

**MAY 2009**

## Inside:

CSMFO Legislative Symposium .....	3
Executive Director's Message .....	4
Are Callables Now Timely? .....	5
BABs are a Runaway Success .....	8
Ensuring Utilities Pay Their Way .....	11
CSMFO Professional Development Calendar .....	15
Are You Receiving All Available PBID Revenue .....	17
Job Postings MAY 2009 .....	19

## Contact Info:

**CALIFORNIA SOCIETY OF  
MUNICIPAL FINANCE OFFICERS**  
1215 K Street, Suite 2290  
Sacramento, CA 95814

(916) 231-2137 | (877) 282-9183  
Fax: (916) 231-2141  
[www.csmfo.org](http://www.csmfo.org)



## President's Message

— **Thomas Fil**, Finance Director, City of Belmont,  
2009 CSMFO President

### Showdown at the O.K. Corral

Time is fast approaching for a showdown at the O.K. Corral. Picture this in your mind: Gov. Schwarzenegger as the cool and collected Wyatt Earp. On his one side stands Assembly Speaker Karen Bass as Doc Holliday; on the other Pro Tem Darrell Steinberg as Virgil Earp and Majority Whip Fiona Ma as Morgan Earp.

High Noon is fast approaching and they know the

voters are readying their six shooters for Proposition 1A through 1F on the special election for May 19. The air is tense from "all the tough talk", sweat beads from their brows and the stakes couldn't be higher. They're asking themselves, "Will they shoot our Propositions down like dogs in the street or do we have a fighting chance?"

Well, time will tell and history will soon write a new chapter on the sorry story of state budget finance. But from my vantage point, things aren't looking too good for this posse. I think if I were them, I might be looking for a new horse to ride out on.

And there's good reason for them to be concerned. According to a poll published last month by the Public Policy Institute of California, fewer than one in five likely

voters are very closely following the special election news. About four in 10 likely voters support Proposition 1A, which attempts to stabilize the budget process by increasing the state "rainy day" fund (39% yes, 46% no). Likely voters are divided on Proposition 1B, which establishes an education funding payment plan and requires future



supplemental payments to local school districts and community colleges to address recent budget cuts (44% yes, 41% no). Half of likely voters oppose Proposition 1C, which would modernize the lottery and allow for \$5 billion in borrowing from future lottery profits to help balance next year's state budget (37% yes, 50% no). Almost half of likely voters support Proposition 1D, which temporarily provides flexibility in children's services funding while helping balance the state budget (48% yes, 36% no). Almost half of likely voters also support Proposition 1E, a measure that would temporarily reallocate mental health funding (47% yes, 37% no). Support is overwhelming for Proposition 1F, which blocks pay increases to state elected officials in years of budget deficits (81% yes, 13% no). A new Field Poll published in the *San Francisco Chronicle* just three

**President's Message, continued**

weeks before the election showed little movement in voter sentiment on the propositions.

In other words, the only measure that is polling well is the one that could cut their salaries! That sounds like one in six odds and High Noon is quickly approaching!

About now, you might be thinking "What happens if they lose this shoot out? Who's going to pay those debts they've been accumulating?" Well, who's still likely to be standing after this gunfight? Short answer: The folks wearing the white hats – that means us!

And this is where things get very interesting. First, we have Prop 1A in our holster don't we? You remember that deal: the Legislature can't reduce the property tax except to respond to a significant state fiscal problem and, if they declare one, they have to repay us within three years, with interest.

But wait, wasn't there a little clause that allowed them to reallocate property taxes on the local level between cities, counties and special districts? Well, yes there was. Hmmm, aren't counties political subdivisions of the state? Do you follow where this might go?

Second, aren't our RDAs constitutionally protected from these raids? In fact, redevelopment property tax increment was not explicitly protected in the final version of Prop 1A because key legislators and their staff argued that the redevelopment property tax increment is already protected by Article 16, Section 16 of the state constitution. In fact, language in the ballot arguments for Prop 1A specifically stated that the redevelopment increment was already protected by the state constitution. Does anyone know what happens next May 10? You guessed it! RDAs have the pleasure of depositing \$350 million into the county treasury.

All I can say is, things don't look good in River City and the Wild West of state government may become ungovernable. For instance, assume the LAO's most recent updates are accurate, and the \$42 billion budget gap package adopted in February, is now out of balance by \$8 billion due to poor revenue results.

Add to this the reappearance of huge operating shortfalls in future years—growing from \$12.6 billion in 2010–11 to \$26 billion in 2013–14! Envision all this occurring on the back of an election result where the voters

potentially shoot holes in every proposition that would have solved the problem. Where does Wyatt & Co. go looking next? If you want to find out then you should mosey on up to Sacramento and attend our Legislative Symposium.

On May 27, in cooperation with MMANC and MMASC, CSMFO will host our annual Legislative Symposium at the Hyatt Regency Sacramento. This very timely event will provide you with the latest information from the Capitol on the election results, economy and important legislation that affects you. Here are the speakers we have in store for you:

- Dan Walters, Journalist and Political Pundit
- Jason Dickerson, LAO Principal Fiscal & Policy Analyst
- Ron Seeling, Chief Actuary, CalPERS
- Suzanne Harrell, Managing Director, Harrell & Company Advisors
- Michael Coleman, Fiscal Policy Advisor, League of California Cities

Afterwards, we have made special arrangements for a VIP Tour of the California State Capitol. I'll end with this advice: when you're mingling amongst those cattle rustlers - hold on to your wallets!



**President's Message, continued**

– LATE BREAKING NEWS –

*Subsequent to the writing of this article the California Redevelopment Association prevailed in its court case against the state of California on the \$350 Million transfer of RDA funds.*

*Sacramento Superior Court Judge Lloyd Connelly ruled in favor of redevelopment agencies and found unconstitutional a provision in the current state budget, which would have required redevelopment agencies statewide to transfer \$350 million to be used to fund state obligations. CRA is advising agencies should not transfer their ERAF payment to their county. It is expected that the State Department of Finance will appeal the decision.*

# Legislative



# Symposium

**Wednesday, May 27 at 10 a.m.**

**Hyatt Regency Sacramento**

**1209 L St. Sacramento, CA 95814**

**916-443-1234**

Do you have the latest information from Sacramento on the state budget, economy and important legislation affecting you? Join CSMFO for our annual Legislative Symposium and get the latest information and must-have news from the Capitol.

**To register visit:** [www.csmfo.org](http://www.csmfo.org)

\$90 members; \$130 non-members

**Deadline:** Wednesday, May 20



## Executive Director's Message

— Melissa Dixon

What do the Legislative Analyst's Office, CalPERS and a Sac Bee journalist all have in common? They'll be speaking to CSMFO members at our Legislative Symposium on Wednesday, May 27.

CSMFO has put together a program for the Legislative Symposium that is both timely and relevant for our members. You'll hear updates on the state budget from a policy analyst with the LAO, an update on portfolio performance and rate outlooks from a CalPERS actuary, and a take on California's economic and political future from Dan Walters. We'll also have a session on redevelopment and Michael Coleman, Fiscal Policy Advisor for the League of California Cities, will wrap up with a presentation specific to helping local governments deal with the state's fiscal troubles. The day will conclude with a VIP tour of the State Capitol!

Members can register online now for only \$90! Visit the CSMFO Web site at [www.csmfo.org](http://www.csmfo.org).

In other news, membership in CSMFO has surpassed expectations for such a rough economic year. Our membership now totals 1,559, with 1,226 of those being regular members from local government finance offices. Thank you to all who renewed for this year for putting such value on being a member of this remarkable organization.

### CSMFO Office Contacts

**Melissa Dixon, Executive Director**

[melissa.dixon@staff.csmfo.org](mailto:melissa.dixon@staff.csmfo.org)

**Ashley Paul, Communications Assistant**

[ashley.paul@staff.csmfo.org](mailto:ashley.paul@staff.csmfo.org)

**Kaila Ricci, Meetings & Membership Manager**

[kaila.ricci@staff.csmfo.org](mailto:kaila.ricci@staff.csmfo.org)

**Elizabeth Cardwell, Meetings & Membership Assistant**

[elizabeth.cardwell@staff.csmfo.org](mailto:elizabeth.cardwell@staff.csmfo.org)

**Justin Lewis, IT Manager**

[justin.lewis@staff.csmfo.org](mailto:justin.lewis@staff.csmfo.org)

**Fiona Young, Administrative Assistant**

[fiona.young@staff.csmfo.org](mailto:fiona.young@staff.csmfo.org)

### CSMFO Chapter Chairs

#### Central Coast

Jennifer Sorenson, City of Paso Robles  
805-237-3999, [jsorenson@prcity.com](mailto:jsorenson@prcity.com)

#### Central Los Angeles

Maurina Lee, City of Downey  
562-904-7262, [mlee@downeyca.org](mailto:mlee@downeyca.org)

#### Central Valley

Teri Albrecht, City of Merced  
209-385-4753, [albrecht@cityofmerced.org](mailto:albrecht@cityofmerced.org)

#### Channel Counties

Catherine Haywood, City of Thousand Oaks  
805-449-2232, [chaywood@toaks.org](mailto:chaywood@toaks.org)

#### Coachella Valley

John Gerardi, City of Coachella  
760-398-3502, [jgerardi@coachella.org](mailto:jgerardi@coachella.org)

#### Desert Mountain

Cindy Prothro, City of Lancaster  
661-723-6038, [cprothro@cityoflanaster.org](mailto:cprothro@cityoflanaster.org)

#### East Bay

Herbert Pike, Association of Bay Area Governments  
[herbertp@abag.ca.gov](mailto:herbertp@abag.ca.gov)

#### Imperial County

Vacant

#### Inland Empire

Carrie Corder, Cucamonga Valley Water District  
909-987-2591, [carriec@cvwdwater.com](mailto:carriec@cvwdwater.com)

#### Monterey Bay

Marc Pimentel, City of Watsonville  
831-646-3947, [pimentel@ci.watsonville.ca.us](mailto:pimentel@ci.watsonville.ca.us)

#### North Coast

Bill Mushallo, City of Santa Rosa  
707-543-3092, [bmushallo@ci.santa-rosa.ca.us](mailto:bmushallo@ci.santa-rosa.ca.us)

#### Northeast Counties

Steve Strong, City of Redding  
530-225-4087, [sstrong@ci.redding.ca.us](mailto:sstrong@ci.redding.ca.us)

#### Northwest Counties

Stephanie Beauchaine, City of Rio Dell  
707-764-3532, [finance1@riodellcity.com](mailto:finance1@riodellcity.com)

#### Orange County

Carol Jacobs, City of Stanton  
(714) 890-4226, [cjacobs@ci.stanton.ca.us](mailto:cjacobs@ci.stanton.ca.us)

#### Peninsula

Stuart Schillinger, City of Brisbane  
415-508-2151, [schillinger@ci.brisbane.ca.us](mailto:schillinger@ci.brisbane.ca.us)

#### Sacramento Valley

Vacant

#### San Diego County

Dennis Coleman, City of Solana Beach  
858-720-2461, [dcoleman@cosb.org](mailto:dcoleman@cosb.org)

#### San Gabriel Valley

Alan Kreimeier, City of Azusa  
626-812-5291, [akreimeier@ci.azusa.ca.us](mailto:akreimeier@ci.azusa.ca.us)

#### South Bay

Agnes Walker,  
South Bay Regional Public Communications Authority  
310-973-1802, [awalker@rcc911.org](mailto:awalker@rcc911.org)

#### South San Joaquin

Ronney Wong, City of Fowler  
559-834-3113, [rwong@ci.fowler.ca.us](mailto:rwong@ci.fowler.ca.us)

# Are Callables Now Timely?

By Girard Miller, Senior Strategist, Nancy Jones, Managing Director, and Paulina Woo, Consultant, PFM Asset Management LLC

*A refresher course on callable U.S. Agencies*

The first quarter of 2009 has continued much the same way the last quarter of 2008 ended. The outlook for the economy remains gloomy, with weak consumer spending, rising unemployment, corporate retrenchment, and cutbacks in local and state government budgets. Ongoing credit and liquidity issues in the market have resulted in a 0% overnight interest-rate environment and historically low yields across the curve.

In this uncertain investment environment, government investors find themselves balancing the safety of their portfolios against squeezing out a positive return on their funds. Callable securities have become an attractive option for some government investors as a way to enhance portfolio returns. In this article, we focus on key features of callables in the Federal Agency sector.

All federal agencies issue callable securities. Not surprisingly, the Government Sponsored Enterprises (GSEs) with the largest balance sheets—Freddie Mac, Fannie Mae, and the Federal Home Loan Banks—are the most active issuers of callable securities.

In contrast to non-callable “bullet” agency securities, callable bonds have a different risk-and-return profile attributable to differences in maturity structure and in their optionality. In other words, there are different types of call options: American, European, or Bermudan. In an “American” call option, the security is continuously callable after a specified date. Bonds that are callable on one date have “European” call options. With a “Bermudan” call option, a bond is callable on multiple dates, often quarterly or semi-annually. The “Bermudan” call structure is between that of the American and the European, and hence the name. The availability of the three different call structures is highly dependent on the market environment.

As with any security, issuer needs, interest rates, and available buyers usually determine the availability or supply of each call structure issued at any time. An investor can also ask a broker-dealer to write or obtain a custom call structure for larger callable purchases.

Another important factor of the call structure is the “lock-out” period or the time between the bond’s issue date and the first call. The price fluctuations of a five-year federal agency that is callable in one year, for example, will behave very differently than a five-year federal agency callable in three years.

The complexity of the call option is one of the key factors a portfolio manager must consider when buying callable securities. As optionality becomes more complex, analyzing a callable security from a portfolio and pricing perspective becomes more difficult. Consequently, more complex securities typically compensate investors with higher yields.

**No Free Lunch.** Conceptually, callable securities at higher yields than bullet notes seem like a fairly straightforward proposition to increase the yield of a portfolio. However, callables expose investors to three significant risk factors: pricing difficulty/illiquidity, reinvestment risk, and extension risk.

The market for callable securities is particularly fragmented both, because of its relatively small size compared to the larger Federal Agency bullet market and because of the frequency of callable issuance. Fragmentation and decentralization of the callable market makes pricing callable securities difficult, especially for complex call structures. In the same way, liquidity can suffer. These factors influence the “fair” prices of callables, which are usually determined through a marketplace consensus based on investors’ willingness to pay a certain amount for comparable securities. Sometimes savvy investors can find securities that offer yield above what the bond plus call should theoretically be worth. Likewise, it pays to be wary of a broker selling inventory at a “coupon level.”

**Market-related Risks.** The other two types of callable risks—extension and reinvestment risk—are linked together by the movement of interest rates. Extension risk is the risk that the duration of the investment extends and contracts when interest rates rise and fall, respectively.



### A Refresher Course on Callable U.S. Agencies, continued

As a simple example, consider two potential investments: a two-year non-callable Federal Agency bullet and a two-year Federal Agency with a one-time call option exercisable in one year. If interest rates are stable, the investor in the callable bond could receive the same cash flows as the investor in the bullet bond, but at a higher yield. However, if interest

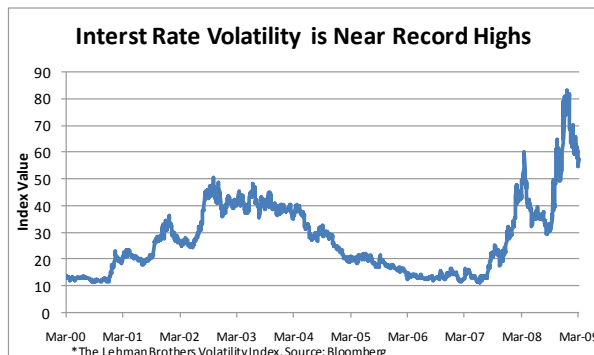
rates fall, the callable bond will begin to behave like a bond that matures closer to the call date. As rates fall, the investor in the callable bond will see the market price rise less than the market price of the non-callable bond. Furthermore, if interest rates are significantly lower at the call date, the investor could see the issuer call the bond immediately and force reinvestment in a substantially lower interest rate environment. On the other hand, if interest rates rise, the callable bond will behave similarly to a two-year non-callable bond that locks the investor in a bond structure that would then be paying below-market rates.

Based on the upfront risks involved in investing in callables, a public funds investor should carefully evaluate the entity's risk tolerance for duration and market value fluctuation before placing any portion of the portfolio in callable securities.

#### Evaluating Particular Callable Bonds.

Evaluating which callable bond to include in a portfolio can be as much art as science. Below are a few essential points to consider before including callables in a portfolio:

- **Interest Rate Volatility** – The volatility of interest rates, or more precisely, the projected volatility of future interest rates, has a profound impact on the value of callable bonds. When volatility is high, as is currently the case (see volatility chart below), the call option is more expensive and the yield difference between callable and non-callable bonds is wide.



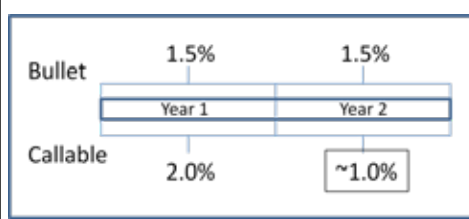
- **Breakeven and OAS Analysis** – A simple breakeven or more complex OAS (option-adjusted spread) analysis can help you understand the potential return of a callable bond in various interest-rate scenarios. Take our previous example of a two-year Federal Agency bullet and a two-year Federal Agency callable in one year. Assume

the two-year bullet is yielding 1.5% and the two-year callable is yielding 2%. If the callable bond gets called away in one year, you would require a one-year reinvestment rate of approximately 1% in order to breakeven with the original two-year bullet at 1.5%. If you believe one-year interest rates will be above 1% during the next year, then you will be economically better off by purchasing the two-year callable bond than the non-callable bond. For a buy-and-hold investor, the breakeven analysis is most valuable.

The OAS model is the market standard for evaluating callable bonds and selecting between various call structures. The OAS model uses current interest rate volatility to generate an option-adjusted spread for a particular callable bond. If positive, the OAS spread will suggest that an investor is being fairly compensated for selling the call option to the issuer. OAS evaluation of callable agencies requires a significant level of computing horsepower, but systems such as Bloomberg have useful OAS calculators. Bloomberg's OAS calculator can be found on the 'OAS1' screen. The OAS model will also help determine a variety of important metrics such as the effective duration of the callable bond to ensure a better evaluation of interest rate risk. For portfolios that are actively managed, the OAS analysis is potentially more valuable than a breakeven analysis.

- **Liquidity** – Liquidity is also a critical consideration when investing in callable Federal Agency bonds. Buying small, non-aggregated callable bonds is a sizeable liquidity bet.

#### Reinvestment Breakeven Analysis



That's because unlike aggregate issues such as Benchmark Notes® (the benchmark program of the Fannie Mae board), small-issue allocations of callable bonds (less than \$250 million outstanding) will have significantly less liquidity than Benchmark Notes®, not to mention considerably wider bid/ask spreads. As a result, an investor may face a situation where a bond cannot be sold in time to meet a critical cash obligation—or have to provide a significant discount to do so.

**A Refresher Course on Callable U.S. Agencies, continued**

Federal Agency callables can offer yield enhancement to a portfolio while avoiding the credit risks of corporate securities. However, as with any investment, public funds investors should carefully weigh the non-credit risks related to holding callable securities in relation to the objectives of safety and liquidity before adding them to an investment program.

*This article was submitted by PFM Asset Management LLC. It was written and edited by Girard Miller, Senior Strategist, Nancy Jones, Managing Director, and Paulina Woo, Consultant. Their opinions and commentary are not intended to represent investment advice and do not constitute an offer to buy, sell, or hold an individual security. Opinions of the authors are their own and do not represent any affiliated organizations.*

*This article originally appeared in the GFOA Treasury Management Newsletter.*

**\*\* ADVERTISEMENT \*\***

**MBIA Asset Management can  
meet your investment needs.**



- Comprehensive approach to investing
- Customized portfolio management strategies
- Development of all aspects of investment programs

For more information about our services, please contact:

**Gay Eichhoff**

888-982-2252

gayeichhoff@mbia.com

**Terri Schwartz**

866-598-6476

terri.schwartz@mbia.com



## **It's NOW all about REVENUES! Attend the NBS Workshop!**

- **Is it time to increase your fees and rates?**
- **How can you maximize property taxes?**
- **Is a new special assessment or tax feasible in this economy?**
- **How can we perform a Prop 218-compliant rate increase?**

## **Workshop Locations and Dates:**

**Martinelli Event Center  
Livermore, CA  
May 28, 2009**

**Temecula Creek Inn  
Temecula, CA  
June 4, 2009**

### **Download Flyer**

[www.nbsgov.com/NBS%20Revenue%20Workshop%20FinalFLYER-2009.pdf](http://www.nbsgov.com/NBS%20Revenue%20Workshop%20FinalFLYER-2009.pdf)

### **Workshop Web site**

[www.nbsgov.com/company/com\\_links\\_workshops.html](http://www.nbsgov.com/company/com_links_workshops.html)

## Officers, Directors and Standing Committees

### President

Thomas Fil, City of Belmont

### President Elect

Ronnie Campbell, City of Camarillo

### Past President

Viki Copeland, City of Hermosa Beach

### Board of Directors

David Cain, City of Chino  
Harriet Commons, City of Fremont  
Mary Dodge, City of El Cerrito  
Scott Johnson, City of San Jose  
Laura Nomura, City of Irwindale  
Christy Pinuelas, City of Agoura Hills

## Committees

### Administration

Robert Burns, City of Chino  
Steve Heide, Chino Valley Independent Fire District  
David Cain, City of Chino  
Cathy Lucas, City of Stockton  
Bob Biery, City of Westlake Village  
Stephen Dunn, City of Upland  
Stephen Conway, City of Los Gatos

### Annual Seminar

Jesus Nava, City of Burlingame  
Tamera Haas, City of Petaluma  
Dennis Danner, City of Newport Beach  
Brad Grant, City of Merced

### Budgeting & Management Reporting

Pamela Arends-King, City of Tustin  
Terri Willoughby, City of Barstow  
Gina Schuchard, City of West Hollywood  
Chu Thai, City of South Pasadena  
Robert Cortez, City of Santa Ana  
Cindy Guziak, Orange County Fire Authority  
Laura Nomura, City of Irwindale

### Career Development

Dennis Danner, City of Newport Beach  
Terrence Beaman, City of Placentia  
Christy Pinuelas, City of Agoura Hills  
Margaret Moggia, West Basin Municipal Water District  
Mary Bradley, City of Sunnyvale

### Fiscal Policy

Josh Betta, City of Glendora  
Julia James, City of South Gate  
Irwin Bornstein, City of Mission Viejo  
Scott Johnson, City of San Jose

### Membership Benefits

Brent Mason, City of Riverside  
Paula Chamberlain, City of Pomona  
Bob Torrez, City of Lynwood  
Mary Dodge, City of El Cerrito

### Professional & Technical Standards

Jesse Takahashi, City of Campbell  
Sandra Schmidt, Las Virgenes MWD  
Crystal Alexander, City of Culver City  
Bill Statler, City of San Luis Obispo  
Thomas Fil, City of Belmont

### Technology

John Adams, City of Thousand Oaks  
Barbara Boswell, City of Lancaster  
Mark Moses, City of Stockton  
Harriet Commons, City of Fremont

*Positions listed include committee chairs, vice chairs, senior advisors and board liaisons.*

# BABs are a Runaway Success

**By Richard Morales and Staff**

## Wedbush Morgan Securities Municipals

During mid-April, we saw the first offerings of Build America Bonds ("BABs"), and they wildly captured the market's attention. BABs are part of the federal stimulus plan designed to lower funding costs for states and other municipal market issuers. Issuing BABs allows issuers to sell taxable bonds, but use the proceeds to finance infrastructure projects eligible for tax-exempt bond funding. It also opens up demand from new investors for a traditionally tax-exempt credit. Issuers can access the taxable market with one of two options: 1) provide a 35% rebate on interest costs to issuers, or 2) a tax credit to investors. While BABs could result in higher taxable financing costs to the issuer than tax-exempt bonds, the 35% federal government giveback allows it to achieve a lower borrowing rate.

BABs that came to market in April included \$250 million issued by the University of Virginia, \$37.3 million issued by the University of Minnesota, \$1.375 billion issued by the New Jersey Turnpike Authority, \$250 million issued by New York Metropolitan Transportation Authority, \$2.7 million G.O. Street Improvement BABs issued by De Pere, Wisconsin and, the biggest yet, \$5.23 billion were sold as part of the very recent State of California's Taxable G.O. bond sale. In addition, the North Texas Tollway Authority is considering issuing up to \$500 million of BABs in June.

To say investors showed a lot of interest in the BABs might be an understatement. The New Jersey Turnpike Authority issue was well oversubscribed with a rumored \$10 billion in orders, and the California BABs were also significantly oversubscribed with more than \$20 billion in orders. Due to strong investor demand, both the New Jersey Turnpike Authority and State of California issues were increased in size from what they were initially expected to sell. In addition, New York MTA increased the portion of BABs brought to market, while decreasing its tax-exempt portion by an equal amount, providing further indication of strong investor demand. Investors that we saw participate included pension funds, money managers and corporations. A press release issued by the California State Treasurer after the State's sale on April 22 stated that nearly every major domestic taxable investor participated in the State's transaction.

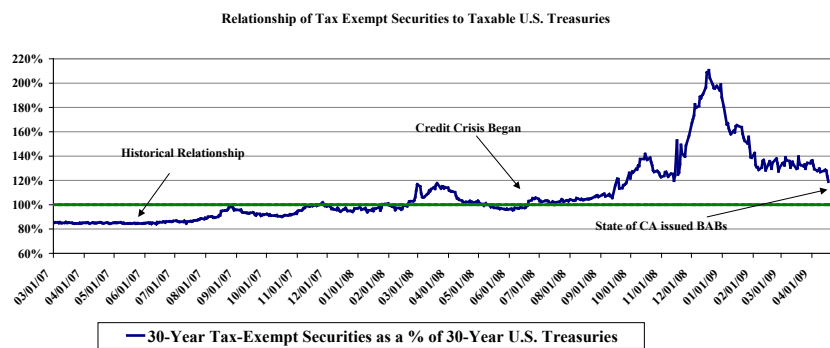
Initial price talk the week prior to the New Jersey Turnpike and State of California issues indicated yields of 400 basis points over U.S. Treasuries. However, due to healthy demand, both issuers were able to price well under that level. Detailed pricing of the two issues is depicted in the chart below. The 2034 and the 2039 maturities of the State of California transaction can provide significant insight as to the benefit of BABs. The BABs offered buyers 7.43%, while the State's cost after consideration of the federal subsidy will be 4.83%. This translates to \$1.68 billion in State taxpayer savings over the life of these bonds when compared to the State's Tax-Exempt G.O. bonds sold in March 2009 with yields of 5.90% in 2033 and 6.10% in 2038.

New Jersey Turnpike BABs Revenue Bonds (Taxable) \$1,375,000,000 Rated A3/A+/A (Uninsured) Subject to a Make Whole Call				State of California BABs General Obligation Bonds (Taxable) \$5,230,000,000 Rated A2/A/A Subject to a Make Whole Call			
Maturity	Coupon	Yield	Treasury Spread (bps)	Coupon	Yield	Treasury Spread (bps)	Maturity
2034				7.50	7.434	+361 / 30yr	2034
2035							2035
2036							2036
2037							2037
2038				7.50	7.434	+361 / 30yr	2038
2039							2039
2040	7.14	7.14	+345 / 30yr				



### BABs are a Runaway Success, continued

It is expected that demand for BABs may reduce the supply of tax-exempt bonds in the short run as more issuers look to issue BABs to save interest costs. The emergence of BABs has helped rally the tax-exempt market and reduce the appeal of Treasuries, as we saw Treasury yields reach the highest levels in more than a month. The historical relationship between tax-exempt yields and U.S. Treasuries yields dramatically changed during the credit crisis and some analysts agree that BABs are a contributing factor in the normalization of the relationship as they are likely to reduce the supply of tax-exempt municipal bonds and increase the Treasury yields. The chart below shows the normalization of the relationship of 30-year tax-exempt securities prior to the credit crisis and leading up to the state of California's issuance of BABs.



\*\* ADVERTISEMENT \*\*

NBS presents...

**It's NOW all about REVENUES!**

Download Workshop Flyer  
or refer to announcement  
on page 7

NBS  
www.nbsgov.com

## Channel Counties Chapter Meeting Information

Date: Wednesday, May 13

Time: 11:45 a.m. to 1:45 p.m.

Location:

Los Robles Greens Golf Course  
299 S. Moorpark Road,  
Thousand Oaks, California

Speaker: Scott Schicki of Orrick,  
Herrington and Sutcliff, LLP

Topic: Tax Exempt Bonds –  
Post Bond Issuance Compliance

Cost/Menu: \$25

Asian Pear Salad with Raspberry Vinaigrette,  
Caesar Salad, Pork Tenderloin with White  
Wine Mustard Sauce, Pasta Primavera, and  
Green Bean Almandine

RSVP by Thursday, May 7  
(no shows will be invoiced)

Kelli Justiniano  
Phone: (805) 449-2234, or  
e-mail: [kjustiniano@toaks.org](mailto:kjustiniano@toaks.org)

Chapter Chair:  
Catherine M. Haywood,  
City of Thousand Oaks

## Central Los Angeles & South Bay Chapters Meeting

### Property Assessments In A Down Market

**Speakers:** Rick Auerbach, Los Angeles County Assessor

**When:** Thursday, May 28, 2009

**Time:** 11:30 a.m. – 1:30 p.m.

**Where:** Marriott Hotel – Torrance  
3635 Fashion Way  
Torrance, CA 90503  
(310) 316-3636

**Cost:** \$40 checks payable to:  
SBRPCA  
4440 West Broadway  
Hawthorne, CA 90250

To register, please call Agnes Walker at (310) 973-1802 ext 105 or e-mail [awalker@rcc911.org](mailto:awalker@rcc911.org)

Deadline: Please register by Thursday, May 21. NO SHOWS WHO RSVP WILL BE INVOICED.

## CSMFO Connect! Chapters

Each month, we will feature the activities of a different CSMFO Chapter, Committee and/or League Policy Committee.

If you'd like to be featured, contact Communications Assistant Ashley Paul at [ashley.paul@staff.csmfo.org](mailto:ashley.paul@staff.csmfo.org).

**Share your progress, challenges and best practices . . . connect with the CSMFO membership!**

NEW CPFO: Congratulations to Kathleen VonAchen, Finance Officer, City of Stockton, as one of California's new GFOA Certified Public Finance Officers (CPFO).

**\*\* ADVERTISEMENT \*\***



**FIND  
YOUR MONEY!**

Audits, Analysis & Software

- Sales Tax
- Property Tax
- Bond Projections
- Revenue Mapping

- Animal License
- Business License
- Code Enforcement
- False Alarm
- Fire Inspection
- Permit Tracking



(909) 861-4335  
(888) 861-0220  
[www.hdlcompanies.com](http://www.hdlcompanies.com)

# Ensuring Utilities Pay Their Way

By Rick Kermer, CPA

Revenue & Cost Specialists, LLC

In the early 1980s, we pioneered the use of the Franchise Fee as a fee for the use of a city's rights-of-way by the municipal utilities. Our insistence on the franchise fee as a fee and not a tax flew in the face of conventional wisdom at the time, which considered it a tax. Our approach gained more acceptance after the passage of California Proposition 4 which required that cities calculate their "proceeds of taxes."

Nevertheless, just as the municipal finance profession was getting used to the idea of a franchise fee, the California voters retaliated with the passage of Proposition 218 which required that any transfer of monies from a utility fund to the general fund be based on a calculation of the services provided by the general fund. This issue was returned to my consciousness recently when a California finance director asked the CSMFO member forum whether anyone was using the franchise fee with their utilities.

The League of California Cities publication, "Proposition 218 Implementation Guide," dated January of 1997 is pretty explicit in stating, on page 59, that "The drafters of Proposition 218 have asserted that such transfers violate article XIID, section 6(b)(1) and (2)." It goes on to debate on the same page whether the drafters were correct but concludes by saying that even if it does apply that there would be no violation of Prop. 218 to the extent that "...a public agency is able to articulate why the transfer is justified as part of the cost of providing the service, based on the enterprise's or utility's fair share of the costs incurred in receiving services from the agency's general fund operations." Consequently, we will now refer to charges, not transfers.

## "Bad" Charges

Over the years, we've seen several charges that could not pass the "giggle" test (i.e. can you make the case without starting to giggle at how silly it is). The worst examples were charges for police and/or fire services. Unless there is something unusual about your utility, there is little chance for it to be stolen or burn down.



## "Good" Charges

General Administration. A charge for general city administration supported by a "Total Cost" Cost Allocation Plan (CAP) is a basic first step in recovering general fund costs from utilities. The "Total Cost" CAP includes the legislative body and administrative staff that support the legislative staff. The "A-87 Compliant" CAP excludes the legislative costs and should only be used for utility charges if local laws require it.

Specific Departmental Services. The following are common general fund services provided to utility funds:

- Utility billing and payment processing by the finance department
- Engineering services performed in-house for system repairs or expansion
- Facility maintenance on utility buildings
- Fleet maintenance on utility equipment
- Corporate yard costs not covered above

You should insure that the utility funds have paid for these services.

### Ensuring Utilities Pay Their Way, continued

**Miscellaneous Benefits.** Some cities still treat some or all staff related benefits in non-departmental activities. All employee benefits including retiree benefits paid by the city should have their proportionate share paid by the utility funds.

**Infrastructure Repair.** This is the most difficult cost to calculate as most utility lines are under the streets. Since it is rare for utility line repairs to be performed only when streets are being resurfaced, there is an impact to the integrity of streets whenever the surface is cut into. If you have a capital projects engineer who is responsible for street maintenance, that person should be able to identify the impact on the life of a street whenever utility maintenance is performed. This is a cost that is only beginning to be recognized. The former finance director of Garden Grove, Tony Andrade, did such a study before retiring.

It is still possible to recover general fund costs from utility funds only now the recovery must be based, at least in California, on quantifiable costs.



## Agency Spotlight

If you'd like to submit an article on behalf of your agency, please e-mail Ashley Paul at [ashley.paul@staff.csmfo.org](mailto:ashley.paul@staff.csmfo.org) by the 25th of each month.

Articles should discuss "hot topics" of the industry or agency best practices.

### \*\* ADVERTISEMENT \*\*



**Revenue & Cost Specialists, LLC** 714.992.9020  
Serving Local Governments Since 1975

- Comprehensive Fee Analysis
- Development Impact Fees
- Master Facilities Plans
- Capital Financing Plans
- Long Range Financial Plans
- Cost Allocation Plans

1519 E. Chapman Avenue, Suite C  
Fullerton, CA 92831

### \*\* ADVERTISEMENT \*\*



**Time to comply with GASB 45?**

To help you comply with GASB 45, PARS offers a comprehensive solution, including:

- IRS approved Section 115 Trust
- 14 years of OPEB trust experience
- Maximum fiduciary protection
- Investment Management provided by Union Bank

800.540.6369 x 127  
[www.pars.org](http://www.pars.org)

**PARS**  
Adding retirement cost to your

© 2009 Public Agency Retirement Services (PARS). All rights reserved.

## California Debt and Investment Advisory Commission (CDIAC) Schedule for Spring 2009

### **LIVING WITH AN ISSUE: ONGOING DEBT ADMINISTRATION**

**May 14-15, 2009**

**Sheraton Mission Valley, San Diego**

**San Diego, California**

**Cost \$250**

This one and one-half day seminar is the last in CDIAC's series of debt issuance seminars and is designed to assist issuers with the administration of their debt instruments. It covers the roles and responsibilities of trustees and issuers, arbitrage rebate calculations, continuing disclosure, compliance monitoring, refundings, and advanced debt structures.

**For more information about CDIAC programs visit**

**[www.treasurer.ca.gov/cdiac/seminars.asp](http://www.treasurer.ca.gov/cdiac/seminars.asp) or call CDIAC at (916) 653-3269**

**\*\* ADVERTISEMENT \*\***



**Willdan Financial Services**

Willdan Financial Services is proud to support CSMFO.



**Revenue Generation**

- Utility Rate Studies
- User Fee (Cost of Service) Studies
- Cost Allocation Plans
- Development (Impact) Fee Studies
- Special District Formation and Administration

**Strategic Financial Planning**

- Fiscal Impact Analysis
- Facility Financing Plans
- Annexation and Incorporation Studies

**Compliance Services**

- Arbitrage Rebate
- Escrow Monitoring
- Escrow Verification
- Continuing Disclosure

**Management Consulting**

- Organizational Assessments and Studies
- Staffing and Outsourcing for New and Existing Cities
- Management Training and Development
- Administrative Investigations
- Background Investigations

MuniFinancial has become  
**Willdan Financial Services** and is ready to fulfill  
your financial and economic consulting needs.

**California:** Temecula, Oakland, Sacramento; **Arizona:** Phoenix;  
**Florida:** Orlando; **Tennessee:** Memphis  
800.755.6864 | [www.willdan.com](http://www.willdan.com)

## Your Ad Could Be Here

Options include:

- 4 different ad sizes
- Monthly, quarterly or full-year placements

Contact Communication Assistant,  
Ashley Paul at [ashley.paul@staff.csmfo.org](mailto:ashley.paul@staff.csmfo.org) or call 877-282-9183  
for information about CSMFO's  
MiniNews advertising options.



# Presentation Skills for Finance Professionals A One-Day Skills-Based Workshop

**Presented by Neil Kupchin, Kupchin Training Associates**

**Wednesday, May 20, 2009, 8 a.m. - 5 p.m.**  
**Sacramento City Treasurer's Office**  
**915 I Street, 2nd Floor**  
**Sacramento, CA 95814**

**Registration Fee: \$250 (includes workshop, materials and lunch)**  
**Registration Deadline: Wednesday, May 13, 2009**

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

***Workshop topics include:***

- The Four Essentials of Effective Presentation
- Defining and preparing Objectives
- Analyzing and Assessing Your Audience/Determining Style
- Writing a Presentation Plan: Introduction, Body/Content, Conclusion
- Positive Presenter Characteristics: Voice, Body Movement Enthusiasm, Eye Contact and Building Confidence
- Rehearsing, Presenting and Evaluating the Presentation
- Practice Presentation of Financial Information, among others

***Register online through the CSMFO Web site***

***Attendance will be limited to 15 people. All fees must accompany your registration and be received by the May 13, 2009 deadline. There will be a \$35 processing fee for any changes or cancellations made prior to the May 13, 2009 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](mailto:knakamura@ci.camarillo.ca.us).***

## 2009 CSMFO Professional Development Calendar

The CSMFO Career Development Committee contributes to the advancement of CSMFO members through its presentation of training and educational programs. Through specific training, the Coaching Program, Webinars, Bridge Calls and the Resource Matrix, the Career Development Committee is committed to assisting municipal staff and officers enhance their knowledge base. We are excited about the training opportunities offered our members this year. Following is the schedule of the training workshops, coaching calls, bridge calls and Webinars:

### Introduction to Government Accounting

<b>Date</b>	<b>Chapter</b>	<b>Host Organization</b>
Wednesday, May 6	Sacramento County	City of Elk Grove
Wednesday, May 20	Coachella Valley	City of Palm Desert
Wednesday, June 10	Northwest Counties	City of Rio Dell
Wednesday, June 24	Orange County	City of Stanton
Wednesday, July 22	San Diego County	City of San Diego
Wednesday, August 12	San Gabriel Valley	City of Monrovia
Wednesday, September 2	East Bay	City of El Cerrito

**1,026 participants since 2006!**

### Intermediate Government Accounting

<b>Date</b>	<b>Chapter</b>	<b>Host Organization</b>
Wednesday, May 6	Channel Counties	City of Camarillo
Thursday, June 11	Sacramento County	City of Elk Grove
Thursday, July 16	East Bay	City of Concord
Tuesday, August 11	Peninsula	City of Sunnyvale
Tuesday, September 1	Coachella Valley	City of Palm Desert

**Average rating 3.8 out of 4.0 in 2008!**

### Presentation Skills for Finance Professionals

**Presented by Neil Kupchin**

<b>Date</b>	<b>Location</b>
Wednesday, May 20	City of Sacramento
Wednesday, July 15	City of Chino
Wednesday, Sept. 16	City of Belmont

### Telephone Coaching Panels, Webinars and Topical Bridge

<b>Date/Time</b>	<b>Session</b>
2-3:30 p.m., Wednesday, May 13	Using Your Management Style Effectively (Webinar co-sponsored with Cal-ICMA)
3-4 p.m., Wednesday, September 9	Critical Issues and Best Practices for Finance Directors
2-3 p.m., Wednesday, September 30	Building Awesome Talent – Talent Development Conversations, Growth Opportunities and Knowledge Transfer

### Weekend Training

Tentatively scheduled for the weekend of November 13, but subject to change. Location TBD. Check the Web site for details:

<http://www.csmfo.org/index.cfm>

**Look for 1-2 topical and timely bridge calls throughout the year**

**Go to “Live Audio & Archives” tab of [www.csmfo.org/coaching](http://www.csmfo.org/coaching) and click on the Agenda for session details.**

**Professional Development program descriptions, continued****Introduction to Governmental Accounting**

This one-day workshop 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. Attendance is limited, so sign up for a course now! Cost is \$50 for workshop, materials and lunch. For more information, contact Drew Corbett, Budget Analyst, City of Sunnyvale, 408-730-7603 or [dcorbett@ci.sunnyvale.ca.us](mailto:dcorbett@ci.sunnyvale.ca.us).

**Intermediate Government Accounting**

This one-day workshop is appropriate for individuals with 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. Attendance is limited, so sign up now! Cost is \$150 for workshop, materials and lunch. For more information, contact Aida Soto at Macias, Gini & O'Connell LLP, 949-221-0025 or [asoto@mgocpa.com](mailto:asoto@mgocpa.com).

**Presentation Skills for Finance Professionals**

This one-day workshop presents techniques/strategies in the morning session, followed vide-taped presentation delivery. Participants will receive constructive feedback from the consultant and participants. The opportunity to view your own presentation and receive positive suggestions is critical to your success in making financial presentations. This popular and well-received workshop is conducted by Neil Kupchin of Kupchin Training Associates; cost is \$250. For more information, contact Kim Nakamura, Finance Manager, City of Camarillo, 805-388-5322 or [knakamura@ci.camarillo.ca.us](mailto:knakamura@ci.camarillo.ca.us).

**Coaching Program**

The Coaching Program continues to be one of the premier offerings of the Career Development Committee, offering informative conference calls with panels of master coaches (including Webinars co-sponsored with Cal-ICMA), timely and topical bridge calls, financial management skills inventory, one-to-one coaching and personal productivity tools. For more information, contact Don Maruska, Coaching Program Director, 805-772-4667, [don@donmaruska.com](mailto:don@donmaruska.com), or Pete Gonda, Coaching Program Advisor, 408-730-7418, [pgonda@ci.sunnyvale.ca.us](mailto:pgonda@ci.sunnyvale.ca.us).

**Weekend Training**

This professional educational training session is offered to finance officers and appropriate staff members, providing intensive weekend training in such topics as Financial Analysis, Long-Range Planning, Investments, Budget Development and Financial Ethics, to name a few. Attendance is limited to 40 participants to enhance the learning experience. The full rate cost is \$425; commuter rate is \$350. For more information, contact Mark Uribe, Assistant Director of Finance, City of Camarillo, 805-388-5358 or [muribe@ci.camarillo.ca.us](mailto:muribe@ci.camarillo.ca.us).

Visit [www.csmfo.org/index.cfm](http://www.csmfo.org/index.cfm) for more information.

**\*\* ADVERTISEMENT \*\***

**CM** FIXED INCOME STRATEGIES THAT CREATE VALUE AND MANAGE RISK

**CHANDLER  
ASSET MANAGEMENT**

**The Chandler Advantage:**

- Portfolio Management
- Policy Review
- OFEB Investment Management
- Portfolio Analysis

[www.chandlerasset.com](http://www.chandlerasset.com) | 800.317.4747

# Are You Receiving All Available PBID Revenue?

By Terry Madsen, Senior Consultant, NBS

The following questions are ones that every downtown association or public agency that uses a Property and Business Improvement District ("PBID") as a revenue-generating tool should be able to answer:

**Question 1: Do we know what parcels are delinquent in the payment of the PBID assessment?**

**Question 2: Is the formerly vacant lot that is now the home of a 20,000 square-foot building being assessed correctly?**

**Question 3: When recent development subdivided one parcel into five new parcels, were the five new parcels added to our database for future assessment?**

The answers to these and similar questions are directly linked to your agency's ability to effectively and legally generate revenue to pay for activities and improvements. (Note: For the remainder of this article, downtown associations and public agencies will be referred to as "Agency.")

**Question 1: Do we know what parcels are delinquent in the payment of the PBID assessment?**

Remember, the old G.I. Joe slogan – "Knowing is half the battle"? When it comes to dealing with delinquencies knowing is half the battle.

An Agency can't pursue collection if it doesn't know what parcels are delinquent. Similarly, an Agency cannot enter into service contracts with confidence if it doesn't know that assessment collections will be sufficient to pay for the services. Too often, Agencies are not aware of the delinquency status of parcels within their districts and do not realize that the information is available to them.

**Question 2: Is the formerly vacant lot that is now the home of a 20,000 square-foot building being assessed correctly?**

Parcels within a PBID are levied annually according to an assessment methodology determined at the formation of the district. Although assessment methodologies vary from district to district, common components include basing an assessment on a combination of the following: parcel square footage, parcel linear front footage, building square footage, business or property type. At inception of the district a database of all parcels within the boundaries of the district is compiled and all information relevant to assessing the parcels is compiled, but what happens the following year when what was once a vacant lot is now the home of a 20,000 square-foot building?

## Need to renew your membership?

CSMFO membership renewal is just a click away at [www.csmfo.org](http://www.csmfo.org).

Visit the Membership page and click on CSMFO Online Membership Renewal.

After you've logged in, click View or Pay Dues Notices.

Make a payment with your credit card or by mail and continue enjoying the benefits of CSMFO membership!

## We have received bounce backs!

We've recently received several bounce backs from many of our members' e-mail addresses.

Please make sure to allow e-mails from [@staff.csmfo.org](mailto:@staff.csmfo.org) to pass through your spam blocker, otherwise, you may be missing critical CSMFO information!

**PBID Revenue, continued**

If the assessment methodology takes building square footage into account, the levy for a parcel with a vacant lot should be substantially different than the levy of a parcel with a 20,000 square-foot building on it. If the party responsible for calculating the annual assessment fails to take into account the change in square footage, the district will not generate the full revenue available from assessments; in essence, the Agency is giving away revenue and not fulfilling its duty to assess each parcel according to the accepted methodology. This can clearly be a political relations nightmare.

**Question 3: When recent development subdivided one parcel into five new parcels, were the five new parcels added to the district database for future assessment?**

Each parcel in a PBID is uniquely identified by the County Assessor. The unique identifier is called an Assessor's Parcel Number ("APN"). When a parcel is reconfigured via lot line adjustment or subdivision, the County Assessor invalidates the old APN and assigns new APNs to any newly created parcels. Consequently, in order to correctly levy assessments within the PBID, the party responsible for calculating the annual assessment must disregard all invalidated APNs and assign the appropriate assessment to all newly created APNs by using the predetermined assessment methodology. Similar to the scenario described in question number two, if all active and assessable parcels within the PBID are not levied the Agency is giving away revenue and not fulfilling its duty to assess each parcel according to the accepted methodology.

If your Agency can't answer the questions above, May through July is a great time to find the answers. During the months of May through July, delinquency information for the current year assessment is readily available. Since tax installments are delinquent in December and April, payment information as of May should give you a clear picture of the parcels that remain delinquent in the payment of the PBID assessment for the year. Also, during the months of May through July, the County Assessor releases its list of all active APNs for the year. This list should be used as a guide to make sure all active and leivable parcels within the district are being assessed.

Sleep easy in 2009 knowing you can answer the questions above or similar scenarios encountered by your Agency. Contact your public agency, a member of your downtown association staff, or consultants who specialize in the ongoing annual administration of assessment districts to see who can help find the answers in a cost-effective and timely manner.

**\*\* ADVERTISEMENT \*\***



**BARTLE WELLS  
ASSOCIATES**

*Independent Public Finance Advisors*


- Financial Planning
- Utility Rate Studies
- Energy Consulting
- Bond Marketing

**510.653.3399**

**[www.bartlewells.com](http://www.bartlewells.com)**

Berkeley, California

**\*\* ADVERTISEMENT \*\***




*Providing Professional Investment Service for  
Public Sector Clients*

- Institutional Fixed Income Sales
- Trading & Underwriting
- Training & Analysis

*Why pay a management fee when you can get the same service  
for free...*

**RON HOMAN**  
Registered Representative  
Toll Free: (800) 477-6266 ext. 6914 Email: [rhoman@finance500.com](mailto:rhoman@finance500.com)  
[www.finance500.com](http://www.finance500.com)



## Job Postings MAY 2009

### City of Sausalito, Finance Director

#### Up to \$125,000 Annually

The Sausalito Finance Director position offers an exciting career opportunity for an individual who enjoys a high level of interaction with senior management staff and elected officials in a supportive and innovative working environment. The Director also serves as the City Treasurer.

Duties include: administration of daily Finance Division operations; budget preparation; issuance of CAFR; preparation of quarterly Treasurer's Report and other reports as requested; debt issuance and disclosure; administration of purchasing policy; coordination with Public Works Director on City's CIP budget; development of policies and procedures to improve efficiency and effectiveness of City's financial processes; administer Finance software programs; supervise, evaluate and mentor Finance staff; provide support to City's parking programs and operations; share administration and coordination of employee benefits and risk management programs with other Administration Department staff; oversee compliance by all departments with policies and control measures; monitor state legislation concerning municipal financing and take appropriate action to implement for the City.

#### Job Requirements:

- Applicants must have graduated from an accredited college/university with major course work in accounting, finance or business administration.
- A CPA is desirable.
- Progressive experience in the municipal government sector is essential.

Additionally, the successful candidate must have an in-depth knowledge of administrative principles and methods, including goal setting, program development and implementation, as well as solid knowledge of local, state and federal laws applicable to all finance operations. Other vital qualities include: awareness of social and political issues influencing program administration; ability to communicate openly and clearly with peers, subordinates and the public; proven leadership characteristics with the ability to make tough choices and to ensure that department and Citywide projects remain on schedule; ability to plan, develop and implement effective programs based on community needs, available resources and City priorities and policies; and willingness to be responsive to community inquiries while earning the respect of community leaders, elected officials, peers and subordinates.

For additional information:

E-mail request for a detailed brochure and letter from City Manager: [dvaughn@ci.sausalito.ca.us](mailto:dvaughn@ci.sausalito.ca.us)

Alternately, visit the Job Opportunities section of the City website at [www.ci.sausalito.ca.us](http://www.ci.sausalito.ca.us)

### City of San Buenaventura, Controller

#### \$81,255 - \$108,883 Annually

A unique opportunity exists for a creative individual with a strong municipal accounting background, and an interest in making a difference in local government. If you are currently a Certified Public Accountant with strong management and supervisory skills, and are interested in a challenge, this could be the career move for you!

The ideal candidate has broad professional accounting experience in a California local government agency, including the completion of CAFR reports.

Is a Certified Public Accountant (CPA). Is an experienced supervisor, with proven ability to effectively hire, train, schedule and evaluate staff.

Apply online today at [www.cityofventura.jobs](http://www.cityofventura.jobs) for further consideration.

### City of Delano, Senior Accountant

#### \$3,982 - \$4,840 Monthly

The Senior Accountant is an individual who will perform complex and specialized professional level accounting and auditing work in a number of areas relating to municipal accounting principles. Provide training to department staff. This classification provides the professional level support to the City's Accounting Section. The Senior Accountant will review accounting documents to ensure accuracy of information and calculations and make correcting entries as needed. Analyze various general ledger accounts for accuracy, create new account descriptions on the City Chart of Accounts. Examine supporting documentation to establish proper authorization and conformance with agreements, contracts, and State and Federal regulations. The Senior Accountant will also assist in budget preparation by producing budgetary worksheets to complete projections of revenue and expenditures, spreadsheets of department employees, salaries, and benefits. Applicants must have a High School Diploma, or an equivalent certificate recognized by the State of California. A Bachelors Degree, or college-level courses in accounting, finance, business

**Job Postings MAY 2009, continued**

administration, public administration or related field preferable. Masters degree from an accredited college or university in one of the related fields is desirable. Three to five years of professional government accounting experience and one to two years of supervisory experience is preferred. Maintain a valid California "C" Driver License with a driving record acceptable to the City. This candidate must be able to communicate effectively both orally and in writing, read and interpret a variety of basic financial documents. Must be familiar with the principles and practices of government accounting. Work independently and in an innovative manner on concurrent multiple projects. Principles and practices of business data/computer processing related to accounting. The candidate needs to be adaptable, resilient, persistent and able to comprehend broad policy objectives, read understand, and apply established City and departmental policies, procedures, practices, and regulations. The Salary Range for this position is \$3,982 - \$4,840 per month. Salary Range placement is dependent on the candidate's qualifications. The City of Delano offers an excellent benefit package including: Comprehensive City paid medical, dental, and vision benefits for the employee and a portion of the premium for their dependents. The City pays \$30 per month for bilingual pay, \$35 for Longevity pay after 8 continuous years of City Service and provides a \$30,000 life insurance and AD & D provided. Deferred Compensation 457 Plan (Optional), Section 125 participation and 12 days sick pay and 13.5 City paid holidays.

**City of Ventura, Senior Accountant**  
**\$57,230 - \$76,689 Annually**

The City of Ventura, a beautiful seaside community, has an exciting career opportunity for a public sector professional accountant to perform wide variety of highly responsible professional accounting activities including the preparation of the Comprehensive Annual Financial Reports (CAFR), analysis and maintenance of accounting systems, records, and reports. Requires bachelor's degree in related field and two years of professional accounting experience, including supervisory experience. California public agency experience preferred. If you would like to be a part of an organizational culture that embraces new ideas, risk taking and empowerment, visit our website at [www.cityofventura.jobs](http://www.cityofventura.jobs) for more information and to apply on-line. Open until filled. EOE.

**City of Hayward, Senior Accountant**  
**Monthly Salary \$6,439-\$7,817**

THE POSITION: Under general supervision of the Accounting Manager, the Senior Accountant performs advanced professional accounting, fiscal analysis and

supervises various operations of the Finance Department. Responsibilities include supervision, training and evaluation of professional, technical and clerical staff. Reviews and prepares governmental reports including financial, payroll, and benefit cost reports; prepares work papers for annual audit; prepares analyses for the Director of Finance, Departments, and Directors; reviews City records; audits records of agencies receiving funds from the City; reviews, recommends and implements improvements to accounting, budget, and payroll reporting procedures; and establishes accounting controls in accordance with standard audit requirements.

**REQUIREMENTS:**

Any combination of experience and training that could likely provide the required knowledge and abilities would be qualifying. A typical way to obtain the knowledge and abilities would be:

**Experience:** Three years experience of a progressively responsible nature in accounting and financial work including supervisory experience.

**Education:** Equivalent to a Bachelor's Degree from an accredited college or university with major course work in accounting, finance or a related field.

**SELECTION PROCEDURE:** All applicants must submit a completed City of Hayward Employment Application Form and a Supplemental Questionnaire describing the nature of their experience and qualifications. Application packets will be screened by a qualifications panel and candidates considered best qualified based on the information submitted will be further evaluated by a competitive examination process that may include a written exam and oral panel interview. Candidates passing the examination and oral panel interview will be placed on an eligible list to be submitted to the department for hiring consideration.

**SUPPLEMENTAL QUESTIONS:** Please include a response to the following questions with your application, limiting your response to a maximum of four pages:

1. Please describe your training and experience in the following areas of Finance: Financial analysis, budget variance analysis, and governmental accounting operations.
2. Please describe your training and experience in year-end audit work, and/or financial statement preparation.
3. Please describe your experience supervising accounting staff and developing a teamwork environment.
4. Please describe your training and experience in payroll and benefits.

**Job Postings MAY 2009, continued**

APPLICATIONS: To obtain a City of Hayward employment application:

1. File online at: [www.hayward-ca.gov](http://www.hayward-ca.gov) or [www.CalOpps.org](http://www.CalOpps.org)
2. Visit the Human Resources Department at Hayward City Hall located at 777 B Street, Hayward, CA 94541-5007, or call for an application to be mailed, (510) 583-4500. Office hours are Monday through Friday, 8 a.m. to 5 p.m.

The City of Hayward is an Equal Opportunity Employer.

**County of Orange, Public Finance Manager**  
**\$92,227 - \$151,153 annually DOQ; comprehensive Benefits pack**

The County of Orange is seeking an exceptional candidate to step into the position of Public Finance Manager. The Public Finance Manager will oversee the County Executive Office Public Finance Division. The Division is primarily responsible for the overall management of the County's public debt programs. In this corporate role the successful candidate will be solution focused in advising County Departments on debt issues and will work with financial professionals at various levels and capacities. The successful candidate may be involved in evaluating various aspects of how to finance County liabilities.

The Ideal Candidate will have over five years broad and extensive experience in public finance management and a Bachelor's Degree in Business Administration, Public Administration or a closely related field.

Experience should include:

Proven, sophisticated public sector OR a combination of public and private sector financial analysis and management skills that are at a level that would require limited job orientation

Demonstrated ability to formally and informally communicate effectively with internal and external stakeholders

Proven ability to maintain on-going dialogue with others to build trust and understanding

Skilled in leading and developing a cohesive public finance team focused on knowledge sharing and individual accountability

Demonstrated ability to maintain a focus on public finance outcomes and accomplishments to include the ability to persuade and motivate others to achieve objectives

Additional Highly Desirable Qualifications include: A Master's Degree in Business Administration, Public Administration or a closely related field.

**City of Hemet, Accounting Manager**  
**\$5,369 - \$6,852 Monthly**

The City of Hemet is seeking a dedicated individual to supervise, monitor and participate in the day to day operations of assigned finance work unit(s), including accounts receivable, accounts payable, and financial reporting.

Duties may include, but are not limited to, the following:

Interpret and apply rules for assigned functions; prepare or direct the preparation of journal entries, account reconciliation, and related schedules and reports; prepare audit schedules and assist with year-end journal entries and annual reports.

Assist with financial audits; prepare financial reports according to federal and state rules, regulations and laws, City policies and procedures, and generally accepted accounting principles.

Perform professional level finance work; conduct research and cost analysis for special projects as assigned; prepare recommendations and present reports.

Review accounts receivable and payable invoice processing; process and review designated financial transfers; produce and distribute selected financial statements, financial summaries and management reports.

Resolve accounting discrepancies or procedural problems and respond to questions, ensuring necessary follow-up occurs; control program records for operational accountability; confers with and advises staff and program participants by providing advice, problem-solving assistance, answers to questions and interpretation of program goals and policy.

Participate in recruitment and hiring, and schedule, assign, monitor and evaluate work of staff; provide for and/or conduct staff development; establish work methods and standards; initiate corrective and/or disciplinary action and respond to grievances and complaints according to established personnel policies and procedures.

Knowledge and Abilities:

Knowledge of generally accepted accounting principles and practices; financial operations; automated business computing systems; governmental accounting and reporting requirements; purchasing, contract administration, billing and collection procedures; supervision principles and practices; standard office equipment, including a computer and related software.

**Job Postings MAY 2009, continued**

Ability to review and verify financial data; prepare complex financial and statistical analyses and reports; supervise, motivate and evaluate staff; work with numbers and make mathematical calculations; apply specific procedures and detect errors in a record keeping system; conduct research and prepare clear, concise and comprehensive reports; operate standard office equipment, including a computer and related software; communicate effectively both orally and in writing; establish and maintain effective working relationships with other City employees and the public.

**MINIMUM QUALIFICATIONS**

Bachelor's degree in business administration, public administration, accounting or a directly related field and three (3) years professional level accounting experience, including experience coordinating or leading the work of others, or an equivalent combination of education and experience.

Application is available online at [www.cityofhemet.org](http://www.cityofhemet.org). Submit original, completed application and resume to City of Hemet, Human Resources, 445 E. Florida Ave., Hemet, CA 92543. Applications may be submitted in person or via U.S. Mail. Faxed applications will not be accepted. Open until filled. EOE.

**City of Murrieta, Finance Director****\$125,000 to \$150,000 DOQE Annually**

Known for its numerous amenities and outstanding Southern California quality of life, the City of Murrieta (pop. 100,173) is seeking a new Finance Director. Supported by a staff of 19, the Finance Department is responsible for all aspects of financial operations for the City. Murrieta's FY2008-09 General Fund totals approximately \$64 million. The City operates on a two-year budget cycle.

The candidate selected will be an exceptional manager of people and multiple priorities. Members of Murrieta's management team are extremely team oriented, collaborative and customer focused. The next Director will enjoy working with supportive colleagues who are mutually committed to individual and organizational success.

The ideal candidate will be well-versed in all aspects of local government finance and possess a strong background in accounting. Experience with major software conversions is desirable. A Bachelor's degree is required.

The starting salary for this position is estimated to be in the range of \$125,000 to \$150,000 DOQE. Salary is supplemented by a generous benefits package which includes 2.7% @ 55 PERS.

This recruitment will close on Friday, May 22, 2009. Visit the TBC website at [www.tbcrecruiting.com](http://www.tbcrecruiting.com) to download recruitment brochure and apply online.

Teri Black Brann • 310.377.2612

Carolyn Seeley • 714.974.2284

[www.tbcrecruiting.com](http://www.tbcrecruiting.com)

**City of Pittsburg, Assistant Director of Finance  
\$91,104 to \$121,932 Annually**

Located in the eastern portion of Contra Costa County, the City of Pittsburg is seeking an Assistant Director of Finance to help lead a dedicated municipal finance team. Pittsburg (pop. 62,000) is a dynamic full-service city that also operates its own electric utility and marina, and has one of the largest Redevelopment Agencies in the state. The City is supported by an estimated General Fund budget of \$30 million and 288 full time regular employees. Finance Department activities are carried out by a staff of 19.

The ideal candidate will be a municipal government finance professional with exceptional technical knowledge and expertise. An impressive track record of effectively managing and developing staff is strongly preferred. Five years of relevant experience, including at least two as a manager/supervisor along with a Bachelor's degree are required. This position represents an outstanding opportunity for aspiring Finance Directors.

Salary range for this position is \$91,104 to \$121,932 and is supplemented by an attractive benefits package. This recruitment will close on Monday, May 18, 2009. To download recruitment brochure and to apply online, visit [www.tbcrecruiting.com](http://www.tbcrecruiting.com).

Teri Black • 310.377.2612

Carolyn Seeley • 714.974.2284

TERI BLACK & COMPANY, LLC

[www.tbcrecruiting.com](http://www.tbcrecruiting.com)

**City of Del Rey Oaks, City  
Manager / Clerk / Treasurer****Negotiable**

Provide highly responsible staff assistance to the City Council in developing, implementing & directing programs and operations. Redevelopment experience preferred. Perform duties of the office of the City Clerk and Treasurer.

Deadline: May 22, 2009 5:00 p.m.