Public
Affairs Manager

Topic 1: Surviving the economic pressures on sales tax and how to fortify your revenues. Government revenue streams are suffering under the weight of the economic slow down, but none perhaps more so at the local level than sales tax. This session will provide an updated economic outlook and what measures you can take to strengthen your sales tax and other revenues.

Topic 2: State of the State, the Governor and the Legislature. Can you name the current deficit projection? Will we see a real balanced budget? Is there a chance it will be adopted by Halloween? Have we seen the worst proposals against local government?

Join us for an inside view of the inner workings of the State budget process, the Governor's May revise and the political pressures that could keep this battle going for months to come.

Menu: Full Buffet w/Salad, Three Cheese Tortellini, Wood Grilled Fresh Salmon, and chocolate mousse. Includes Beverages (coffee, tea, ice-tea, soda)

Cost: \$25-CSMFO/CMTA members; \$40-non-members (pay: CSMFO-City of Watsonville)

Complete the registration form on pg3 & submit with payment to: CSMFO- City of Watsonville

Due By: Wednesday, May 14th, 2008 (end of day). If time does not permit, fax the completed registration form to (831) 763-4066 or call (831) 768-3470 to hold a spot. Cancellations received after May 14th & "no shows" will be charged in full (no refund/credit).

Future Meetings: August 15th: Solutions for public funds investors. October 24th: Unleashing the power of Excel

Register: If you have any questions or comments, please contact either myself or Marissa. We hope to see you & your staff soon.

Marc Pimentel
CSMFO Monterey Bay Chapter Chair
Administrative Services Director, City of Watsonville
PO BOX 50000 - City of Watsonville, CA 95077
(831) 768-3470 / e-mail: mpimentel@ci.watsonville.ca.us

Marissa Duran
CMTA Division 4 Chair
Financial Analyst, City of Watsonville
PO BOX 50000 - City of Watsonville, CA 95077
(831) 768-3471 / e-mail: mduran@ci.watsonville.ca.us

Event Listings - May 2008

Intermediate Governmental Accounting Training

This class is appropriate for individuals that have some accounting background, but may be new to the government sector, or for someone who has recently assumed responsibility for financial accounting and reporting. It is also appropriate for anyone interested in brushing up on basic government accounting skills. Each attendee will earn 8 CPE credits, and will receive a certificate of completion at the conclusion of the class. Registration may be limited, so please register as soon as possible!

Cost: \$135.00 (Includes lunch)

Optional: Sample CAFR \$5.00

Time: 8:00 a.m. – 5:00 p.m.

May 8, 2008–Location: Beach Cities Health District 514 N. Prospect Ave., Redondo Beach, CA 90277	June 2, 2008 –Location: Pebble Beach CSD 3101 Forest Lake Road, Pebble Beach, CA 93953
May 22, 2008–Location: Palmdale Water District Board Room, 2029 East Avenue Q, Palmdale, CA 93550	

Presentation Skills for Finance Professionals

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

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

Time: 8:00 a.m. – 5:00 p.m.

May 20, 2008-Location: City of Monrovia 415 South Ivy Ave, Monrovia, CA 91016	July 15, 2008-Location: City of Camarillo Library 4101 Las Posas Road, Camarillo, CA 93012
June 10, 2008-Location: Visalia Unified School District 5000 West Cypress Avenue, Visalia, CA 93277	August 12, 2008-Location: City of Hayward 777 B Street, Hayward, CA 94541

Introduction to Governmental Accounting

Steve Larson, CPA, has prepared a one day course – “Introduction to Governmental Accounting” – and is presenting it throughout the State through CSMFO. The CSMFO Board of Directors is strongly committed to providing training opportunities throughout California, and Mr. Larson has volunteered his expertise and time to provide a great educational benefit to all financial staff members in your organization.

The Workshop will be presented in four phases

- Basic Accounting Concepts
- The Accounting Process
- Governmental Accounting
- Role of the Budget

Event Listings - May 2008, continued

The course is designed for either an individual with some accounting background who is just entering the governmental field or an individual with governmental experience but not in the finance/accounting area.

The course introduces the seminar participant to basic terminology focusing first on the profit oriented entity. As the course progresses, the focus evolves to governmental terminology. The assumption is that the participant has had some experience in the corporate environment and thus will more quickly grasp the basic concepts because of familiarity. Once a basic understanding of accounting concepts is reached, these concepts can easily be applied to the unique requirements of the governmental area.

Registration fee: \$40 (includes workshop, materials, and lunch)

Time: 9:00a.m.-5:00p.m.

May 21, 2008-Location: City of Glendora Bidwell Forum, 116 E. Foothill Blvd., Glendora, CA 91741	July 9, 2008-Location: City of Merced Sam Pipes Room 678 W. 18th Street, Merced, CA 95340
May 28, 2008-Location: City of Santa Barbara Marine Center Classroom 125, Harbor Way 2nd (floor West End), Santa Barbara, CA 93109	July 23, 2008-Location: City of Pleasanton Veterans Memorial Building, 301 Main Street, Pleasanton, CA 94566
June 11, 2008-Location: Carolyn Owens Building (Paseo Del Sol Complex), 13201 Central Ave., 2nd Floor Room 203, Chino, CA 91710	August 13, 2008-Location: City of Grass Valley Hullender Room, 125 East Main Street, Grass Valley, CA 95945
June 25, 2008-Location: Rosamund Community Services District, 3179 35th Street West, Rosamund, CA 93560	August 27, 2008-Location: West Valley Water District 855 West Baseline Road, Rialto, CA 92376

Spring 2008 Chapter Meeting (Joint) Fraud Issues Related To Local Government - AND - Sales Tax Outlook For The East Bay

Thursday May 15, 2008

**Hs. Lordships, 199 Seawall Drive, Berkeley, CA 94710
(510) 843-2733**

10:30 AM - Registration | 10:45 AM - Program | 12:00 PM - Buffet Lunch



Speakers:

Michelle Nelson, CPA/CFA – Mann, Urrutia, Nelson & Associates

- Fraud issues; experiences from auditing & advising local governments

Jerry Peeler – MuniFinanical Services, Inc.

- Regional Sales Tax Performance & Trends
- Sales Tax Projections for Major Economic Categories
- Economic Development/Business Retention & Attraction Strategies
- Voter-Approved Transaction & Use Taxes
- Streamlined Sales Tax Status Report

Price: \$25.00 per person – Lunch Meeting. No Refunds Without 48 Hours Notice.

Mail to: Richard Loomis, 2131 Pear Street, Pinole, CA 94564, Phone (510) 724-9823, Fax (510) 724-9826

Central Los Angeles and South Bay Chapters Invite You To Our Next Luncheon Meeting

Tuesday, May 20, 2008 | 11:30am - 1:30pm
Bluewater Grill Seafood Restaurant
665 North Harbor Drive, Redondo Beach, CA 90277
(310)-318 FISH (3474)

Legislative and Economic Activity Affecting Sales Tax Revenues and What You Can do to Strengthen Your General Fund Revenues

Bret Harmon - MuniServices

MuniServices pioneered the concept of revenue enhancement consulting for California municipalities.

MuniServices has established a track record of consistently impressive results by providing ongoing revenue enhancement services to more than 280 municipalities nationwide with 180 California municipalities, including nine of California's ten largest tax-generating jurisdictions that use outside consultants for such services. MuniServices has recovered in excess of \$1 Billion for local governments. As a Client Service Manager, Bret advises cities, counties and transportation authorities across California on financial and economic activity impacting local revenue. His background in business administration and public management positions him well for his roles as client advisor and project manager. He earned his Masters of Public Administration degree from Brigham Young University.



Cost is \$35.00

For reservations please contact:

Eddie Malonzo at the City of Cerritos
 (562) 860-0311 ext. 2037
 E-mail: eddie_malonzo@ci.cerritos.ca.us

Mike Whitehead at the City of Rolling Hills Estates
 (310) 377-1577
 E-mail: mike@ci.rolling-hills-estates.ca.us

Make checks payable to the City of Cerritos. No Shows who RSVP will be invoiced.

Inland Empire Chapter Meeting: Special Tax Delinquencies: Preventative Measures to Reduce a City's Exposure

May 15, 2008 | 11:30 am
Cask and Cleaver, 1333 University Ave, Riverside, CA 92507

Mark J. Risco, Vice President and Division Manager of District Administration Services, MuniFinancial, is one of MuniFinancial's experts in Special District administration and Delinquency Management. He has been with MuniFinancial for nearly 10 years and has served the firm in a variety of such capacities. He holds a BA in Finance from Cal State, Fullerton.

Carol Fogleman, Attorney at Law, Lewis Brisbois Bisgaard & Smith, LLP. Ms. Fogleman's area of expertise pertains to the representation of municipalities in enforcing bond foreclosure covenants. She has participated in Special Foreclosure Counsel for such cities as Indio, Palmdale, Tehachapi, Moreno Valley, and Lake Elsinore. Ms. Fogleman holds a Juris Doctor from Mc George School of Law at the University of the Pacific in Sacramento and a BA from USC.

Cost is \$21.00. Cash preferred or make check payable to Cask & Cleaver. Attendees will be eligible to win a Cask N' Cleaver gift certificate during the meeting. Be sure to bring a business card for entry into the drawing.

For reservations contact: Helen Leeds, City of Rancho Cucamonga, Helen.Leeds@cityofrc.us

Job Postings May 2008

Financial Services Manager, City of Seaside, \$7704-9364 per month

The Financial Services Manager, assists the Deputy City Manager of Administrative Services in planning, directing, preparing and administering the City's financial and budgetary activities and records, including complex professional accounting duties in the analysis, preparation and maintenance of financial records and reports, development, implementation and revision of accounting systems, procedures and internal controls, and coordination of the outside audit preparation of the comprehensive annual financial report; managing the purchasing operations; planning and supervising the liability and property risk management program; and other work as required.

Requires at least 5 years of recent and increasingly responsible professional experience in accounting, auditing or finance, including at least two years in a governmental setting (municipal finance experience preferred); and supervisory experience. In addition, a bachelor's degree in accounting, finance, business administration, or economics is required. A CPA certificate or Master's Degree in Public Administration or Business Administration is desirable.

A completed City application form and current resume are required.

Senior Accountant/Cost Accounting Mgr, OCFA \$5,368-\$8,529

Oversees the operation of the Cost Accounting/Grant Financial Management section. Duties may include planning, prioritizing, and organizing staff assignments and workload; developing and coordinating unit goals and objectives; monitoring and evaluating information flow into the financial system; evaluating financial output to ensure effective and efficient operations; training, supervising, evaluating administrative and/or professional staff; assisting in hiring, termination and disciplinary recommendations. Performs complex accounting and analytical duties in the development of the annual section and department budget regarding the development of policies and procedures to improve the budgeting process. Monitors budget performance for major grants; prepares customized financial management reports; recommends corrective actions for resolution of budget performance issues. Performs complex financial and reporting activities including researching technical accounting issues; interpreting complex contracts; forecasting and monitoring revenues and expenditures; performing cost analysis studies; reconciling and analyzing

accounts, subsidiary books, and system modules. Prepares and analyzes financial reports and studies. Coordinates, participates, and/or oversees financial and/or operational reviews and audits. Ensures compliance with Governmental rules, legislation and guidelines related to financial functions.

Develops and recommends necessary computer applications and reports. Participates in the design and implementation of financial system modules as well as system conversions and updates as needed. Performs other related duties as required.

Financial Accountant, OCFA \$4,759-\$6,415

Performs accounting activities, which includes: performing journal entries; ensuring proper departmental approvals; analyzing and reconciling general ledger accounts; reviewing, approving, and posting journal vouchers; maintaining and updating the Chart of Accounts; and, performing other related activities. Posts adjusting entries and reconciles accounts; participates in month-end and year-end closings; records and reconciles budget information.

Prepares, submits, and reviews a variety of reports, reconciliations, and statements to and from internal departments, financial institutions, and federal agencies. May monitor the billing process, which includes: processing and reconciling incoming files; preparing billing requests; preparing payment history summaries and details; maintaining report modifications; identifying potential issues and/or areas of concern; and, performing other related activities.

Participates in the annual auditing process, which may include: interfacing with external agencies; preparing a variety of worksheets for external agencies; preparing explanations and supporting documents; and, performing other related activities. Prepares a variety of financial reports including cost recovery claims for internal and external use. Assists in reviewing accounting procedures and recommends improvements; participates in writing and/or updating departmental procedures. May participate in special projects, which may include: updating databases; compiling and preparing reconciliations; updating the general ledger system; researching and obtaining "accessed values" for project areas; reviewing and analyzing annexation documents; developing spreadsheets and files for detail and summary reports; performing complex computations; comparing and analyzing variances for prior years; resolving

Job Postings May 2008, continued

discrepancies; finalizing changes; preparing correspondence; researching and responding to inquiries from external organizations; and, performing other related activities.

**Finance/Budget Manager, City of Carlsbad,
\$80,700 - \$111,000**

Primary duties include managing the citywide process for both the capital and operating budgets, interpreting budget policies, reviewing and analyzing departmental budgets and making recommendations to senior management. This position will also be responsible for coordinating, preparing and presenting information to senior management, City Council and other groups as needed.

Other duties of the position will be to administer and manage the City's tax revenue base including compliance with the tax ordinances, as well as to administer assessment districts along with related debt issues.

- Recommend, administer and monitor departmental budgets and year-end requirements
- Supervise, mentor and develop staff in functional areas within Finance
- Review, evaluate and improve internal processes and internal controls
- Set goals and objectives and assess performance
- Ensure compliance of applicable municipal codes

**Financial Analyst, Placer County Water Agency,
\$58,092 - \$74,136 annually DOQ**

We are seeking an exceptional candidate to perform complex professional accounting and financial duties. This includes reconciling and analyzing accounts, preparing revenue and expense projections, cost benefit analyses, maintaining statistical and economic data for estimates and forecasts, while conducting internal audits, running queries on system database, as well as assisting departments with contract administration. Please see our website for detailed job description and supplemental questionnaire. Position requires a Bachelor's degree in business administration, accounting or closely related field, plus four years of increasingly responsible public sector finance and budgeting experience. A valid CA driver's license and acceptable driving record is also required. A Pre-employment physical, background and credit check are also conducted. Please submit an Agency application and supplemental questionnaire in the PCWA Administrative Services Dept. at 144 Ferguson Road/PO Box 6570, Auburn, CA 95604 (postmarks not accepted) no later than Friday, May 2, 2008. Please call (530)823-4958 for an application/ information, or visit us online at www.pcwa.net. EOE

**Accounting Supervisor, City of Claremont,
\$68,904 - \$83,244**

The Accounting Supervisor position will work within this fast-paced, challenging and demanding environment, and receive administrative direction from the Finance Manager. The Accounting Supervisor will further be responsible for general accounting for the City and Redevelopment Agency, and will provide technical assistance to management staff. Typical duties include analyzing revenues and expenditures, generating monthly financial reports, and performing complex bank statement and Redevelopment Agency accounting. Qualified applicants will have three years of increasingly responsible experience in budgeting, accounting and financial work, including administrative and supervisory experience; with a Bachelor's degree from an accredited college or university with major course work in business administration, accounting, public administration, or closely related field. CPA is highly desirable. A valid California Class C driver's license and good driving record are required.

**City Auditor, City of Modesto
\$96,204 - \$120,252 plus a comprehensive benefits pkg**

The vibrant, growing community of Modesto (210,000) in Stanislaus County seeks an experienced internal auditor to head City Council's Office of the City Auditor. This newly-created position was part of a City Charter update which voters approved in February 2008. This fourth charter officer position is appointed by, and reports directly to the City Council. The City Auditor will be responsible for all City internal audit functions. The City Auditor will be supported by one administrative staff member, with additional staffing needs to be determined. Qualified candidates will have significant responsible public agency internal audit experience; the equivalent of a BA/BS degree from an accredited college or university with major course work in accounting, finance, public administration, business administration, or a related field; possession of certification as a Certified Public Accountant, Certified Internal Auditor, or equivalent certification is required. A thorough knowledge of internal auditing standards along with high ethical values, well-honed management expertise, excellent communication skills both written and oral, political astuteness and a commitment to public service are critical attributes.

**Finance Director, Firebaugh
\$60,000 - \$70,000**

The City is seeking a strong leader with excellent communication and interpersonal skills for the new Finance Director. Finance Director will have at least four years

Job Postings May 2008, continued

of progressively responsible governmental accounting experience, at least two years of which shall have been in the supervision of a major accounting or auditing function. Extensive knowledge of and experience with accounts receivable, accounts payable, utility billing, MOMS Accounting system or equivalent and a demonstrated ability to oversee and supervise technical staff performing those duties. Under general direction of the Firebaugh City Council, to plan, direct, supervise and coordinate the activities of the Finance Department. Salary DOQ. City offers excellent benefit package. Interested persons are encouraged to submit a completed City of Firebaugh Job Application and resume in a sealed envelope for this outstanding opportunity to the following address: City of Firebaugh, ATTN: Finance Director Recruitment, 1575 Eleventh Street, Firebaugh, Ca. 93622. Telephone (559) 659-2043. Please see our website at <http://www.ci.firebaugh.ca.us> for a complete job description and Job Application.

**Deputy Director of Retirement Services,
City of San Jose \$104,334 - \$162,522 annually**

Retirement Services has operated as a separate city department since 2000 and manages the two Pension Trust funds of the City of San Jose: the Federated City Employees' Retirement System and the Police and Fire Department Retirement Plan. The department oversees a portfolio of more than \$3.5B in investment and real estate assets, and supports more than 10,600 members. This position is one of two Deputies within the department and serves as the CFO with responsibility for accounting and oversight of investments. The overall staff of the department includes 26 employees. The new Deputy will have a minimum of five years professional experience of retirement plan administration in a defined benefit plan or private pension system and a BA/BS degree. At least two years in a management capacity in finance, accounting, investment management and an MBA are desirable. To apply (email preferred), forward a letter of interest, resume with salary history and five work-related references to: Bill Avery or Gary Rogers by April 25, 2008. A detailed job announcement is on our website at <http://www.averyassoc.net/jobs>

**Management Analyst, City of Hesperia,
\$4,898-\$5,971**

The Management Analyst will be responsible for the performance of complex research and analyses, assists and participates in the preparation of periodic reports, and budget in support of the Management Services/Finance Department. The incumbent will research analytical financial studies, procedures, policies and practices; proposes administrative policies and regulations, and coordinates the implementation

of adopted recommendations. Analyzes proposed and existing legislation and interprets implications on operations and cost; assists in the development of legislative recommendations and other appropriate actions. Monitors regulations and guidelines for various grant funded programs, and ensure compliance with all operational and administrative objectives. Assists departments and/or divisions with administrative research; attends meetings, conferences, workshops and training sessions, and reviews publications, and audio-visual materials to remain current on principles, practices and new developments in assigned work areas. Meets and confers with various groups, and individuals to coordinate programs and procedures. Responds to questions and comments from the public in a courteous and timely manner; communicates and coordinates regularly with staff members to maximize the effectiveness and efficiency of interdepartmental operations and activities. Prepares detailed reports, procedure manuals, formal statements of policies, practices, and correspondence. Assists in the preparation, analyses and control of department/City budget.

**Temporary Accounting and Finance Positions,
Moreland & Associates, Inc.
Competitive**

Moreland and Associates, Inc. provides interim financial staffing to cities and special districts in California 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 the following:

For Northern California positions:

Sherry Harton 949-252-3195 sharton@moreland-assoc.com

For Southern California positions:

Mindy Jacobs 949-252-3192 mjacobs@moreland-assoc.com

**Accounting Manager, City of Murrieta
\$6,471.58 - \$7,866.24/month**

Under direction of the Finance Director, to plan, organize, and direct the preparation of interim and annual financial reports; coordinate internal and external audit programs and activities; perform complex, sensitive and difficult departmental and City-wide administrative, managerial work; and perform related duties as required. Thorough knowledge of: principles, practices and methods used in the organization and operation of municipal government; principles and practices of accounting and auditing, including GAAP and GASB; advanced principles and procedures of research, statistics, planning, design, methodology and

Job Postings May 2008, continued

analysis; applicable civil, government and administrative codes; budget preparation and analysis and management audit techniques; principles and practices of supervision and training; principles and practices of public sector contract administration; principles and practices of customer service; principles and practices of program planning and implementation; principles, practices and terminology used in contract language; and Budget development, analysis and implementation. Ability to: plan, organize, manage and coordinate complex financial operations concurrently; gather and analyze data and recommend/implement policy and procedural changes; evaluate financial management systems and reports and make recommendations and decisions in accordance with laws, regulations, policies and procedures; research, analyze, and prepare comprehensive reports and recommendations; direct, evaluate and supervise the work of assigned staff; establish and maintain effective record keeping systems; utilize computer systems to enter and retrieve data; communicate effectively both orally and in writing; and establish and maintain cooperative working relationships.

Controller, Mojave Water Agency**\$62,976 - \$97,608 annually**

The ideal candidate will be an experienced high-level accounting and finance professional who provides support to the Chief Financial Officer and technical oversight to the Accountant and Financial Analyst. The Controller, under general supervision of the Chief Financial Officer, directs the accounting practices for Mojave Water Agency, including finance, accounting, investments, budgeting, debt and reserves. Minimum Requirements: Bachelor's degree in finance, accounting, business administration or closely related field and experience which includes; Four (4) years of in-depth technical accounting/finance experience; Two (2) years in management or supervisory capacity; CPA or Masters Degree in finance, accounting, business administration or related field is highly desirable; A valid California Class C driver's license and current automobile insurance.

Accountant, City of Rialto**\$4,216-\$5,650**

Under general supervision, the Accountant performs varied and complex professional accounting duties including:

- Performs professional accounting duties within the Finance Department; prepares and maintain controls on financial transactions and accounts; prepares trial balances, journal entries, general ledger reconciliations and related financial documents.
- Performs warrant review activities; ensures proper accounting for purchase requisitions, invoices, claims,

fixed assets and sales tax accruals.

- Serves as a liaison with accounting and fiscal personnel from other departments by responding to questions and issues; monitors department's budgets and expenditures.
- Participates in the development of the City's annual comprehensive budget; ensures that the development of the City's annual budget adheres to established accounting procedures.
- Reconciles a variety of financial ledgers and records; participate in the compilation and preparation of financial statements, general and subsidiary ledgers and supporting schedules; researches and resolves discrepancies.
- Prepares a variety of financial statistical reports related to various City accounts, fixed assets and spending practices; conducts month and year end closing duties.
- Maintains a variety of City accounts including subsidiary accounts, investment accounts and grant accounts; prepare cash transfers and loans between funds and accounts; ensures all activities are in compliance with accounting principles and standards.
- Performs duties in monitoring the City budget; ensures proper authorization on journaled transactions; tracks expenditures and resolves discrepancies; provides assistance to City departments in budget preparation.

Finance Director, City of Los Altos**\$10,995 - \$13,364 per month**

The City of Los Altos is seeking a progressive and seasoned Finance Director. The ideal candidate will be a strategic, creative and out-of-the-box thinker. An enthusiastic and dedicated professional who possesses a high level of technical expertise, strong interpersonal and problem solving skills, and a strong commitment to customer service is sought to join the Los Altos Executive Management Team. The Director has an excellent staff and should have a teamwork approach to interactions with all employees of the organization. The new Director will have experience in municipal budget preparation and administration, financial recordkeeping and reporting, and CIP preparation and monitoring experience, as well as extensive working experience with bonds and certificates of participation. Candidates must possess five years of progressively responsible municipal finance work or any equivalent combination of education and experience. A Bachelor's degree in Accounting, Financial Management, Economics, Business or Public Administration, or a closely related field, with an emphasis on Finance is required. The salary for the Finance Director is \$10,995 - \$13,364 per month. The City also offers an attractive benefits package. To apply for this opportunity please visit our website at www.bobmurrayassoc.com to apply online. If you have any

Job Postings May 2008, continued

questions, please contact Ms. Jennifer Nitrio-Saleem at (916) 784-9080. A detailed brochure is available. Filing Deadline: May 30, 2008.

Financial Analyst, Mojave Water Agency
\$48,960 - \$71,004 annually

The ideal candidate will be an experienced mid-level accounting and finance professional who provides technical support to the Chief Financial Officer and Controller. The Financial Analyst will be under general supervision of the Chief Financial Officer, performing a variety of non-routine and complex accounting, financial and reporting functions for Mojave Water Agency and Watermaster Services. Minimum Requirements: Bachelor's degree in Accounting, Finance, Business Administration or related field; Three (3) to five (5) years of related experience in the accounting or finance field; Three (3) years of professional level experience preferably in governmental accounting; A valid California Class C driver's license and current automobile insurance.

Assistant Manager, Payroll & Compensation Services, San Diego State University
\$60,000 - \$72,000 annually

San Diego State University offers a challenging opportunity for a knowledgeable, creative person to join the HR management staff as its Assistant Manager, Payroll and Compensation Services.

Assist in planning, supervising, and directing the daily payroll and related activities for the campus and in developing and implementing strategies for improving service delivery and transitioning to a new payroll processing system. Requires five years of progressively responsible professional level personnel/payroll experience in a large, complex organization and a Bachelor's degree or equivalent knowledge, skills and experience.

To review the details of the position and application process, please go to <http://bfa.sdsu.edu/ps/employ/staffpositions/staffjobs.htm>. Reference job #1552. EOE

Senior Accountant, City of Norwalk
\$4,868 - \$5,918 per month

The City of Norwalk is seeking a talented individual to perform professional accounting work including planning, coordinating and managing general accounting and budgeting functions, coordinating year-end closing, annual and various special audits with independent auditors; assisting in the preparation of the Comprehensive Annual Financial Report (CAFR) and the City's annual budget, providing professional and technical accounting advice to city departments, preparing cash flow analyses and necessary

wire transfers; and performs other duties as assigned. Requires a Bachelor's degree, or equivalent, in accounting, finance, business or public administration or a related field, and three (3) years of municipal or closely related professional accounting/finance experience, which includes some supervisory experience. EOE.

Accountant/Senior Accountant, City of Long Beach
DOQ

ACCOUNTANT & SENIOR ACCOUNTANT positions available with the City of Long Beach. For more information on the requirements apply to www.longbeach.gov/civilservice or call 562-570-6202 to obtain an application. Senior Accountant-Apply by 5/1/08. Accountant-Apply by 5/30/08

Financial Analyst, Urban Futures Incorporated,
DOE

Urban Futures, Inc. is a financial consulting firm accepting applications for a new Financial Analyst full-time position within the Continuing Disclosure Division in its Orange, California office location. The Financial Analyst will provide financial and analytical support for annual continuing disclosure reports, tax revenue projections and analysis, debt service coverage analysis, and various other financial analysis and support as it relates to municipal bond issuance.

Position requires a Bachelor's Degree in Business or Public Administration with course work in Finance or two years of related work experience. Advanced computer skills with Excel, Access, and Word are required. Please apply by submitting your resume to jenniferh@urbanfuturesinc.com.

Chief Investment Officer, City of Los Angeles,
\$112,856 to \$140,209

A Chief Investment Officer plans, organizes, and directs the work of a staff of professionals engaged in the oversight of a multi-billion dollar investment portfolio; acts as advisor on all matters involving investment of fund assets; applies sound management and supervisory principles and techniques in building and maintaining an effective work force; and fulfills equal employment opportunity objectives.

REQUIREMENTS:

1. Graduation from a recognized four year college or university and
 - a. Seven years of full-time paid professional experience administering a multi-asset class investment program of at least three billion dollars; or
 - b. Seven years of full-time paid professional experience as a portfolio manager of an investment portfolio with assets in excess of three billion dollars; or

Job Postings May 2008, continued

2. A Master's Degree and/or higher from a recognized college or university and six years of full-time paid professional experience as the portfolio manager of an investment portfolio with assets in excess of three billion dollars.

3. At least two years of the full-time paid professional experience listed above must be supervisory, overseeing the work of investment staff.

It is anticipated this position will be available for application on Friday, April 25, 2008 and for approximately 3 weeks thereafter.

Please visit http://personline.lacity.org/job_list/jobs.htm for a complete job description on or after 4/25/08.

Finance Officer, Laguna Beach

\$84,960 - \$130,824 Annually Plus City-paid 2.5% at 55 (2010)

The scenic beachside arts community of Laguna Beach seeks an experienced team oriented leader to assist the Director of Finance and Information Technology in managing the City's Finance Division. Working with a staff of three the Finance Officer's responsibilities include administration of fiscal management programs including preparation of the City's annual budget, and working with the Director of Finance/IT to provide leadership, program development, and coordination of fiscal operations and services. This position provides a variety of high level, complex responsibilities and is an ideal opportunity for a candidate who desires to be a dynamic manager in a professional environment.

Qualifications: any combination demonstrating the ability to successfully perform the duties of the position is qualifying. A typical combination would include a Bachelor's degree in accounting, public or business administration, and a minimum of five years of responsible experience in municipal accounting or a closely related field. A minimum of two years experience working in a supervisory capacity is preferred. Possession of exceptional interpersonal, verbal and written communication skills is required. An advanced degree in a related field or CPA is highly desirable.

Please submit a resume, salary history and at least five professional references to: City of Laguna Beach Personnel Office, 505 Forest Avenue, Laguna Beach, CA 92651 or gfriedman@lagunabeachcity.net (949) 497-0324

Director, Office of Management and Budget, Sacramento Regional Transit District

\$6,699-\$8.556 Monthly (Plus Excellent Benefits)

This position is responsible to direct, oversee and participate in the District's Comprehensive Annual Revenue and Expenditure Budget and Consolidated Capital Program; Financial Strategic Planning; Complex Report Development

and Presentation; Special Projects; Program Policy and Procedure Review, Analysis and Support. Work mainly involves problem solving and mediating highly conflicting, unexpected, and unusual problems involving multiple groups.

Under administrative direction, initiate, coordinate, and implement the annual budget preparation process. Review, monitor, and analyze the reasonableness of budgetary requests, recommend appropriate balance and use of limited resources. Monitor and evaluate compliance with budgetary restrictions/communicate issues with internal/external customers. Present budget to internal and external customers as well as the Board and executive management. Develop and recommend financial goals and objectives. Recommend and implement District-wide financial strategies and activities. Assist with forecasting economic trends and predicting impact on District Finances. Oversee and prepare complex statistical and narrative reports, correspondences and other documents including those required by law. Make presentations to District and other officials and management. Provide managers with financial reports, advice, support and assistance. Provide business analysis and input on various District projects. Establish, appoint, and participate in various work teams for special projects. Communicate and present business policy and procedural issues to executive management.

Senior Finance Assistant, Los Alamitos

\$3,913 - \$4,756/mo. (3.75% COLA under negotiation)

The Sr. Finance Assistant performs complex technical and clerical accounting work in connection with the preparation and validation, examination, coding, and reconciliation of fiscal, financial and statistical records; prepares and maintains an automated payroll system; performs related duties as required. High school graduate or equivalent and completion of a minimum of two years of college level coursework in basic accounting, economics, or finance.

Finance Manager, Los Alamitos

\$5,931 - \$7,210/mo

The Finance Manager must be an experienced hands-on finance professional with direct experience in performing and supervising municipal finance operations, including accounting and revenue management; financial reporting; internal and external audits; cost accounting, debt financing; budget development; revenue forecasting, and maintenance of the general ledger and fixed assets. Bachelor's degree in accounting, finance, public administration, or a related field. Five years of increasingly responsible municipal finance, including two years of supervisory experience. Local general purpose government experience required.

Job Postings May 2008, continued

Finance Director, Town of Atherton**\$126,636 to \$148,968 DOQ**

Responsible for oversight of all financial and related activities including treasury and debt management, financial forecasting and planning, transaction processing, record keeping, reporting and internal controls, payroll, and budget. Bachelor's in accounting, economics, business or public administration or related field, Master's preferred; and four years of experience in maintaining financial records and preparing statements in a public agency setting. Salary range is \$126,636 to \$148,968 DOQ.

Please send your cover letter and resume electronically to:

Peckham & McKenney
apply@peckhamandmckenney.com

Call Phil McKenney or Bobbi Peckham toll-free at (866) 628-3698 for more information or to request a detailed brochure.

The brochure is also available on our web site at
www.peckhamandmckenney.com

Filing deadline is June 6, 2008.

Accountant II, City of Concord**\$5417 - \$6585/ monthly**

The Accountant II will perform professional accounting work; examine, audit, analyze, and verify fiscal records and reports; prepare financial and statistical reports and provide advice and information on accounting practices and procedures; design, develop and evaluate workflow processes for the financial system; and may provide work direction to professional, technical, and clerical employees. The ideal candidate will possess auditing and/or government fund accounting experience and perform related work as required, all within the context of the city's Mission, Vision, and Values (MVV), with a strong and progressive customer service orientation.

Chief Financial Officer, South Tahoe Public Utility District**\$8,871 - \$11,323**

Under the general supervision of the General Manager/Engineer, plans, organizes, directs and coordinates Finance/Accounting, Purchasing, Information Systems, and Customer Service programs; including financial reporting and recordkeeping, internal control procedures, budget preparation, payroll, cash disbursements and receipts, investment of assets, District borrowing/repayment of debt, and grant administration.

EDUCATION

Graduation from an accredited four-year college or university with a degree in Accounting, Business Administration, Public Administration, or a closely related field is required.