

2015

ANNUAL REPORT



CALIFORNIA
SOCIETY of MUNICIPAL
FINANCE OFFICERS

Dedicated to Excellence in Municipal Financial Management

About CSMFO

While CSMFO is largely a volunteer organization, we also contract for administrative and other services as needed. We could not, however, be as successful as we are without the dedication and assistance of finance professionals like you who volunteer your time to strengthen municipal financial management throughout the state.

The following is a summary of how CSMFO is organized and how the delivery of high-quality, affordable services is accomplished.

Board of Directors:

CSMFO is governed by a nine-member Board composed of three officers – President, President-Elect and immediate Past President – along with six at-large Board members (three from Northern California and three from Southern California), who are elected by the active membership. The role of the Board of Directors is to set the course and direction for the organization. Since 1989, this has been accomplished at the Board's annual Planning Session. In recent years, this session has resulted in the adoption of goals and formal objectives with detailed work programs that clearly identify what we are going to do, who is going to do it and when it will be accomplished.

Committees:

Much of the work of CSMFO is accomplished through seven standing committees: Administration, Career Development, Conference Site Selection, Membership Benefits, Professional Standards & Recognition, Program and Technology. Each committee is led by a chair, vice chair(s) and senior advisor(s). The President appoints these positions.

Chapters:

Regional chapters are the backbone of our organization. There are twenty (20) chapters that meet on a regular basis and provide an opportunity for exchanging ideas, learning through technical presentations and discussing professional problems with colleagues. Each chapter elects their Chapter Chair who plans, coordinates and presides over meetings.

Contractual Services:

Although CSMFO is primarily a volunteer organization, we contract for services when we need specialized help or expertise. Smith Moore & Associates, Inc. was hired in 2009 to provide association management services. Meetings & Association Management Services, Inc., now under contract with Smith Moore & Associates, Inc., provides conference planning services. Don Maruska is contracted to manage our coaching program, and Michael Coleman is contracted as a local government consultant.

Table of Contents

2015 BOARD OF DIRECTORS	05
PRESIDENT'S MESSAGE	06
PRESIDENT-ELECT REPORT	08
PAST PRESIDENT REPORT	10
CSMFO STRATEGIC AND ACTION PLANS: 2014-2016	11
COMMITTEE REPORTS	23
CHAPTER REPORTS	31
LEAGUE POLICY COMMITTEE REPORTS	41
MEMBERSHIP INFORMATION	47
BALANCE SHEET	48
STATEMENT OF ACTIVITIES	49

2015 Board of Directors

PRESIDENT

Jesse Takahashi, City of Campbell

PRESIDENT-ELECT

John Adams, City of Thousand Oaks

PAST PRESIDENT

Pamela Arends-King, Union Sanitary District

DIRECTORS

Barbara Boswell, City of Lancaster

Brent Mason, City of Riverside

Joan Michaels Aguilar, City of Dixon

Margaret Moggia, West Basin Municipal Water District

Marcus Pimentel, City of Santa Cruz

Karan Reid, City of Concord

“CSMFO promotes excellence in financial management through innovation, continuing education and the professional development of our members. CSMFO members are deeply involved in the key issues facing cities, counties and special districts in the State of California. We value honesty and integrity, and adhere to the highest standards of ethical conduct.”

President's Message

JESSE TAKAHASHI • City of Campbell



It's been an honor to serve as your President in 2015. A successful organization like CSMFO is the culmination of numerous dedicated and committed government and commercial members, together with our professional management staff and team of consultants, whose overarching goal is to provide outstanding and relevant training and development to our members and enhance the quality of the municipal finance profession. This is accomplished organizationally through a combination of our standing committees, whose many accomplishments and ongoing work are highlighted in this report; through our network of many chapters throughout the state that have promoted networking and opportunities to share information to our members at the local level; through the membership listserv that connects all of us in the state with each other as a collective resource of knowledge; and through our Annual Conference that provides a venue for exchanging experiences with our fellow finance professionals and opportunity for improving our knowledge base.

One of the significant highlights of the past year was our Annual Conference held in Monterey on February 18-20, 2015. We had a tremendous turnout, making it our highest attended conference yet with 949 registered attendees, including a new peak attendance of 555 government members. Needless to say, the Conference attendance exceeded our expectations, and it turned out to be a very successful event starting with two pre-conference sessions on Tuesday, an early-bird session on Wednesday, and 35 concurrent sessions covering a variety of technical and professional development topics with many outstanding presenters. Kicking off the conference was comedian Don McMillan who had the audience laughing and in a good mood with his witty delivery of *The Funnier Side of Municipal Finance*, followed by sand artist Joe Castillo who amazed us with his creative and awe-inspiring performance. The Conference was not only successful with a content-rich program; it also netted a surplus of \$88,000.

Conference surplus aside, CSMFO's financial health is strong. Including the Conference surplus, preliminary operating results for the calendar year of \$58,000 resulted in a combined surplus of \$146,000 increasing our net equity position to approximately \$843,000. We are, thus, well positioned to make additional investments in the near future to our programs and offerings by providing the needed resources to enable us to accomplish many of our strategic goals and enhance member benefits. Plans are already underway to bring you some exciting changes in 2016 and beyond.

On the horizon is a new and exciting CSMFO Magazine that will be launched in March. This new concept is just the beginning of the enhancements that will take place to improve our CSMFO "branding," and will also include changes on how we communicate in all aspects of services offered to you, our members. You will notice a more uniform look and consistency in the emails, flyers, announcements and other communications that go out under our CSMFO logo. A new Communications Task Force was recently created to help implement these new changes, and we entered into a contract with a consultant to design a style guide that will be used to promote and maintain a consistent and professional look and feel in all of our communications.

There were many other significant accomplishments from the past year, that you can read in this report, just some of which are highlighted below:

- Total membership grew to 2,088, an 11% increase from last year
- A decision was made to keep membership dues at current levels for the foreseeable future
- Funding was increased to assist our chapters that are having difficulties in holding meetings due to the geographic challenges that many of them face

- New multi-year contracts were executed with Smith Moore & Associates, Don Maruska and Michael Coleman after review of the previous contracts and completion of satisfaction surveys
- Core one-day training courses reached a new high of 700 participants
- A new core course in revenue fundamentals is being developed that will be ready for offering in 2016
- Eleven webinars were offered on a variety of topics reaching over 4,600 participants
- Funding was approved to upgrade our old and rather inefficient membership database to a new and improved system that will facilitate registrations and membership renewals and provide better member data to the Board
- Enhancements were made to our social media platforms as well as technology improvements that support our website
- Sponsorship guidelines for chapter meetings were developed
- Forms and processes were developed to assist in facilitating volunteering for committees as well as to provide feedback for future committee assignments
- CSMFO's reserve policy was reviewed and updated to provide better guidance in proper reserve level
- An exit survey was developed and implemented to gather data on non-renewing members
- An inventory of professional standards was developed to be followed by identification of gaps in existing resources that CSMFO may be able to address
- New software was implemented to streamline the process for administering the budget and CAFR awards programs and creating a central repository for documents

These highlights represent just a portion of the tremendous work accomplished in 2015. Please take some time to review each section. The report captures the work of our standing committees and the activities of our local chapters highlighting the various topics and speakers that were presented over the course of the past year. Also presented is the section on League Policy Committees, which highlights the respective actions and activities of those committees as reported by our League liaison. I hope, like me, you come away with an appreciation for all the work that goes into a premier organization like CSMFO. More impressive is that much of it is produced by volunteer efforts from our members. I would encourage you to consider taking a more active role in this great organization. The benefits are many including personal as well as professional satisfaction, increasing your network of colleagues and being able to have an impact on our profession of municipal finance.

It was a pleasure serving as your president in 2015, and I am truly honored to have had the opportunity to work with so many talented people all working together to better our profession. I would like to especially thank Melissa Dixon and her staff at Smith Moore & Associates, Teri Anticevich and Janet Salvetti of Meeting & Association Management Services for all of their invaluable ongoing assistance throughout the past year. I also wish to thank the 2015 Host Committee and all of our wonderful volunteers who have devoted countless hours to making our organization truly special.

And, lastly, I wish John Adams, our new President, and Drew Corbett, our new President-Elect for 2016, all the best as they transition into their new positions and continue to lead CSMFO in its mission of promoting excellence in the municipal financial management profession.

President-Elect Report

JOHN ADAMS • City of Thousand Oaks



It was a tremendous honor to be elected President-Elect in December of 2014. As you may know, you don't assume "office" until the Annual Conference in February and the responsibilities for the year really focus around preparing for your Presidency. In 2015, my major areas of focus were in the following areas:

- 2016 Annual Conference Planning
- 2016 Work Plan based on 3-Year Strategic Action Plan
- 2016 Budget
- 2016 Committee Appointments

2016 Annual Conference Planning:
This Conference serves as the premier training and networking event for our organization. I was blessed to have the "Happiest Place of Earth" to have the Conference, Disneyland. As planning for the Annual Conference is one of the primary responsibilities of this position, I started at the conclusion of the 2015 Annual Conference in Monterey by assembling a very talented and experienced Host Committee, comprised of both government and commercial members. The Host Committee met monthly starting in April 2015 to discuss the overall planning of the Conference. The theme, "*A Finance Life for Me*" was perfect for me, and was an easy decision for the committee. Working closely with Executive Director Melissa Dixon and her staff from Smith Moore & Associates and Teri Anticevich and Janet Salvetti from Meeting and Associate Management Services, together with the invaluable contributions from our Program Committee, another amazing Conference came together. Of course, this kind of high-quality Conference wouldn't be possible without the support of our generous commercial partners.

The Conference features approximately 40 sessions of technical and non-technical subjects, which covers a variety of areas in municipal finance. In addition to the main Conference, we do have on Tuesday two excellent Pre-Conference sessions and, for fun, a Tennis Tournament and my personal favorite, a Golf Tournament. We've scheduled not one but two Early Bird sessions for those arriving early on Wednesday, and our Thursday 'banquet' this year is an after-hours event in Disneyland. As you can tell, this Conference serves as the premier training and networking event for our profession. It is the perfect opportunity to reconnect with old colleagues while establishing new relationships with our growing membership. In fact, we project the number of attendees to far exceed prior years!

2015 STRATEGIC PLANNING SESSION:

In September, we held our annual Strategic Planning Session for all Board members, Committee leaders and Chapter Chairs. As we are entering into the final year of a three-year Strategic Action Plan, the focus continues to be on major initiatives to enhance CSMFO and the value it provides to its members. There are three items worth mentioning for 2016: 1) developing a communications strategy and style guide for CSMFO; 2) evaluate new technology for membership management; and 3) implementing a redesigned website and newsletter, now the CSMFO Magazine. The updated Strategic Action Plan was reviewed by the Board in November and approved in December.

A big thank you goes to Lisa Yates from ACS Quantum Strategies, who facilitated our Strategic Planning Session and made sure all of the good ideas and discussions were captured for incorporation into the Plan.

2016 COMMITTEE APPOINTMENTS:

One of the most challenging but rewarding responsibilities is making appointments to the various standing committees. It is amazing of all the support members provide in making CSMFO an amazing organization, and this year is no different. Thank you to everyone who continues to volunteer their valuable time, I look forward to working with you in 2016.

2016 OPERATING BUDGET:

With help from the various committees and attention to detail by the executive director, I brought forward an operating budget for 2016 that was approved by the Board in December 2015. I would like to say it was “balanced”, but there is a projected loss for 2016 because of a few one-time expenses.

2015 OTHER AREAS OF INVOLVEMENT:

I have been a member of CSMFO for almost 20 years, and it is hard not to continue to be involved in areas that interest me. Two such areas are technology and training. I did my best to participate in the Technology Committee monthly conference calls and give my “two cents,” which they probably thought was accurate as to its value. As far as training, as a past member of the Program Committee, I tried to help them this year in developing what is always a top-notch program for the Annual Conference.

As my term as President-Elect comes to an end, I am looking forward to assuming the role of President for the next year and continuing to build upon the foundation laid by past CSMFO leaders. I would like to thank the many volunteers that have contributed to making this organization what it is by their commitment and participation, especially in leadership roles. It is because of you that we are successful in what we do.

Past President Report

PAMELA ARENDS-KING • Union Sanitary District



As the Past President for 2015, I participated in the monthly Executive Committee conference calls and the monthly Board of Directors meetings. Issues that were brought to the Executive Committee through the various channels included the contract renewals for Don Maruska and Smith Moore & Associates. Financial support from vendors for Chapter meetings was also addressed.

Members' involvement with their Chapters continues to be an important priority to CSMFO. The annual strategic planning meeting held in September at the Disneyland Hotel included the continuation of providing the means for the Chapters to be successful in increasing the involvement of members. It was decided that in many cases some Chapters will have a difficult time holding regular meetings due to the very large area the Chapters may cover, which can make it problematic for members to attend. CSMFO will continue to offer various ways to provide training and value to its members located within those areas such as the webinars, Annual Conference, Weekend Training and various classes offered throughout the State. It was also discussed that it may be possible to have at least one-day or half-day meetings on a bi-annual basis for those Chapters that have logistic issues.

Conference calls were held with the Chapters to discuss what each Chapter was doing, exchange ideas and address any issues. The active Chapters were very busy in 2015 and offered CSMFO members excellent training and networking opportunities. Various subjects presented at the meetings included implementing GASB 68; reducing pension liabilities; sales and property tax outlook; the Affordable Care Act; community facility district financing; preventing fraud; and alternative ways of financing infrastructure without Redevelopment funds. California State Controller Betty Yee spoke at the Inland Empire September meeting. Each active Chapter held from four to six meetings with attendance ranging from 12 to 144 people depending on the Chapter and subject matter (see the Chapters' annual reports).

Strategic Plan & Goals

GOAL AREA: ORGANIZATIONAL SUSTAINABILITY

Goal 1: CSMFO will leverage human and financial resources to ensure the organization's fiscal stability and overall strength.

HIGH-LEVEL PRIORITY ACTIONS

- a) Determine standardized chapter governance and administrative structure.
- b) Develop leadership skills and volunteer capacity through committee and chapter involvement.
- c) Meet strategic objectives in a fiscally responsible manner.
- d) Assess and evaluate membership needs and impact of demographic trends.
- e) Communicate the value of CSMFO to local government decision-makers.

GOAL AREA: MEMBERSHIP ENGAGEMENT

Goal 2: CSMFO will sustain and grow the membership and encourage active participation in the organization.

HIGH-LEVEL PRIORITY ACTIONS

- a) Increase membership from 10 new agencies.
- b) Add structure to chapter governance.
- c) Explore membership structure to enhance deeper participation within each member agency.
- d) Consider opportunities for student engagement and involvement.
- e) Establish consistency in communication efforts.

GOAL AREA: PROFESSIONAL DEVELOPMENT

Goal #3: CSMFO will offer relevant training and varied educational opportunities to enhance the knowledge and skills of finance professionals throughout California.

HIGH-LEVEL PRIORITY ACTIONS

- a) Utilize the Annual Conference to broaden CSMFO's educational reach.
- b) Strategically position the Coaching Program as a readily accessible member benefit and professional development tool.
- c) Expand CSMFO's core training offerings to encompass a broader audience.
- d) Evaluate need for professional standards and consider the role CSMFO committees play in developing standards.

CSMFO Action Plan

GOAL AREA: ORGANIZATIONAL SUSTAINABILITY

Goal 1: CSMFO will leverage human and financial resources to ensure the organization's fiscal stability and overall strength.

High-level Priority Action A: Determine standardized chapter governance and administrative structure.

Strategy	Responsible Parties	Timeline		
		Year 1	Year 2	Year 3
1) Retain members through annual renewal process	Membership Benefits Committee	Develop metrics to evaluate retention rates	Apply metrics	Refine metrics
Status as of August 2015	Member Benefits Committee Implemented annual exit survey for non-renewing members. In process of identifying additional applicable metrics. Plan to establish trends through data analysis in order to develop long-term strategies for member retention.			
2) Expand the number of individual members within existing member agencies	Membership Benefits Committee	Identify agencies with potential to add additional members	Formally enlist support of active members in targeted agencies	Review and refine list
Status as of August 2015	Member Benefits Committee Sorted membership data by agency and distributed to committee for analysis. Further evaluation is necessary in conjunction with goal 2 C.3. Evaluation of dues structure.			
3) Increase Chapter Chair outreach	Administration; Technology; Past President; Membership Committee	N/A	More information in the handbook; Chapter Chair portal on website	Provide orientation/training to new Chairs (at Conference?)
Status as of August 2015	Administration Committee Discussion within the Administration Committee has begun. Member Benefits Committee Participating in bi-monthly chapter chair meetings and working in support of Past President to develop strategies to better support chapters. Work is ongoing.			
4) Institute a Chair/Vice Chair structure	Past President; Membership Committee	N/A	Communicate with Chapter Chairs	Each Chapter have Chairs/Vice Chairs assigned by year-end
Status as of August 2015	Member Benefits Committee Directive to chapters to establish Chair/Vice Chair structure made in 2015 – 11 of 20 chapters have established new structure. Work with Past President to employ specific strategies to achieve this goal for non-conforming chapters in 2016.			
5) Encourage volunteers for specific Chapter tasks	Past President; Membership Committee	N/A	Communicate with Chapter Chairs	
Status as of August 2015	Member Benefits Committee Implemented a volunteer interest form and a session at the Annual Conference titled "Getting the Most Out of CSMFO," to promote opportunities for volunteer involvement. Continue efforts with Past President in support of specific chapter volunteer needs.			
6) Develop/Implement sponsorship guidelines for Chapter meetings	Administration Committee	N/A		Communicate guidelines to Chapter Chairs; incorporate into Chapter Chair Handbook
Status as of August 2015	Administration Committee Policy was written and approved by Board during the year.			
7) Reach out to remote geographical areas to gauge interest in Chapter involvement/activities	Membership Committee	N/A		Develop plan based on survey results
Status as of August 2015	Member Benefits Committee Surveyed six remote chapters and provided results in memo dated 1/12/15 to President and Past President. Working with the Past President on specific strategies to re-engage chapter Chairs in inactive chapters, as applicable, or to otherwise ensure members' needs are met in inactive chapters through alternative means.			

GOAL AREA: ORGANIZATIONAL SUSTAINABILITY

Goal 1: CSMFO will leverage human and financial resources to ensure the organization's fiscal stability and overall strength.

High-level Priority Action B: Develop leadership skills and volunteer capacity through committee and chapter involvement.

Strategy	Responsible Parties	Timeline		
		Year 1	Year 2	Year 3
1) Explore options to ease the administrative burden of chapter meeting registration/ payment collections	Board of Directors, Administration Committee and Executive Committee	Contact chapters and do research on their needs and create an action plan.	Implement changes, if any	Repeat annually
Status as of August 2015	Administration Committee SMA now responsible for chapter accounting. Executive Committee Completed			
2) Develop informational tools to introduce members to volunteer leadership opportunities	Membership Benefits Committee	Determine date, presenter(s), content; add to annual calendar	Refine based on evaluations and member feedback	Repeat annually
Status as of August 2015	Member Benefits Committee Volunteer interest form promoted in MiniNews periodically. Working on additional form/ application for members interested in leadership opportunities. Form to be completed in Fall 2015.			
3) Incorporate volunteer leadership messaging into new member orientation in conjunction with Annual Conference	Executive Director	Coordinate with session presenter(s)	Refine based on evaluations and member feedback	Repeat annually
4) Assign committee chairs' responsibility to identify, recruit and recommend their successor	Board of Directors; Committee Chairs, President-Elect and President	Establish a process and mechanism for chairs to formally request and recommend a successor	Implement process	Repeat annually
Status as of August 2015	Administration Committee Currently the Administration Committee has a Vice Chair who could take over as Chair. Career Development Committee Has two solid Vice Chairs in place. Either could serve as Chair when needed. Member Benefits Committee Chair working with Vice Chair to provide exposure to Chair's duties, including facilitating committee meetings and providing reports to and participating in Board meeting calls. Vice Chair to attend September Planning Session. Program Committee The Vice Chair of the Program Committee would be the likely successor. Technology Committee No action for the Committee.			
a) Develop/Implement committee membership application process, with selection by committee leadership	Membership Committee	N/A	Develop/Implement Volunteer form; Create application form for once interest is received	
Status as of August 2015	Member Benefits Committee Form in process - to be completed in Summer/Fall 2015.			
b) Develop/Implement a committee member evaluation process to provide input to the incoming president; ask for interest in other committees and/or committee leadership	Membership Committee	N/A	Develop exit interview/survey process for committee chairs/ members	President-Elect to utilize exit interviews/survey in making committee appointments
Status as of August 2015	Member Benefits Committee In Fall 2015, developing an application for individuals who have desire to be in a leadership role. Forms to be forwarded to President Elect for his/her consideration in leadership appointments for the following committee year.			

CSMFO Action Plan

GOAL AREA: ORGANIZATIONAL SUSTAINABILITY

Goal 1: CSMFO will leverage human and financial resources to ensure the organization's fiscal stability and overall strength.

High-level Priority Action B: Develop leadership skills and volunteer capacity through committee and chapter involvement.

Strategy	Responsible Parties	Timeline		
		Year 1	Year 2	Year 3
5) Assign responsibility to each committee to identify, recruit and appoint at least one new committee member annually	Committees	Establish a process and mechanism to nominate new committee members	Implement process	Repeat annually
Status as of August 2015	<p>Administration Committee In process; always looking to add new members, especially at the Annual Conference. Career Development Committee Has added two new members this year and has a "waiting list" of others interested in joining. Have a sizable group now and do not want to have too many members for each to contribute in a meaningful and productive way.</p> <p>Member Benefits Committee Membership Chair has instituted an annual exit conference process to identify need for new members in the new committee year. Committee is working on a form for use by all committee Chairs in an annual evaluation process. Complete in Fall 2015.</p> <p>Program Committee The Program Committee does not rotate committee members as frequently as other committees; however, two new committee members have been added in the past two years. The Committee will ensure new members participate with longer term members.</p> <p>Technology Committee Recruited two new members.</p>			
a) Develop/Implement committee membership application process, with selection by committee leadership	President-Elect	N/A	President-Elect to discuss committee composition with chairs	President-Elect to discuss committee composition with chairs
6) Consider revising policies to allow for commercial member participation	Executive Committee	N/A		
7) Consider formalizing the role of past presidents and past committee/chapter chairs to retain knowledge and foster continuity	Executive Committee	Conduct phone interviews and develop options or action plans with key members or hold a focus group to gauge interest	If there is interest, define the role and responsibilities of individuals and collective group	Formally introduce concept at 2016 Annual Conference
Status as of August 2015	Executive Committee Create a "Board Advisory Group" for Past Presidents and others not currently in the leadership but with institutional knowledge. This group would be copied on leadership communications, to keep them involved. President Elect may identify new members annually.			
8) Develop individual Committee Handbooks as a supplement to the Administrative Handbook to formalize transfer of information from one chair to the next	Administration Committee; all committees	N/A	Expand on committee chair roles in the Roles & Responsibilities document	Each committee to develop and maintain its own handbook, with copies held at the CSMFO office
Status as of August 2015	Committee work in progress for year 3.			

GOAL AREA: ORGANIZATIONAL SUSTAINABILITY

Goal 1: CSMFO will leverage human and financial resources to ensure the organization's fiscal stability and overall strength.

High-level Priority Action C: Meet strategic objectives in a fiscally responsible manner.

Strategy	Responsible Parties	Timeline		
		Year 1	Year 2	Year 3
1) Ensure the strategic plan is integrated into the CSMFO budget cycle and budget allocations reflect strategic priorities adopted by the Board of Directors	Board of Directors; Administration Committee, President-Elect, Committee Chairs	Engage committee chairs in the CSMFO budget process		Propose budget expenditures linked directly to strategic goals and High-level Priority Actions
Status as of August 2015	Administration Committee Ready as needed. Career Development Committee Provides detailed feedback annually on the funds required to successfully deliver the programming that will meet CSMFO's goals. Executive Committee Ongoing. Working on linking 2016 budget plans with goals and including footnotes on budget relating to strategic goals. Member Benefits Committee Have instituted a process to ensure any budgetary needs of committee are appropriately identified and brought forward in a timely manner to Executive Director for consideration in the following year's budget development process. Program Committee Program Committee expenditures are reflected in the Annual Conference Budget and Career Development Committee (for webinars, year round training). Technology Committee Committee to propose updated membership database/crm.			
a) Streamline goals in future three-year plans to focus just on priority items	Board of Directors; Administration Committee, President-Elect, Committee Chairs			
2) Maintain a balanced operational policy that meets or exceeds targeted reserves	Board of Directors; Administration Committee			Implement new policy
Status as of August 2015	Administration Committee Reserve Policy has been written and approved by Board.			

GOAL AREA: ORGANIZATIONAL SUSTAINABILITY

Goal 1: CSMFO will leverage human and financial resources to ensure the organization's fiscal stability and overall strength.

High-level Priority Action D: Assess and evaluate membership needs and impact of demographic trends.

Strategy	Responsible Parties	Timeline		
		Year 1	Year 2	Year 3
1) Invest in a survey instrument that queries the membership on key data points, and commit to using the data collected to sustain the organization	Board of Directors; Smith Moore; Administration Committee	Determine the key data points needed to strengthen and improve the organization by creating a questionnaire on the membership application	Interpret Data	Use data in the strategic planning process
Status as of August 2015	Administration Committee Ready as needed.			

CSMFO Action Plan

GOAL AREA: ORGANIZATIONAL SUSTAINABILITY

Goal 1: CSMFO will leverage human and financial resources to ensure the organization's fiscal stability and overall strength.

High-level Priority Action E: Communicate the value of CSMFO to local government decision-makers.

Strategy	Responsible Parties	Timeline		
		Year 1	Year 2	Year 3
1) Expand communication methods to reach beyond the membership	Executive Director	Evaluate database, email distribution list, listserv, website and other communication channels	Identify gaps in coverage and establish mechanism to inform wider audience	Test new communication method(s)
2) Review marketing brochure and update if necessary to market to public agency decision makers	Board of Directors; Membership Committee and Administration Committee as necessary	Ensure current strategic goals are reflected in brochure, and update if necessary	Develop electronic version of brochure for broad distribution	Continue to update and re-distribute
Status as of August 2015	Administration Committee Ready as needed Member Benefits Committee Updated brochure produced at the end of 2014. Continue to monitor for updates as necessary.			
3) Communicate the value and position of CSMFO to outside stakeholders (continue relationships with GFOA, LCC) decision makers	Executive Committee	N/A	Identify outreach opportunities; report back to Board	Outreach to other organizations
Status as of August 2015	Executive Committee Add to monthly Executive Committee Meetings. Remind League appointees to notify Executive Director of time-sensitive issues relevant to the members. Look into CSDA legislative appointee.			

GOAL AREA: MEMBERSHIP ENGAGEMENT

Goal 2: CSMFO will sustain and grow the membership and encourage active participation in the organization.

High-level Priority Action A: Increase membership from 10 new agencies.

Strategy	Responsible Parties	Timeline		
		Year 1	Year 2	Year 3
1) Develop a strategy to recruit from 10 new agencies	Membership Benefits Committee	Develop targeted list of agencies and strategy to contact each	Follow up with targeted agencies that have not joined CSMFO	Identify new agencies to solicit
Status as of August 2015	Member Benefits Committee Preliminary data analysis indicates approximately 88 cities in CA have no CSMFO members. Outreach to counties in process as one strategy for new agency participation. Work is ongoing.			
2) Survey membership to determine if there are needs CSMFO is not meeting	Membership Benefits Committee			
a) Survey membership in active chapters to determine if there are regional needs CSMFO is not meeting	Membership Benefits Committee			
3) Develop non-member database in inactive chapters	Membership Benefits Committee			

GOAL AREA: MEMBERSHIP ENGAGEMENT

Goal 2: CSMFO will sustain and grow the membership and encourage active participation in the organization.

High-level Priority Action B: Add structure to chapter governance.

Strategy	Responsible Parties	Timeline		
		Year 1	Year 2	Year 3
1) Strengthen the structure of the chapter network by encouraging each chapter to have a chair and a vice chair; and explore options to ease the administrative burden	Board of Directors; Past President	Appoint an ad hoc work group and task with specific assignments	Propose changes, if any	Implement changes, if any
2) Executive Committee approval of new Chapter Chairs and Vice Chairs	Administration Committee; Past President and outgoing chapter chairs	N/A	Develop new process	Implement new process
Status as of August 2015	Administration Committee Policy currently in process and should be completed by the end of the year.			

GOAL AREA: MEMBERSHIP ENGAGEMENT

Goal 2: CSMFO will sustain and grow the membership and encourage active participation in the organization.

High-level Priority Action C: Explore membership structure format to enhance deeper participation within each member agency.

Strategy	Responsible Parties	Timeline		
		Year 1	Year 2	Year 3
1) Develop ideas to increase and engage the number of individual members within existing member agencies	Membership Benefits Committee	Identify agencies with potential to add additional members	Formally enlist support of active members in targeted agencies	Review and refine list
Status as of August 2015	Member Benefits Committee Pending review in conjunction with goal 2 C.3. For evaluation of dues structure, noted a trend that agencies having active members in CSMFO leadership roles also tend to have a higher number of members. For example, City of Sacramento has 17 members, while the City of Los Angeles has one member.			
2) Increase contract with Michael Coleman to allow lower-cost chapter participation	Membership Benefits Committee			
3) Evaluate the dues structure and make recommendations on changes, if warranted	Board of Directors; Membership Benefits Committee	Examine the bylaws to affirm or adapt dues structure	Propose changes, if any	Implement changes, if any
Status as of August 2015	Member Benefits Committee Direction from CSMFO Board was solicited at September meeting.			

CSMFO Action Plan

GOAL AREA: MEMBERSHIP ENGAGEMENT

Goal 2: CSMFO will sustain and grow the membership and encourage active participation in the organization.

High-level Priority Action D: Consider opportunities for student engagement and involvement.

Strategy	Responsible Parties	Timeline		
		Year 1	Year 2	Year 3
1) Gather and analyze data on current student members and develop a plan to promote the profession	Executive Committee and Smith Moore and Associates; ad hoc committee to be determined	Determine which schools and majors produce the greatest number of CSMFO members	Develop and recommend best practices based on high performing schools and majors	Consider further incentives (dues, scholarships, etc.) to build a cadre of student members
Status as of August 2015		Executive Committee Deferred from August Executive Committee Meeting.		

GOAL AREA: MEMBERSHIP ENGAGEMENT

Goal 2: CSMFO will sustain and grow the membership and encourage active participation in the organization.

High-level Priority Action E: Establish consistency in communication efforts.

Strategy	Responsible Parties	Timeline		
		Year 1	Year 2	Year 3
1) Gather Develop a consistent organization-wide communication strategy	Individual or ad hoc committee	N/A	Develop targeted communication groups (cities, special districts, geographically, etc.; Determine how often and who distributes what information to membership	Develop a style guide to provide guidance and reinforce a consistent 'look'
b) Evaluate alternatives for communications and how they complement current messaging (social media, MiniNews, website, etc.)	Individual or ad hoc committee	N/A		
c) Consider database and listserv/forum upgrades	Individual or ad hoc committee	N/A		
d) Appoint individual(s) or an ad hoc committee as a point of contact for communications for SMA.	President in conjunction with Executive Committee	N/A	Committee/individuals identified	
Status as of August 2015		Executive Committee Discuss overall communications strategy at the 2016 planning session.		

GOAL AREA: PROFESSIONAL DEVELOPMENT

Goal 3: CSMFO will offer relevant training and varied educational opportunities to enhance the knowledge and skills of finance professionals throughout California.

High-level Priority Action A: Utilize the Annual Conference to broaden CSMFO's educational reach.

Strategy	Responsible Parties	Timeline		
		Year 1	Year 2	Year 3
1) Refine call for sessions to solicit general membership ideas	Program Committee			Integrate new ideas into Annual Conference program
Status as of August 2015	Program Committee The call for sessions sent out in May was sent to all members, both commercial and government, as well as previous vendors and others who requested to be included.			
2) Re-distribute program content from Annual Conference throughout the year through chapter meetings and webinars	Career Development Committee; Program Committee; Chapter Chairs		Review session evaluations to identify speakers and topics of interest at chapter level and via webinar	Repeat Annual Conference program offerings throughout the calendar year
Status as of August 2015	Career Development Committee Developed a survey for soliciting member input on incorporating conference sessions as webinars during the following year and has allocated webinar slots for this purpose. Program Committee The Program Committee is already considering a webinar for one of the 2016 conference topics. Other ideas will be developed as the program develops.			
3) Establish a "Finance 101" track in conjunction with Annual Conference	Career Development Committee; Program Committee			Review session evaluations to determine what modifications need to be made
Status as of August 2015	Career Development Committee The Program Committee is taking the lead on this, but the Career Development Committee has provided feedback and adjusted elements of the CSMFO website to provide Finance 101 resources. Program Committee The Program Committee has ensured that "Finance 101" content has been offered for the past two years. The Committee is already identifying sessions for 2016.			
4) Invite State Controller to the Annual Conference (as CSMFO guest?)	Program Committee			

CSMFO Action Plan

GOAL AREA: PROFESSIONAL DEVELOPMENT

Goal 3: CSMFO will offer relevant training and varied educational opportunities to enhance the knowledge and skills of finance professionals throughout California.

High-level Priority Action B: Strategically position the Coaching Program as a readily accessible member benefit and professional development tool.

Strategy	Responsible Parties	Timeline		
		Year 1	Year 2	Year 3
1) Create marketing plan for the one on one Coaching Program to increase participation	Career Development Committee	Conduct phone interviews with participants to-date and develop a cohesive "brand" for the program	Re-introduce the Coaching Program to the membership and advertise to non-members	Consider an alumni group or networking circle for past participants
Status as of August 2015	Career Development Committee In progress with the pilot program underway to enhance participation. Organization-wide marketing will follow once the pilot program is complete and input from the Board has been incorporated.			
2) Creating materials and content to facilitate the success of the one on one Coaching Program	Career Development Committee	Conduct focus groups among member and non-member up and coming finance directors to determine coaching needs	Target marketing efforts to specific job categories	Evaluate program and make modifications, if necessary
Status as of August 2015	Career Development Committee See #1 above			

GOAL AREA: PROFESSIONAL DEVELOPMENT

Goal 3: CSMFO will offer relevant training and varied educational opportunities to enhance the knowledge and skills of finance professionals throughout California.

High-level Priority Action C: Expand CSMFO's core training offerings by leveraging technology to encompass a broader audience.

Strategy	Responsible Parties	Timeline		
		Year 1	Year 2	Year 3
1) Continue to increase the number of webinars and expand the size of the webinar library	Career Development Committee			
Status as of August 2015	Career Development Committee All webinars are now being archived to the webinar archive. Career Development Committee had 11 webinars last year and are on track for 11 or 12 this year. Career Development Committee feels that increasing beyond 12 would over saturate the market for webinars.			
2) Evaluate need for additional live courses throughout the year	Career Development Committee; Program Committee		Examine pricing practices to determine if multi-agency or non-member incentives are warranted	Evaluate annual calendar to ensure volume supports additional live courses
Status as of August 2015	Career Development Committee Implemented an Investment Accounting live course and is in the process of developing a Revenue Fundamentals live course. Career Development Committee has a concept in development for a fees. Program Committee The Career Development Committee will work with the Program Committee to identify conference sessions that may be offered during the year.			
3) Promote educational opportunities through regular updates	Career Development	Increase marketing efforts by featuring programs and putting a spotlight on presenters	Increase marketing efforts by featuring programs and putting a spotlight on presenters	Increase marketing efforts by featuring programs and putting a spotlight on presenters
Status as of August 2015	Career Development Committee This item is on hold pending the larger effort to develop a marketing strategy that was to be undertaken by an ad hoc committee under the Board's direction.			

CSMFO Action Plan

GOAL AREA: PROFESSIONAL DEVELOPMENT

Goal 3: CSMFO will offer relevant training and varied educational opportunities to enhance the knowledge and skills of finance professionals throughout California.

High-level Priority Action D: Evaluate need for best practices and consider the role CSMFO committees play in developing standards.

Strategy	Responsible Parties	Timeline		
		Year 1	Year 2	Year 3
1) Establish an inventory of existing professional standards and certifications to determine if gaps exist	Professional Standards and Recognition Committee	Establish inventory and identify where CSMFO is the appropriate entity to fill gaps, if they exist	Assess CSMFO's ability to develop additional standards, and, if capacity exists, assign to appropriate committee(s)	Develop, test and launch new standards
Status as of August 2015	<p>Professional Standards & Recognition Committee The committee has identified the categories for inventorying. They are:</p> <ul style="list-style-type: none"> • Financial Management and Budgeting • Accounting and Financial Reporting • Retirement and Benefits Administration • Treasury and Investment Management • Capital Finance and Debt Administration • Grant Management <p>Of these categories; Treasury and Investment Management; Capital Finance and Debt Administration; and Grant Management are nearly complete. Work on the other three is ongoing. Our current inventorying system identifies: Practice Area; Topic; Author and Internet Link. In addition to the inventorying efforts, the Committee has had discussions with the IT Committee regarding the CSMFO website design. The idea being a central location for standards and resources would make it easier for members to locate information.</p>			



Committee Reports

Administration Committee

Chair: Ernie Reyna, Western Riverside Council of Governments

Vice Chair: Stephen Parker, City of Stanton

Senior Advisor: Bob Biery, City of Westlake Village

Board Liaison: Brent Mason, City of Riverside

The Administration Committee is charged with administering CSMFO's contract agreements, issuing requests for proposals or requests for bids, as necessary, maintaining CSMFO's various policy and procedure documents and manuals, reviewing monthly financial statements and other projects and analysis as directed by the CSMFO Board of Directors.

This year the Administration Committee looked to continue where it left off from 2014 and tackle items related to the Administrative Handbook, reviewing the monthly financial statements and reviewing CSMFO contracts.

One of the first items to be approved by the Board were guidelines that provided what type of consultant could be paid a stipend via webinar. The conclusion was that only nonmember consultants that market other services to municipal organizations were eligible to receive a stipend.

Next, the Administration Committee presented to the Board two more policy updates at the July meeting. The first were procedures in establishing a reserve fund for CSMFO in the event of an economic downturn. This policy established two components: 1) an operating component that was equal to 25% of the current year's annual budgeted operating and program expenses and; 2) the conference component that is equal to 50% of the prior year's actual conference expenses. The second policy provided guidelines for Chapters regarding the use of commercial vendors for sponsorships at meetings. The policy established that each Chapter would be limited to receiving 50% of the cost of any individual meeting from commercial sponsors.

As part of its annual duties, the Administration Committee also surveyed the leadership of CSMFO to gauge the satisfaction of the consultants it uses. Based on results received, the survey indicated the leadership was satisfied with its top three consultants: Smith Moore & Associates; Michael Coleman; and Don Maruska.

Many contracts were also approved during the course of the year. The Board approved a three-year contract for Michael Coleman to continue to provide support to CSMFO as well as to each individual Chapter. The Board also approved a three-year contract for Smith Moore & Associates, who serves as CSMFO's lead consultant including support for the Annual Conference; Board Support; Membership Renewal; Financial Support; and Committee Support, to name a few. The Board also approved a three-year contract for Don Maruska who continues his integral work with the Career Development Committee.

The Administration Committee would also like to acknowledge the volunteers that worked hard to make this Committee run smoothly: Kate Zawadzki; Terri Willoughby; Christina Holmes; Bob Biery; Brent Mason; and Melissa Dixon.

Committee Reports

Conference Site Selection Committee

Chair: Laura Nomura, Riverside Public Utilities

Vice Chair: Drew Corbett, City of San Mateo

Vice Chair: Terri Willoughby, City of San Bernardino Municipal Water Department

Senior Advisor: David Cain, City of Fountain Valley

Board Liaison: Karan Reid, City of Concord

The CSMFO Annual Conference rotates every other year between southern and northern California cities. During the 2014 year, the Board approved sites through 2017, with the upcoming 2016 Conference to be held in Anaheim, CA and the 2017 Conference in Sacramento. This year's Conference Site Selection Committee was tasked with finding the southern California venue for the 2018 Annual Conference. The Committee's initial evaluation of possible sites included San Diego, Long Beach, Ontario, Riverside and Palm Springs. Requests for proposal were sent to each of these sites.

Proposals were received by all five venues and were evaluated by the Committee with assistance from our event planning consultants, Meeting & Association Management Services, Inc. (M&AMS).

EVALUATION OF SITES:

- **SAN DIEGO** – Last conference in San Diego was in 2002. San Diego, at our current membership size, continues to be a difficult venue to book our conference. For some hotels our conference size is not big enough and for others we are too large. The San Diego Convention Center is very large and expensive for our size conference. San Diego was determined not to be an adequate option for 2018.
- **LONG BEACH** – Last conference in Long Beach was in 2004. Long Beach is also a difficult venue to book, mainly due to our size conference; the convention center will not allow us to book until 18 months prior to the conference date. This short lead time makes it difficult for CSMFO to secure hotel space. Long Beach was determined not to be an adequate option for 2018.
- **ONTARIO** – CSMFO has never held a conference in Ontario, CA. Ontario has been reviewed in the past, but the Committee has always found other options they have preferred. Ontario has a nice convention center; there are 3-4 hotels surrounding the convention center that would need to be used to accommodate hotel needs. Issues in the past that have deterred its selection mainly consist of the fact that hotel location to the convention center is not a seamless transition. Hotels responding to the RFP were the Doubletree, Ayres, Sheraton and Radisson: all with room rates around the \$159 range. While this site has not been selected in the past, the Committee felt it would be important to take another look currently. A site visit to Ontario was scheduled.
- **RIVERSIDE** – Last conference held in Riverside was in 1994. Riverside has a beautiful, new convention center (just completed in 2014) adjacent to three hotels, all within walking distance. The three hotels all responded to the RFP with room rates ranging from \$95 to \$159. Riverside had not been considered in recent years due to an outdated convention center and lack of room available to accommodate our size conference. Now with the new convention center, this location is much more desirable. A site visit to Riverside was scheduled.
- **PALM SPRINGS** – Last conference held in Palm Springs was in 2014. The only hotel responding to the RFP was the Renaissance, which was the location of our 2014 conference. In 2014, the service at the Renaissance was very poor; food quality and service at the convention center was subpar. Post-Conference reviews from attendees were not good. The Renaissance General Manager sent a letter offering assurances on quality control and a \$10,000 credit should CSMFO consider returning to Palm Springs in 2018. Since all Committee members had been present at the 2014 conference and were familiar with the site, a site visit was not considered necessary. This venue would be evaluated in conjunction with the site visits to Ontario and Riverside.

SITE VISITS:

On Sunday, April 19, 2015, four members of the Committee (Laura Nomura, Terri Willoughby, Karan Reid and Drew Corbett) along with Executive Director Melissa Dixon and Event Planner Janet Salvetti toured the convention center and hotels located in Ontario and Riverside, CA.

- **ONTARIO** – The Ontario Convention Center was very modern and airy. Meeting space could work, however it wouldn't leave any meeting space for other events. The major downside of Ontario was that the hotels near the convention center were very spread out. Some can be up to a 10-15 minute walk. There were no walking paths, attendees would need to walk through parking lots to get to/from the convention center. There were no restaurants or food establishments nearby; President's Dinner would require transportation.
- **RIVERSIDE** – The Riverside Convention Center was brand new and beautiful. It had all the amenities needed for our conference. The exhibitor area would need to split evenly into two rooms. The committee requested that both rooms be directly across from each other and that exhibitors be evenly spread between rooms to avoid one room being considered a premier location. The Committee believed this would be more satisfactory to our exhibitors since the facility does not have a large space to accommodate all in one location. Hotel rates were very reasonable, including the beautiful, historic Mission Inn (\$95 Single/\$110 Double), which normally rates average \$200 per night depending on the room. The downtown area was very walkable and had many restaurant options for vendor events and also for the President's Dinner.

FINAL EVALUATION AND VOTE BY COMMITTEE:

The Committee met by conference call on April 23, 2015 to discuss the site visits and to vote on a recommendation to the Board of Directors. Based on the proposals, site visits and past experience, the Committee voted unanimously to recommend Riverside, CA for the site of the 2018 Annual Conference. The Committee was impressed with the knowledge and helpfulness of the Convention Center Banquet Manager, as well as the tours of the Mission Inn Hotel, Hyatt Place and Marriott Hotel. The fact that the area was very walkable to restaurants and other establishments of interest to our attendees was a plus as well.

On June 25, 2015, the Board approved Riverside, CA as the site for the 2018 Annual Conference.

Committee Reports

Career Development Committee

Chair: Scott Catlett, City of Yorba Linda

Vice Chair: Carrie Corder, Cucamonga Valley Water District

Vice Chair: Will Fuentes, City of San Leandro

Senior Advisor: Mary Bradley, City of Fremont

Board Liaison: Margaret Moggia, West Basin Municipal Water District

In 2015 the Career Development Committee continued in its primary mission to provide in-person training courses throughout the state, the Weekend Training, and a number of webinars, all of which provide a variety of ways for our members to enhance their knowledge of government finance. Additionally, several efforts were undertaken to enhance career development offerings including creating a new core course covering revenue fundamentals and making strategic changes to the One-On-One Coaching Program.

In calendar year 2015 CSMFO offered 25 in-person, one-day training courses to over 700 participants. This was a record year for the core course program. These numbers include CSMFO's four core courses: Introduction to Government Accounting, Intermediate Government Accounting, Power of Fiscal Policies/Long Term Financial Planning, and Investment Accounting (a joint course with CMTA), which are led by five very knowledgeable and well-reviewed instructors:

- Introduction to Government Accounting – Ahmed Badawi
- Intermediate Governmental Accounting – Susan Mayer
- Power of Fiscal Policies/Long Term Financing Planning – Bill Statler
- Investment Accounting – Debra Goodnight & Ken Al-Imam

Since 2013, the Committee has conducted an anonymous survey of course attendees, which has validated that our instructors are delivering quality courses valued by attendees. 98% of attendees rate our instructors 4 or 5 out of 5 and 96% of attendees rate the course content 4 or 5 out of 5.

With the Board's approval in mid-2013, the Committee undertook an expansion of the webinar program, which continued in 2015. A total of 11 webinars were offered and archived for future viewing on the CSMFO website. The 2015 webinars were as follows:

1. Misunderstood Accounting and Reporting Issues
2. Boosting Your Career with CSMFO Member Benefits
3. Best Practices in Strategic Planning and Action
4. Economic Forecasting and What it Means for Your Agency
5. Reducing Unfunded Liabilities
6. Pragmatic Approaches to Long-Term Planning
7. Community Participation for Successful Budgeting
8. Engaging Employees Effectively
9. Navigating Ethical Issues in Finance
10. Implementing the State Controller's Internal Controls Guidelines
11. What Finance Officers Need to Know About Cyber Security

The Annual Weekend Training takes place in mid-November and alternates annually between locations in Northern and Southern California. In 2015, the training was held in southern California with class size limited to 40 attendees. The group is intentionally kept small to enhance the learning experience and ensure a more interactive session. Session titles include Legislative Update, Investing in Public Funds, Communicating with the Public, Revenue Enhancements, Ethics and the Finance Professional, Bond Financing, Financial Analysis and Reporting, Long-term Financial Planning, and Developing an Operating Budget. The course evaluations were overwhelmingly positive and all attendees were complimentary of the experience.

Membership Benefits Committee

Chair: Steve Heide, Chino Valley Independent Fire District

Vice Chair: Isaiah Hagerman, City of Rancho Mirage

Senior Advisor: Drew Corbett, City of San Mateo

Senior Advisor: Christy Pinuelas, City of Agoura Hills

Board Liaison: Joan Michaels Aguilar, City of Dixon

Significant progress was made by the Membership Benefits Committee in addressing the year-two priorities assigned to the Committee in the 2014-2016 CSMFO Action Plan. Additionally, there was several other initiatives undertaken by the Committee in 2015.

A summary of Membership Benefits' accomplishments during 2015 included:

- Our New Member Orientation early bird session at the 2015 Annual Conference in Monterey, Getting the Most Out of CSMFO, was well attended and well received. We are in process of preparing a member benefits presentation for the 2016 Annual Conference in Anaheim as well.
- Our Chair represented the Committee in a March, 2015 CSMFO member webinar titled, Boosting Your Career with CSMFO Member Benefits.
- We conducted our first annual exit survey for non-renewing members in May, 2015. Over time we hope to gather meaningful data regarding member retention.
- We finalized the results of an analysis and report regarding inactive CSMFO chapters. We are currently working with the Past President/Chapter Chair Liaison to establish strategies to ensure member benefit needs are being met in these chapters, which tend to be located in less populous, geographically disperse areas of our state.
- We created forms available for use by committee chairs as a template in annual year-end member evaluations as well as for committee leadership succession planning.
- We achieved significant progress toward the creation of a Membership Benefits Committee Handbook. When complete, the Handbook will convey general expectations and other helpful information for Committee members. It is anticipated that this project will be complete in the first quarter of 2016.
- We continued outreach efforts to potential new members in local government segments of the state identified as underserved, including counties and unrepresented cities. These initiatives are ongoing.
- At the direction of the CSMFO Board of Directors, the Committee conducted a review and analysis of the current membership dues structure. After extensive discussion with the Board, based on the Committee's recommendations, the dues structure will remain unchanged. As an outgrowth of this discussion, the Board provided policy direction to the Committee to review the dues structure every five years.
- We worked closely with the Annual Conference Host Committee and the Program Committee to add an "Ask the Expert" component to the CSMFO Conference Booth at the 2016 Annual Conference in Anaheim, whereby select Conference presenters and CSMFO-contracted consultants will be available to interact with members and other attendees at our booth in the exhibit hall.

Many thanks to our dedicated Committee members: Agnes Boros, Christy Pinuelas, David Glasser, Dennis Kauffman, Drew Corbett, Isaiah Hagerman, Joan Michaels Aguilar, Kathryn Downs, Margaret Moggia and Steve Heide. These accomplishments would not be possible without our dedicated volunteer team. Additionally, a huge thank you to CSMFO Executive Director Melissa Dixon and her staff for their support as well.

Committee Reports

Professional Standards & Recognition Committee

Chair: Michael Gomez, City of Riverside

Vice Chair: Jason Al-Imam, City of Los Alamitos

Vice Chair: Craig Boyer, County of Alameda

Senior Advisor: Scott Catlett, City of Yorba Linda

Board Liaison: Barbara Boswell, City of Lancaster

GOALS ACHIEVED IN 2015

With continuity in leadership in 2015, the Professional Standards & Recognition Committee was able to focus on two key goals: 1) the development of an inventory of professional standards, and 2) the completion of the implementation of new software for the administration of award programs. The Committee continues to provide opportunities for professional development to its Committee members while maintaining the high-quality services and programs for which it is responsible.

In prior years, the Committee's primary focus has been on the recognition side of its mandate, with the administration of three award programs. At the direction of the Board through the Action Plan, the Committee organized a Working Group of three Committee members to enhance the professional standards side of the Committee. Phase 1 of the project was to inventory existing professional standards and identify any gaps in standards where CSMFO is the appropriate organization to fill the gaps. The Working Group focused on defining the professional standard categories and identifying existing professional standards in each category. The Working Group realized that it would be beneficial to include commercial members in the identification of gaps. As a result, the Committee coordinated with the Administration Committee to request the Board to allow commercial members to serve on committees. The Board approved this request pending approval by the membership. Once commercial members are allowed to serve on the Committee, the Working Group will complete the gap identification process.

The second key goal was completing the implementation phase of Trello to create a central repository for documents and administration of award programs. Prior to Trello, the Committee spent a great deal of administrative time coordinating the status of reviews and the centralization of documentation. With the implementation of Trello in the second half of 2014 and the completion of the award cycle in the first half of 2015, Trello created a central location for the administration and document retention for the Committee's award programs. Trello allows all Committee members access to each award submission, including application, evaluation and award documents. 🎵

COMMITTEE GOALS FOR 2016

Similar to 2015, the Committee has a key goal for professional standards and one for recognition. The key goal for professional standards is to bring commercial members into the Committee to assist in the development of professional standards resources. Commercial members will be asked to review the existing inventory of professional standards to determine if there are additional existing resources that should be included. After completion of this task, the Working Group will begin the process of identifying gaps in professional standards that CSMFO can address.

The key goal for recognition is to pursue additional enhancement of the software used for administration of award programs. The implementation of Trello centralized the document retention process for the award programs but it did not integrate the award application into the Trello software. Also, Trello does not provide the ability to define roles in the software, so usage has been restricted to Committee members. The Chair and Vice Chairs saw a demonstration of another software program that has the potential to address these issues. There was not adequate time to consider implementation of this software during 2015 and the Committee will consider implementation of the software in 2016.

Program Committee

Chair: Viki Copeland, City of Hermosa Beach

Vice Chair: Ronnie Campbell, City of Camarillo

Senior Advisor: Mary Bradley, City of Fremont

Board Liaison: Margaret Moggia, West Basin Municipal Water District

The 55th CSMFO Annual Conference, “The Changing Tides of California Finance,” was held February 17-20, 2015, at the Portola Plaza Hotel and Monterey Convention Center in Monterey, California. There were 949 total attendees, along with 87 exhibitors/sponsors. This record attendance is particularly noteworthy, given that the conference was in northern California – a less populous area compared to southern California.

There were two pre-conference sessions on Tuesday, *Information Technology and Budgeting for Finance Managers* and *Everything You Wanted to Know About Municipal Revenues but Were Afraid to Ask*, both of which were well attended.

The Conference format offered 35 concurrent sessions over the three days, with a variety of topics and speakers from which to choose. In addition, there was an “early bird” session on Wednesday morning that featured Stephen Gauthier, Director of GFOA’s Technical Services Center, presenting *In Control: Getting Familiar with the New COSO Guidelines*.

The Conference officially opened with lunch on Wednesday, with keynote speaker Don McMillan presenting *The Funny Side of Municipal Finance*. The Thursday lunch was to have included a comprehensive forecast for the U.S. and California economies and revenues by Jordan Levine, Economist and Director of Economic Research for Beacon Economics. However, adverse weather conditions did not permit Mr. Levine’s plane to land, and the session was rescheduled to another date.

On Friday morning, Alan Milligan, CalPERS Chief Actuary, and Cheryl Eason, CalPERS Chief Financial Officer, presented *Turn of the Tide – the New Accounting Standards for Pensions*. Because CalPERS has such a significant impact on local government finances, this session was very well attended.

Overall, conference attendees had the opportunity to earn 22 hours of Continuing Professional Education (CPE) credits.

Committee Reports

Technology Committee

Chair: Chu Thai, City of Monterey Park

Vice Chair: Gloriann Sasser, Moraga-Orinda Fire Protection District

Senior Advisor: Barbara Boswell, City of Lancaster

Board Liaison: Marcus Pimentel, City of Santa Cruz

The CSMFO Technology Committee serves several purposes. The Committee guides the many technology-influenced aspects of CSMFO, such as overseeing the organization's website, social media presence and content, Annual Conference website and mobile apps, and the administration of the very popular and valuable listserv. The Committee also coordinates with and supports the other committees of the organization. This year, the Technology Committee focused on:

1. Social Media & Branding
2. Website Redesign
3. Membership Database RFP

SOCIAL MEDIA

We are happy that CSMFO's Facebook page have 301 unique users like our page. The CSMFO Facebook page complements our website, listserv, conference and trainings in the effort to educate and inform our members. The social media platform is more casual, timely and photocentric, than the other options. CSMFO's Facebook gives members a snapshot of other members' activities and personalities. In 2015, the CSMFO Facebook page was used to post photos and comments live from the Annual Conference. Then, we successfully got Michael Coleman (of California Local Government Finance Almanac) to post weekly updates about municipal financing issues in California. The Facebook page is also used to show photos of chapter luncheons, and general members throughout the year. If you are reading this, I encourage you to search for CSMFO on Facebook and like our page. Both, the conference smartphone app and Facebook will be great tools to use at the annual conference.

WEBSITE REDESIGN

We are working to refresh the look and feel of www.csmfo.org. While all the favorite website functions (jobs and member search) will remain, the redesign will look fresh and match the organization's effort to brand ourselves as a more professional organization. The Technology Committee is also working with CSMFO administration to develop a unified look and feel to the public. This includes brand standards such as colors, fonts, memorandum templates, etc. The new website should be launched in early 2016.

MEMBERSHIP DATABASE

Finally, the Technology Committee is in the process of updating our membership database. While we have been able to make do with the current database of annual membership, event registration, and payment history, we are looking to upgrade to a more dynamic and feature rich system. We are conducting an RFP process and should select the final company in March 2016. The upgrade should be completed during 2016 and we expect it will allow us to have a more feature rich infrastructure to build additional membership features and better overall CSMFO board and committee support.

2015 CSMFO TECHNOLOGY STATISTICS:

Unique Page Views – Home Page	118,616
Page Views – Home Page	161,786
Entrances – Home Page	111,340
Page Views – Jobs	111,781
Entrances – Jobs	50,571
Job Postings	406
Members List	988
Guidebook for Annual Conference	
Downloads	866
Banner Views for Top Sponsor Ad	7000

2014 CSMFO TECHNOLOGY STATISTICS:

Unique Page Views – Home Page	119,735
Page Views – Home Page	164,566
Entrances Home Page	112,253
Page Views – Jobs	112,552
Entrances – Jobs	49,419
Job Postings	428
Members List	1145

Chapter Chair Reports

Central Coast Chapter

Chair: Brad Wilkie, City of Lompoc

Vice Chair: Carolyn Galloway-Cooper, City of Buellton

This year was a busy time for many of the Central Coast Chapter cities as 6 of the 12 member cities are either converting their financial management systems or are in the process to convert their financial management systems. While the Chapter has several member agencies besides cities, the financial management system update processes created challenges for the Chapter to hold effective meetings as scheduled every other month. However, the meetings we did hold were well attended and beneficial for the group.

Following is a summary of the activities of the Chapter:

The Chapter traditionally holds meetings every other month, hosted by Pismo Beach, centrally located for Chapter members who are as far north as Paso Robles and Cambria and as far south as Solvang and Buellton. The Chapter held four luncheon meetings during 2015.

On January 8, 2015, Charlie Francis, Administrative Services Director of the City of Sausalito was the guest speaker. Twelve members and a prospective guest attended the session. Charlie presented Sausalito's experience with OpenGov, the transparency tool that is increasingly becoming the method of presenting governmental financial data in consistent and comparable formats across almost any financial management system.

On March 12, 2015, Central Coast Chapter members who attended the CSMFO Annual Conference were the speakers. Those who attended selected a session they attended and presented a summary of the presentation to the group. Eight members attended the meeting. This benefitted the members who were unable to attend the Annual Conference in person.

Our typical regular meeting would have been held in May but due to the speaker's availability, the meeting was held on June 11, 2015. Marianna Marysheva-Martinez, Managing Director for FTI Consulting's Public Sector Solutions group, was our guest speaker. Marianne's session focused on financial and operational performance improvements for local governments. Topics included restructuring, recharging and reorganization as ways to improve public sector entities. Since the session, Ms. Marysheva-Martinez has joined the City of Riverside as an Assistant City Manager.

On September 10, 2015, Jasmine Nachtigall, President of GovInvest, was the guest speaker. The meeting was well attended with 14 members and assorted guests as the session related to the implementation of GASB 68. GovInvest presented on the options for funding strategies other than the CalPERS minimum obligations to buy down organization's obligations sooner than determined by CalPERS.

No program speaker was able to meet the Chapter's scheduling for its regular November meeting. In addition, the regular meeting date was right after the Veteran's Day holiday. Many members were unavailable for the meeting and it was cancelled.

I would like to thank Carolyn Galloway-Cooper for her dedication in organizing the Chapter meeting programs. Carolyn volunteered to be the Chapter's Vice Chair in 2014 and took the lead on programs for 2015.

Through the year, the Chapter enjoyed the participation of commercial members of CSMFO who bring their perspective to our meetings. Thanks go out to all the members (and future members!) of the Central Coast Chapter for making this a successful year.

Chapter Chair Reports

Central Los Angeles & South Bay Chapters

Chair, Central LA: Monica Lo, City of Whittier

Chair, South Bay: Kathryn Downs, City of Carson

The Central LA & South Bay Chapters continued to host joint meetings in 2015, due to low attendance and the unavailability of volunteers to organize meetings. The chapters cover a densely populated geographic area on the Pacific Coast that reaches north to the City of West Hollywood, east to the City of Industry, and south to the City of Long Beach; and encompasses 46 cities. At the December 10, 2014 meeting, Monica Lo and Kathryn Downs volunteered to continue serving as Chapter Chairs for their respective chapters in 2015.

On April 30, 2015, Phil White of Vavrinek, Trine, Day & Company, LLP presented “Super Circular Changes.” The meeting was held at the City of Paramount’s Clearwater Building in Paramount with an attendance of 48 members and vendor associates.

Once again, attending members were surveyed to learn what might improve Chapter luncheon attendance. Results were:

1. At what point does lunch become too expensive? Majority responded \$35.
2. What is a good location for luncheon meetings? It was obvious that everyone responded with their own agency’s location. However, we did receive 3 and 4 responses for Paramount and Cerritos, respectively.
3. What is a good topic for luncheon meetings? Our most popular responses were GASB 68 and Fraud.

On June 25, 2015, Regina Horton and Laurie LoFranco of Keenan & Associates presented “It’s The Affordable Care Act & I Can Cry If I Want To!” The meeting was held at Veterans Memorial Park in Culver City, and was attended by 44 members and vendor associates.

• AUGUST 27, 2015

Ken Al-Imam, Consultant to Davis Farr LLP presented “GASB 68 Update.” This topic was selected as a result of the survey responses received. The meeting was held at the City of Paramount’s Clearwater Building in Paramount with an attendance of 55 members and vendor associates.

• OCTOBER 1, 2015

Doug Farrow and Anna Lam of KPMG presented “Fraud & Embezzlement in Local Government – How Does It Happen?” The presentation included common internal control weaknesses. The meeting was held at the Cerritos Library in Cerritos, and was attended by 47 members and vendor associates.

• DECEMBER 3, 2015

Lance Holman of Holman Capital presented his “Debt Financing Tool Kit,” which included an overview of the debt financing process and today’s most common debt options. The holiday luncheon was hosted at the Chart House in Redondo Beach, and 55 attended. Zions Bank provided a partial sponsorship to reduce the luncheon cost for attendees.

Monica volunteered to continue serving as the Central Los Angeles Chapter Chair for 2016. Kathryn announced that Jeff Muir, Finance Director of Culver City, would serve at the South Bay Chapter Chair for 2016.

Channel Counties Chapter

Chair: Joseph Lillio, City of Oxnard

The Channel Counties Chapter encompasses the County of Ventura, the northern area of Los Angeles County and the southern area of Santa Barbara County. We have a large number of attendees from the County of Ventura, various local cities, several special districts and commercial members. Members from other chapters are also welcome.

Our bi-monthly meetings were held at the Los Robles Greens Golf Course banquet facility in Thousand Oaks, Thousand Oaks City Hall Founders Room on the second Thursday in odd months and one meeting, December 16, at the City of Agoura Hills Event Center. Each meeting included a buffet lunch catered by the golf course restaurant or DJ's Catering. The Holiday meeting in December was catered by Command Performance Catering.

The meetings in 2015 featured the following topics and speakers:

- "The Economic and Financial Outlook through 2015" Gary Schlossberg, Wells Capital Management
- "How to Catch a Thief, Auditor's Role in Detecting Fraud," Ernie Cooper, Vincente, Lloyd & Stutzman, LLP
- "Coleman Update," Michael Coleman, Fiscal Policy Advisor for League of California Cities and CSMFO
- "The Affordable Care Act," Regina Horton, Legal Counsel with Keenan & Associates
- "Purchase card Program," Sharon Rahban, Rahban CPA & Consulting, Inc.
- "Creative Financing" Curt de Crinis, C.M. de Crinis and Co, Managing Director

Our chapter participation continued to be consistent and range from 29 to 61 per meeting in 2015.

Chapter Chair Reports

East Bay Chapter

Chair: Erick Cheung, City of Piedmont

Vice Chair: Jennifer Wakeman, City of Lafayette

The East Bay / S.F. Chapter (Chapter) in Northern California includes Alameda County, Contra Costa County and the western cities of Solano County. The Chapter continues to hold joint meetings with CMTA Division V, which was co-chaired by Richard Loomis, retired Finance Director of Pinole. We have had good turn-outs for our events from the county, cities, special districts and commercial members.

Following are highlights of the meetings held in 2015:

FEBRUARY 6, 2015

- This meeting was hosted at Back Forty Texas BBQ in Pleasant Hill, which is centrally located for our chapter.
- We had a presentation by Troy Byram of Wells Fargo Treasury Management on the transition to pin and chip card technology, as well as the latest on PCI compliance and data security.
- In addition, we received updates on GASB 68 and changes in the actuarial reports from Fritzie Archuleta, a Senior Pension Actuary at CalPERS.

APRIL 30, 2015

- We met again at Back Forty Texan BBQ in Pleasant Hill for this meeting.
- Lyle Defenbaugh and Carlos Oblites gave a presentation on the investment of public funds, specifically with regard to the practice of direct investing and investment pools available to public agencies.
- Paula Cone, Principal with HdL, Coren and Cone, presented information on the current property tax environment. Attendees received agency-specific reports to assist them with assessing the impacts of Proposition 8 and current trends for improved budget forecasting.

DECEMBER 18, 2015

- The Northern California chapters of CSMFO and CMTA joined together to host a holiday luncheon at the Savoy Room in the San Francisco Marriott Union Square. Attendees heard from Jon Haveman, PhD, Principal with Marin Economic Consulting, and Cynthia Kroll, Chief Economist with the Association of Bay Area Governments.

Our 2016 goal for the East Bay / S.F. Chapter continues to be: to provide consistent meetings on relevant topics that are developed through greater engagement of chapter members. We would like to thank everyone that helped us to put on these events, especially all of the people who volunteered their time to speak at our meetings and the agencies for which we work.

Inland Empire Chapter

Chair: Carrie Corder, Cucamonga Valley Water District

Vice Chair: Steve Heide, Chino Valley Fire Protection District

During the 2015 year the Inland Empire Chapter held six events, three of which were held at Dave & Buster's in Ontario and the remaining three events held at the Riverside Convention Center. In 2015, total attendance grew to 568 members with all meetings having at least 60 members. The January meeting started the year off strongly with 144 members in attendance.

Chapter meeting topics for 2015 were as follows:

- **JANUARY 22, 2015** – 2015 Inland Empire Economic Outlook (6th Annual Event) with local economist, Dr. John Husing. 144 members were in attendance.
- **MARCH 19, 2015** – Michael Maurer from Best, Best & Krieger presented “2015 New Procurement Requirements.” Members from the Inland Empire Chapter of CAPPO (California Association of Public Procurement Officials) were invited to attend. 96 members were in attendance.
- **MAY 21, 2015** – Tim Seufert from NBS presented “Everything You Wanted to Know About Rates, Fees & SFD's But Were Afraid to Ask.” 61 members were in attendance.
- **JULY 16, 2015** – Members from the San Bernardino District Attorney's Public Integrity Unit made a presentation regarding the unit's purpose and a summary of local cases. 95 members were in attendance.
- **SEPTEMBER 17, 2015** – Betty Yee, California State Controller, made a presentation on her office's priorities and her assessment of the Inland Empire. CSMFO President-Elect John Adams introduced Ms. Yee and Past President Pamela Arends-King concluded the meeting. 102 members were in attendance.

- **NOVEMBER 19, 2015** – Scott Johnson, MGO, moderated a panel discussion “From Finance Professional to Municipal CEO.” Panel members included (1) Andy Okoro, City of Norco; (2) Todd Corbin, Jurupa Community Services District; (3) Robert Hartwig, Elsinore Valley Water District; and (4) Stephen Dunn, City of Upland (Retired). 70 members were in attendance. The new Chapter-based One-On-One Coaching Program was introduced at this meeting by the Inland Empire Coaching Coordinator, Debbie Rosales from the City of Moreno Valley.

CHAPTER GOALS FOR 2016

The Chapter will continue to hold, at a minimum, six events for the year and will begin the year by having the 7th Annual Inland Empire Economic Outlook at the Riverside Convention Center. The Chapter will continue to partner with CMTA, and to provide diverse and interesting subjects for our members. The year 2016 will serve as the first full year of the pilot chapter-based One-On-One Coaching program. The Chapter will continue to work closely with the Career Development Committee to encourage participation in this program.

Chapter Chair Reports

Monterey Bay Chapter

Chair: Tori Hannah, Monterey Bay Regional Water Pollution Control Agency

Vice Chair: Lauren Lai, City of Marina

This has been an exciting year for the Monterey Bay Chapter. In 2015, the Chapter was able to secure vendor sponsorship for a special presentation of the Beacon Economic Report, along with establishing a new venue for meetings held in Santa Cruz County.

This year also marked the implementation of member suggestions to increase individual/panel presentations and networking time. By moving from a meeting format that included three presentations and a half hour lunch, to two presentations and a 45-minute lunch, presenters were able to provide more in-depth information and encourage discussion; and attendees were able to benefit from increased networking during the lunch break. The quarterly meetings included creative seasonal themes, with the December “winter event” closing with a raffle of prizes.

The Monterey Bay Chapter encompasses the Santa Cruz and Monterey Counties, with quarterly meetings held at Marina and Aptos venues. Chapter meeting registration remains high, with attendance ranging from 40-55 representatives from various local cities, counties, special districts and private vendors. The Chapter continues to operate with the goal of providing membership with topics that are regionally relevant, academic and fiscally strategic. This year’s guest speakers included prominent presenters, such as Jordan Levine and Michael Coleman, as well as panels and individual presentations led by a retired city manager and local finance professionals. Our quarterly events are listed below:

JANUARY 2015

- Beacon Economic Report – Focus on Monterey and Santa Cruz Counties
- Watsonville’s New Water Source – A Water Recycle Plant

MAY 2015

- Governor’s May Budget Revision; and State of the State and Local Governments
- How to Manage or Take Control of Your PERS Rates; and Understanding and Implementing GASB 68

AUGUST 2015

- Financing Districts – A Flexible Option for Local Revenues
- Enjoy Higher Investment Returns as the Economy Recovers

DECEMBER 2015

- Attributes of a Successful Finance Professional
- Cooperative Purchasing and Strategic Procurement

We thank our members, presenters and private vendors for their continual support of these meetings, the knowledge sharing, relationship building and, mostly, enhancing our ability to contribute to our respective agencies. We look forward to providing a forum for socializing, educating and developing leadership.

Orange County Chapter

Chair: Stephen Parker, City of Stanton

Vice Chair: Gina Tharani, City of Aliso Viejo

2015 was a very successful year for the Orange County Chapter, and we would like to thank all the members that came out and supported the Chapter, as well as all the commercial vendors who generously supported the Chapter through their attendance and providing raffle prizes at each meeting.

This year culminated with our first paid speaker in recent memory as Jordan Levine of Beacon Economics presented “What’s Next for the Economy” to a full house at the Aliso Viejo Conference Center for our Holiday Luncheon. We set a chapter record with 120 RSVPs for this meeting. I would like to thank *Fieldman Rolapp & Associates, MGO, LSL* and *Platinum Consulting Group* for sponsoring the meeting and allowing a plated lunch with a paid speaker at a great venue to cost only \$30 per person. The excellent meal also included stationed hors d’oeuvres sponsored by *MuniServices*.

The Chapter was able to maintain expectations implemented in 2014 by:

- Holding six meetings a year and maintaining a regular meeting date of the third Thursday of even months;
- Providing CPE for those interested in credits to maintain their CPA licenses;
- Using Dave & Busters at the Irvine Spectrum as the regular location, ensuring that all Orange County agencies are 25 miles or less from the venue;
- Restricting the RSVP rate for all luncheons to \$30; and
- Obtaining sponsors to allow our plated holiday luncheon at the Aliso Viejo Conference Center to stay at the standard \$30 rate.

The average attendance for this year’s meetings was 80. The meetings held included:

- **FEBRUARY 26, 2015** – “Reducing Unfunded Liabilities,” presented by Lori Ann Farrell of the City of Huntington Beach (86 RSVP)
- **APRIL 9, 2015** – “Sales and Property Tax Outlook for 2015,” presented by Paula Cone and Andy Nickerson of HdL Companies. (73 RSVP)
- **JUNE 25, 2015** – “Common Investment Policy Mistakes,” presented by David Schiffman of First Empire Securities. (67 RSVP)
- **AUGUST 20, 2015** – “Annual GASB and Single Audit Update,” presented by Katherine Lai of MGO. (72 RSVP)
- **OCTOBER 29, 2015** – “Understanding and Renegotiating your Pension, Retiree Health and Capital Debt Liabilities,” presented by Marianna Marysheva-Martinez of the City of Riverside. (64 RSVP)
- **DECEMBER 17, 2015** – “What’s Next for the Economy,” presented by Jordan Levin of Beacon Economics. (120 RSVP)

Chapter Chair Reports

Peninsula Chapter

Chair: Kathleen VonAchen, City of San Mateo

The Peninsula (S.F.) Chapter in northern California includes finance officers from 37 agencies within the City/County of San Francisco, San Mateo County and Santa Clara County. The Chapter's boundaries span from the San Francisco's Fisherman's' Wharf on the north end to the "Garlic Capital of the World" Gilroy, California on the south end.

During the year the members of CSMFO who work in public agencies within the County of San Mateo met every other month to catch up with each other and discuss topics, such as property tax distribution within the County. In addition, 30 public agencies from this San Mateo County group collectively conducted an RFP process for the selection of one vendor to provide parking citation collection services for all the participating municipal agencies.

Finance officers for public entities in Santa Clara County also met together every other month to share information on topics of interest.

The Peninsula Chapter of CSMFO and the City of San Mateo were pleased to host over 26 cities and special districts for two half-day training sessions on Cashiering Supervisory Training in August 2015. The "Highly Competent Cashiers" program was developed by The Public Treasury Institute and their instructor Laurie Steele, Marion County, Oregon County Treasurer. Designated as the PCI Compliance Manager for Marion County, Laurie is also a Certified Public Funds Investment Manager, and serves on the Oregon Short Term Fund Board, the Oregon Municipal Debt Advisory Commission and the Board of Directors for the Association of Oregon Counties. The two-day training event was held at the Popular Creek Golf Course located on the San Francisco Bay in San Mateo and was attended by over 200 public servants from all levels of their organization.

A festive time was had at the Annual Holiday Luncheon/Meeting on December 18th at the beautiful Savoy Room on the 30th floor of the San Francisco Marriott – Union Square. This event was jointly hosted by the CSMFO Peninsula Chapter and the California Municipal Treasurers Association (CMTA). Over 100 finance officers from all the CSMFO and CMTA chapters in northern California attended this event and enjoyed a delicious buffet of holiday delights and learned of the economic forecast for the upcoming year presented by Cynthia Kroll, Chief Economist of the Association of Bay Area Governments (ABAG) and Jon Haveman, PhD of Marin Economic Consulting. Following the luncheon, a number of attendees extended the afternoon away from the office to catch up on their holiday gift shopping in the many shops in San Francisco's Union Square.

Sacramento Valley Chapter

Chair: Robin Bertagna, City of Yuba City

The Sacramento Valley Chapter has been holding regularly scheduled quarterly meetings. We have successfully held meetings at different locations throughout the Sacramento region in an effort to generate additional participation and make it easier for more members to attend. Each quarter a different agency has volunteered to host the following meeting. The Sacramento Valley Chapter has continued to see an increase in meeting attendance during 2015. Chapter meetings during 2015 included:

- **MARCH 25, 2015** – This was set up to be a roundtable discussion meeting. The topics included CalPERS Projection Tools and Budgeting Best Practices. The meeting was to be hosted by Yuba City. Unfortunately, due to not meeting minimum attendance requirements, the meeting was cancelled. It was determined that this date was likely too close in proximity to the Annual Conference which caused less participation. In the future, the Chapter will avoid dates that are near the Annual Conference.
- **JUNE 24, 2015** – This meeting was hosted at City of Yuba City and included two topics of discussion: Implementation of GASB 68 Requirements and Transparency in Civic Engagement. The guest speakers relative to Implementation of GASB 68 requirements were Jasmine Nachtigall, Co-Founder and President and Ted Price, CEO, both of GovInvest. Our next guest speaker was Autumn Carter, Executive Director of California Common Sense educating us on the importance of transparency and civic engagement.
- **SEPTEMBER 10, 2015** – City of West Sacramento hosted this quarterly meeting. We had planned to have two guest speakers but ended up with only one. John Frankoff, P.E., Senior Vice President at HF&H Consulting presented on water-related topics in California given the current drought situation. He discussed water conservation and the impact on revenues, tiered rate structures in light of the San Juan Capistrano decision, water rate structures in general (fixed vs. volumetric charges), water meter retrofit projects, water contracts, etc. At the conclusion of the presentation, we had a roundtable discussion between participating agencies regarding how we are handling the decreased revenues due to the drought, the process related to rate studies and related rate increases.
- **DECEMBER 10, 2015** – The City of Elk Grove hosted our meeting at their City Council Chambers. We had two very timely guest speakers. Kathleen Kelleher, Sacramento County Assessor, provided an excellent presentation including her insights related to the changes in assessed values and how she sees property values changing in the Sacramento region as it relates to the next lien date of January 1, 2016. She provided an overview of the property tax lien date and valuation process, which was extremely informative as well. Our other speaker, Diane Parro, Chief Innovation Officer at City of Davis, discussed the Ecosystem of Innovation: How a city can support emerging technology. More specifically, addressing the needs for infrastructure, creating a culture of innovation, and ways in which the city can set an example.

Chapter Chair Reports

San Diego County Chapter

Chair: Heather Jennings, City of La Mesa

Vice Chair: Laura Rocha, City of San Marcos

2015 ACCOMPLISHMENTS

- A new Chapter Chair was selected, Heather Jennings from the City of La Mesa. Heather has been working closely with member cities to get more members involved with the San Diego Chapter.
- A survey was sent out to all members. The survey asked what the members would like in terms of the frequency of meetings, location of meetings and meeting topics. These recommendations are now being implemented.
- The CSMFO San Diego County Chapter now provides CPE credit for those interested

On average we had 40 people attend the meetings. Below is a list of our meetings with the topics and presenters.

- **FEBRUARY 26, 2015** – “A New Fiscal Architecture,” presented by David Witt, La Mesa City Manager. Meeting held at the La Mesa Community Center. (RSVP 37)
- **JUNE 24, 2015** – “Presentation of Locally Assessed Property Values for the 2015-2016 Assessment Year,” presented by Ernest J. Dronenburg Jr., San Diego County Assessor. Meeting held at the San Marcos Community Center. (RSVP 46)
- **NOVEMBER 2, 2015** – “Value of a Robust Internal Audit Program,” presented by Edward Luna, City of San Diego City Auditor. Meeting held at the San Diego County Water Authority. (RSVP 36)

2016 GOALS AND EXPECTATIONS

- Create a checklist for agencies to use when hosting a meeting. The purpose would be to make the task of hosting a meeting less daunting and overwhelming.
- Have four meetings in the year, including a December Holiday meeting.
- Improve attendance at Chapter meetings.

San Gabriel Valley Chapter

Chair: Tracey Hause, City of Temple City

The San Gabriel Valley Chapter held six meetings between March 2015 and January 2016, all at the Courtyard Marriott in Monrovia, California.

- **MARCH 18, 2015** – Temple City’s new City Manager Bryan Cook spoke on his experiences moving from a Finance Director to a City Manager.
- **MAY 20, 2015** – Dennis Anderson, Director Public Finance, Harris & Associates, addressed enhanced infrastructure financing districts including current issues with CFDs and ADs.
- **JULY 15, 2015** – Greg Keeney from OpenGov demonstrated the model for financial transparency and business intelligence for governments.
- **SEPTEMBER 16, 2015** – Ted Price and Jasmine Nachtigall from GovInvest presented the GASB 45 & 68 Actuarial Reports and Liability Calculator.
- **NOVEMBER 18, 2015** – Leisa Reid from Productive Learning presented a talk: “Does Your Thinking Limit Your Success.”
- **JANUARY 20, 2016** – Mark Huebsch with Stradling Yocca Carlson & Rauth and Michael Busch from Urban Futures brought new ideas for enhancing infrastructure financing districts after Redevelopment.

League Policy Committee Reports

Administrative Services

Appointee: Stuart Schillinger, City of Brisbane

The Administrative Services Committee had another good year. They met four times. There were some very interesting issues discussed: California Voting Rights Act, Cal-Access Data Base, the new FPPC report standards, Personal Information Privacy, California Public Records Act, Open-Data, voter registration, and finally a league by-law amendment on succession.

The California Voting Rights Act discussion continued the issue of At-Large vs. District Elections for cities. The concern of the Committee centered around the home rule issue of whether cities should be allowed to determine how the Council is chosen.

The other big issue we dealt with was proposed state legislation concerning integrity of data on city computer systems. There was proposed legislation related to the responsibility of cities if their databases were breached. The concern expressed by the Committee was cities do not profit from the information we keep in our databases as opposed to private sector entities. Therefore, private sector entities should have a higher duty of reporting data breaches and assisting after the fact.

We voted to support AB 400 (Alejo), which would allow the changeable message signs on the state highway system to be used to remind people to vote and register to vote. We also heard from Eric McGhee, PhD, Research Fellow, Public Policy Institute of California concerning efforts to address low voter turnout.

The Committee heard a presentation from the City of Riverside on their open-data program.

Employee Relations

Appointee: Robert Harmon, City of Tracy

The Employee Relations Policy Committee reviews issues related to the field of labor relations and human resource management. With pension reform behind us, 2015 focused on updating the Committee's policies and work plan, workers compensation reform and municipal bankruptcies.

After dealing with pension reform for the past few years, the Committee revised its work plan for the upcoming years to be broader in scope. The prior work plan had been mostly accomplished and had been narrowly defined in regards to pension reform. The new work plan is more general in nature, bringing the Committee back to its roots in dealing with a broad array of employee relations issues.

2015 was also a fairly slow year for legislation with only a few bills coming to the Committee for discussion. The Committee also received special presentations on the State Budget, OPEB, ACA and workers compensation reform. Besides these special presentations, the committee keeps up to date on current and potential legislation that affects local governments in the labor relations arena. These are some of the topics discussed and activities of the Committee:

- **Workers Compensation Reform:** While there are some minor bills moving through the Legislature, there is no urgency in pushing forward reform legislation.
- **Stockton Bankruptcy:** Discussed the implications of the Stockton Bankruptcy Court ruling and its impacts to PERS.
- **Affordable Care Act:** Discussed the nuances of ACA filing requirements and how to avoid the dreaded "excise tax" on Cadillac plans.
- **OPEB:** The OPEB Working Group provided an update on their progress and goals in working with CalPERS' PECHMA on cost-saving strategies and in looking at creating a health insurance exchange under ACA.

In addition, the Committee took the following actions:

- Oppose: AB 67 – Double Pay: Holiday Act of 2015
- Oppose: AB 883 – Employment: Public Employee Status
- Support: SB 277 – Public Health: Vaccinations

Details about these issues are available on the League's website, www.cacities.org.

League Policy Committee Reports

Environmental Quality

Appointee: Kathryn Downs, City of Carson

The Environmental Quality Committee monitors legislation for environmental quality, energy efficiency & renewable energy, water & water quality; and makes recommendations to the League of California Cities Board of Directors. The Committee met six times during 2015 (four times in person, and twice by conference call). The following is a summary of the Committee's activity.

JANUARY 16, 2015 IN SACRAMENTO

After member introductions, the Committee reviewed existing policy and guiding principles. The draft 2015 work program included the topics of water, renewable energy, solid waste and air quality.

The Committee received updates from the Chairs of both the Senate and Assembly Committees on Natural Resources and Water, as well as a representative from the Institute for Local Government. The updates included funding available from the 2014 Water Bond, and Cap-and-Trade for anaerobic digestion of landfill emissions: indicating the key to obtaining funds is measurable greenhouse gas reductions.

The Staff Liaison to the Committee provided information about a proposal to address Prop 218, the depletion of CalRecycle funding, proposed regulation for groundwater and goals for recycling rates.

APRIL 10, 2015 IN ONTARIO

The following actions were taken by the Committee.

- Recommend Oppose position for SB 347 (Hill) Environmental Health: Synthetic Turf and recommend a comprehensive statewide study of public health related to using recycled crumb rubber for play surfaces.
- Recommend Oppose position for SB 379 (Jackson) Land Use: General Plan: Safety Element, unless amended to add definition, funding, reasonable timeline and incentives for cities.
- Recommend Oppose position for AB 45 (Mullin) Household Hazardous Waste.

The Committee received an update of statewide efforts to improve access to stormwater funding, and information regarding the Desert Renewable Energy Conservation Plan.

JUNE 12, 2015 IN SACRAMENTO

The Committee received information about funding for drinking water; and an update on AB 1362 (Gordon) Local Government: Assessments, Fees, and Charges: Stormwater Definition, which failed deadline.

The following actions were taken by the Committee.

- Recommend Support position for SB 489 (Monning) Hazard Waste: Photovoltaic Modules.
- Recommend Watch position for AB 1063 (Williams) Solid Waste: Disposal Facility Fees.

AUGUST 5, 2015 CONFERENCE CALL

After the June 12th meeting, AB 1063 was revised to address some of the issues raised by the Committee. The Committee took action to recommend an Oppose position on AB 1063 (14-9). Failure appeared to be based upon a new administrative task to collect a CalRecycle funding fee at the local level.

The Committee also took action to support the Governor's Proposal to increase the California solid waste disposal fee and begin a process in 2019 to establish a solid waste generator fee to cover CalRecycle costs (10-4).

AUGUST 19, 2015 CONFERENCE CALL

The Committee received an update of the amendments to AB 1063 based upon the Governor's proposal. The League Board unanimously voted to recommend sending AB 1063 back to committee to discuss the amendments further.

SEPTEMBER 30, 2015 IN SACRAMENTO

The Committee took action to reject a proposed League Resolution to support legislation requiring Southern California Edison to provide compensation to customers affected by prolonged electrical outages. The Committee recommend that a revised Resolution be presented to the Committee in 2016 that would cover all electrical providers in California (not just So Cal Edison), and consider regulation through the Public Utilities Commission vs. legislation.

Housing, Community & Economic Development

Appointee: Joan Michaels Aguilar, City of Dixon

The Housing, Community and Economic Development (HCED) Policy Committee reviews issues related to general plans and zoning, housing, other land use regulation, development fees annexation and incorporation policy, development agreements, building standards including seismic safety standards, economic development policy including redevelopment and enterprise zones, and sign regulation. The principle behind the policies reviewed by this Committee is to foster local control of community planning decisions as they relate to land use and economic development.

The HCED met four times during 2015, with the initial meeting in January including a draft work program. The League strategic goals impacting this Committee included expansion of economic development tools and regulation reduction by advocating for new tax increment financing and other economic development tools. The committee voted unanimously to add the following on work program items:

- Water, including groundwater and stormwater
- Homelessness & veterans funding
- Housing element reform
- CEQA reform

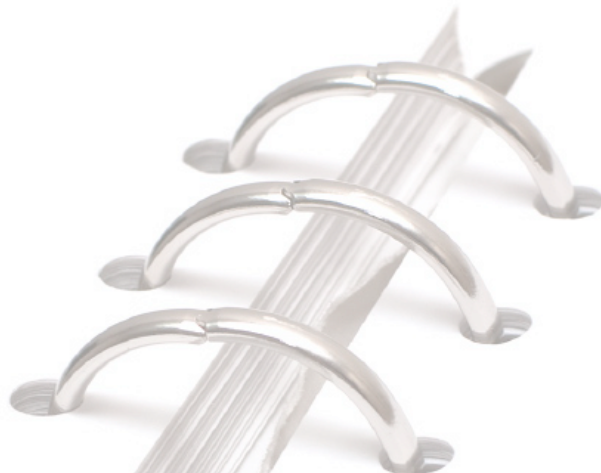
Discussions took place with presentations on AirBnB and HomeAway, all committees received updates on the improved status of the State Budget, including transportation funding proposal now supported by the League, Oil by Rail efforts taking place within California, a spirited discussion took place on homeless legislation with particular emphasis on SB 608 (Liu) opposed by the League. Other items included an update on CEQA, Groundwater and drought issues.

In June, the Acting Director of the State

Department of Housing & Community Development, Susan Riggs was introduced to the HCED. It was noted that the RHNA process has not been examined since SB 375 and redevelopment dissolution. Additionally, AB 744 (Chau) on Parking & Density Bonus Law had Assembly Member Chau in attendance to discuss the legislation. The Committee unanimously voted to reject AB 744 without League amendments.

At the September League Conference meeting, two resolutions were adopted by the General Assembly related to the HCED. Overconcentration of Alcohol and Drug Treatment Facilities and Residential Rentals, Support for SB 593 (McGuire).

Further info on activities and policies for this and other League committees is available at www.cacities.org under Policy & Advocacy. Agendas and highlights have been posted for each committee as well as the committee roster.



League Policy Committee Reports

Public Safety

Appointee: Kim Juran-Karageorgiou, City of Los Altos

The League of California Cities Public Safety Policy Committee is presented with issues impacting public safety agencies throughout the state. Hot topics in 2015 included medical marijuana, peace officer body cameras, and oil shipments by rail. Most participants on the Committee are elected officials and public safety employees and policy discussions tended to focus on the issues from this perspective and the importance of maintaining local control in decision making.

On January 15, 2015, the Public Safety Policy committee received an informational update on the state of medical marijuana legislation following the defeat of SB 1262 and heard from Assemblyman Kevin Cooley on anticipated 2015 legislation. The Police Chief Executive Board has voted to sponsor another bill which is almost identical to SB 1262, with a potential alliance with organized labor (United Food and Commercial Workers Union) to move this issue forward (a labor peace agreement would be incorporated into a new bill). The feeling among the group was that this alliance would not be opposed if it meant that local control on this issue would be protected.

The group also discussed increased safety standards on rail safety with respect to transporting Bakken crude oil and other hazardous materials and advocated that members of the National League of Cities (two members of the Public Safety Committee) bring this issue forward as a national concern rather than just a state matter. The committee took action to support legislation that would provide additional funding to reimburse local agencies when firefighters attend training on responding to oil spills and other hazardous materials.

The group voted to oppose AB 36, which would prohibit local agencies from receiving surplus military equipment unless first approved at an open meeting. The consensus was that this was a local issue that each agency should be allowed to decide on its own.

There was also a similar discussion and vote regarding an early measure that would require all peace officers in the state to wear body cameras. While many agencies are already using body cameras and are supportive of the notion, the consensus among the group was that this was a matter that should be decided at the local level and not by state mandate.

On April 9, 2015, the Committee received an update on the state budget and further discussed several of the issues mentioned from the January 15 meeting. The Committee voted to oppose Assembly Bill 34 (Bonta) that would regulate medical marijuana and designate the Department of Alcoholic Beverage Control (ABC) the sole entity capable of licensing.

The Committee also discussed controlled substances at some length, receiving further information and discussing three bills on the topic. The Committee voted to support two virtually identical bills, AB 46 (Lackey) and SB 333 (Galgiani), which limited possession of Ketamine, GHB, and Rohypnol to the prescription holder of such substances. The group voted to oppose a third bill AB 947 (Chavez) that would make possession of controlled substances while armed with a loaded firearm a felony offense due to concerns about public safety realignment and increase the pressure for bed space in county jails.

On June 11, 2015, the Committee once again discussed many of the same topics and received an update on the merged League/Police Chiefs sponsored bill AB 266 (Cooley) on medical marijuana regulation. It also received an update on proposed legislation establishing guideline and operating requirements for all body worn cameras by peace officers, which the group opposed.

At this meeting, the Committee also learned about a proposal, AB 66 (Weber) that would require the California Office of Emergency Services (CalOES) to conduct a review of the state's 911 emergency communication system by January 1, 2017 and report its findings to the legislature. This arises from the expanded use of cell phones for 911 calls and the potential

for these calls to be misrouted to an incorrect answering point (PSAP), resulting in significant increases in response times. The Committee voted to support this measure and emphasize a more immediate solution in the form of funding to perform the required upgrades to the system.

The Committee also reviewed a proposal, AB 1160 (Harper) that would have directly challenged local control by banning local governments' from installing automated traffic enforcement systems (ATES)/red light cameras. While the measure was defeated, it highlighted the interest for reform in this area and provides an opportunity for the league to proactively put forth a proposal that could prove beneficial to cities. The draft proposal was put before the committee and discussed at length before unanimously being rejected by the Committee.

While these discussions proved to be extremely informational, the discussions tended to stay focused on public safety policy perspectives and did not engage viewpoints from representatives outside the public safety realm.

Revenue & Taxation

Appointee: Robert Biery, City of Westlake Village

This Committee is charged with reviewing and recommending policy to the League of California Cities Board of Directors on issues related to revenue and taxation. There is a summary of Existing Policy and Guiding Principles that outlines standing policy direction for the Committee.

The League's Revenue & Taxation Committee met four times during the year and received presentations and addressed issues such as:

- Redevelopment dissolution legislative measures
- Infrastructure Financing Districts and related legislation
- Significant reform to State's sales tax, personal income and corporate tax structure (SB8)
- Affordable housing funding
- Sales tax sharing agreements
- Sales Tax Working Group relating to evaluating options for sales tax reform

The Revenue & Taxation Committee, along with the other League policy committees, received three special briefings prior to their regular meeting related to these topics:

- Water bond discussions (Proposition 1)
- State budget 2015-16
- Emerging issue of residential short-term rentals
- Medical marijuana legislation
- Mandatory water restrictions/water conservation

At the time of each of these presentations and/or following, questions, discussion and proposed positions were generated. Recommended actions were developed and approved to be submitted to the League's Board of Directors for their consideration. The Committee has also reviewed and made recommendations on numerous legislative bills relating to fiscal issues during the year.

2015 LEAGUE STRATEGIC GOALS

1. Expand economic development tools and reduce regulation.
2. Implement additional pension, other post-employment benefits (OPEB) and related reforms to help reduce unfunded liabilities and insolvency risks.
3. Modernize the financing of critical infrastructure maintenance and construction programs.
4. Update the local government tax structure to respond to the "new economy".



League Policy Committee Reports

Transportation, Communications and Public Works

Appointee: Robin Borre, City of Stockton

The League's Transportation, Communications and Public Works Policy Committee held three meetings in 2015. The meetings were January 16, April 1st, April 10th and June 12th. Additionally the Committee followed the Extraordinary Session focused on Transportation and Infrastructure that ran through the summer months. The first, second and fourth meetings were held in Sacramento and the third meeting was held in Ontario. The April 1st was a special meeting to discuss a specific senate bill related to the Gas Tax revenues.

Due to the volatility of the Gas Tax, specifically the Excise Tax (2103) revenues there has been a tremendous amount of requests for information, what if scenarios and general lobbying by the League throughout the year.

The January meeting started off with the Governor's FY15/16 budget proposal focusing on fiscal restraint, the rainy day fund and infrastructure funding. We were presented with the statewide roadway conditions and discussed the increase in costs from normal maintenance through a need for a complete reconstruction of the roadway. There is a Pavement Management Index that is recommended to be maintained before the roadway reaches a state of replacement. The costs start at \$2-4/sy for new street maintenance and increase to \$70-100/sy for reconstruction. The League is working hard to explain the condition of the infrastructure throughout the entire roadway system. Local streets and roads are part of the statewide infrastructure that is failing and in desperate need of funding.

A special meeting was called on April 1st and was again centered on the Gas Tax funding shortfalls and how to fix the volatility of the revenues and deterioration of the infrastructure. There was a bill introduced and the League needed to know if they should support it. The committee voted in support. It would have increased transportation funding, specifically for maintenance and repair by \$2.8-3.6 billion annually for five years. This was in addition to the existing Gas Tax (HUTA).

The April 10th meeting continued discussions on the state budget and the HUTA tax bills. There were several bills related to the infrastructure funding. It was expected that some of them were going to be combined and others would not move forward. We also reviewed the Water Bond Implementation/Emergency Drought Package restricting water throughout the state. There was a lively discussion from some of the Northern Cities and Counties and water being sent to Southern California. There was also a presentation on Ports and Goods Movement in and through the Port of Long Beach.

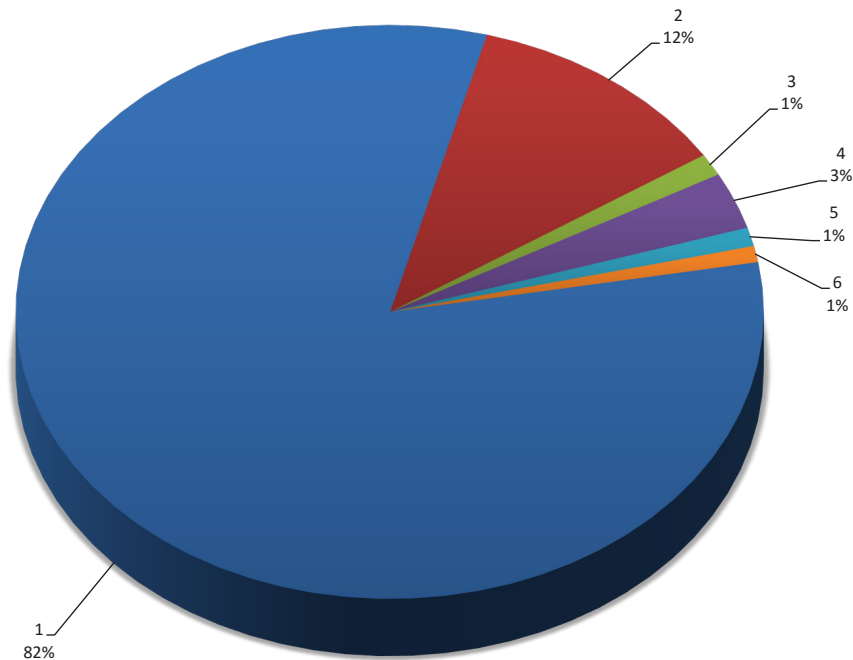
The June meeting was started with a state budget briefing, followed by updates on Legislative activities. There were still several bills related to additional transportation funding and HUTA adjustments. It was expected that one bill would move forward as part of the budget however that did not happen. There was discussion about the weights of buses and how to reduce the damage to the roadways by the heavy vehicles. We reviewed MAP-21 (federal transportation bill) was due to expire on July 31st. The federal government passes an extension and passed a new bill. The new federal transportation bill has been authorized and is for five years. The bill is called Fixing America's Surface Transportation Act or FAST Act.

Over the summer the Governor called a special session and Public Works departments throughout the state were asked for various scenarios of "what would you do with funding in an amount and how fast could the projects be delivered." These requests came in several times for different amounts and outcomes. The League was lobbying hard to get something passed to help with the Gas Tax and failing infrastructure. When all was said and done there was no action in the special session related to the HUTA taxes. It is expected to be a hot topic again next year.

Membership Information

Year	Municipal Member	Commercial Member	Other Government Member	Retired	Student	Complimentary	Total
2015	1,711	243	26	67	22	19	2,088
2014	1,526	236	24	59	18	14	1,877
2013	1,449	256	18	59	13	19	1,814
2012	1,417	262	8	65	14	15	1,781
2011	1,299	232	60	60	15	21	1,687
2010	1,264	248	55	58	17	21	1,663
2009	1,288	255	45	45	14	18	1,665
2008	1,362	268	40	41	9	17	1,737
2007	1,158	204	21	28	1	14	1,426
2006	986	204	4	17	1	22	1,234

CSMFO 2015
MEMBERSHIP
COMPOSITION



2015 Financials

BALANCE SHEET

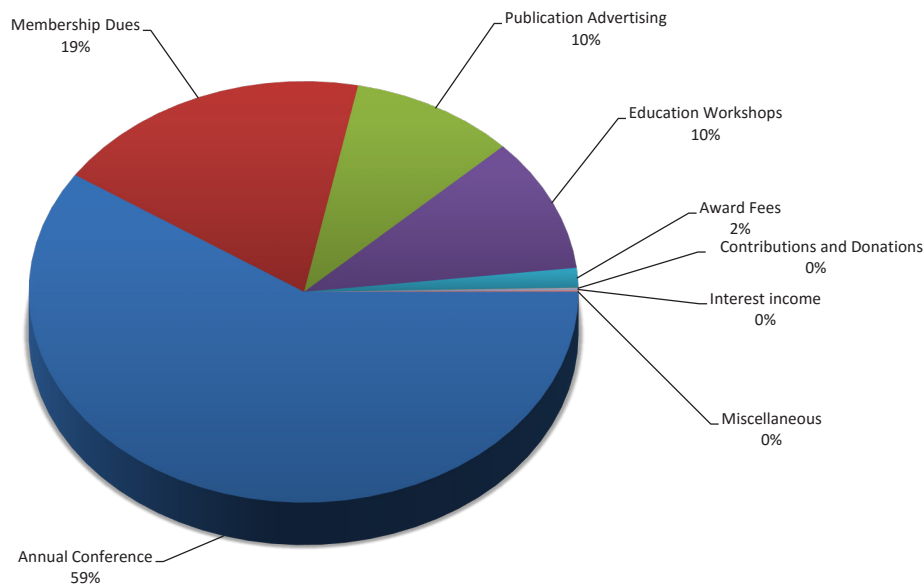
ASSETS	2015	2014
CURRENT ASSETS		
Cash and Investments	1,250,119	1,111,093
Accounts Receivable	2,765	683
Other Current Assets	29,600	28,931
TOTAL CURRENT ASSETS	1,282,485	1,140,707
TOTAL ASSETS	1,282,485	1,140,707
LIABILITIES AND NET ASSETS		
LIABILITIES		
Current Liabilities		
Accounts Payable	16,489	52,037
Other Current Liabilities	424,830	385,175
Total Current Liabilities	441,319	437,212
TOTAL LIABILITIES	441,319	437,212
NET ASSETS		
Restricted	24,112	14,512
Unrestricted	817,054	688,983
TOTAL LIABILITIES & NET ASSETS	1,282,485	1,140,707

STATEMENT OF ACTIVITIES

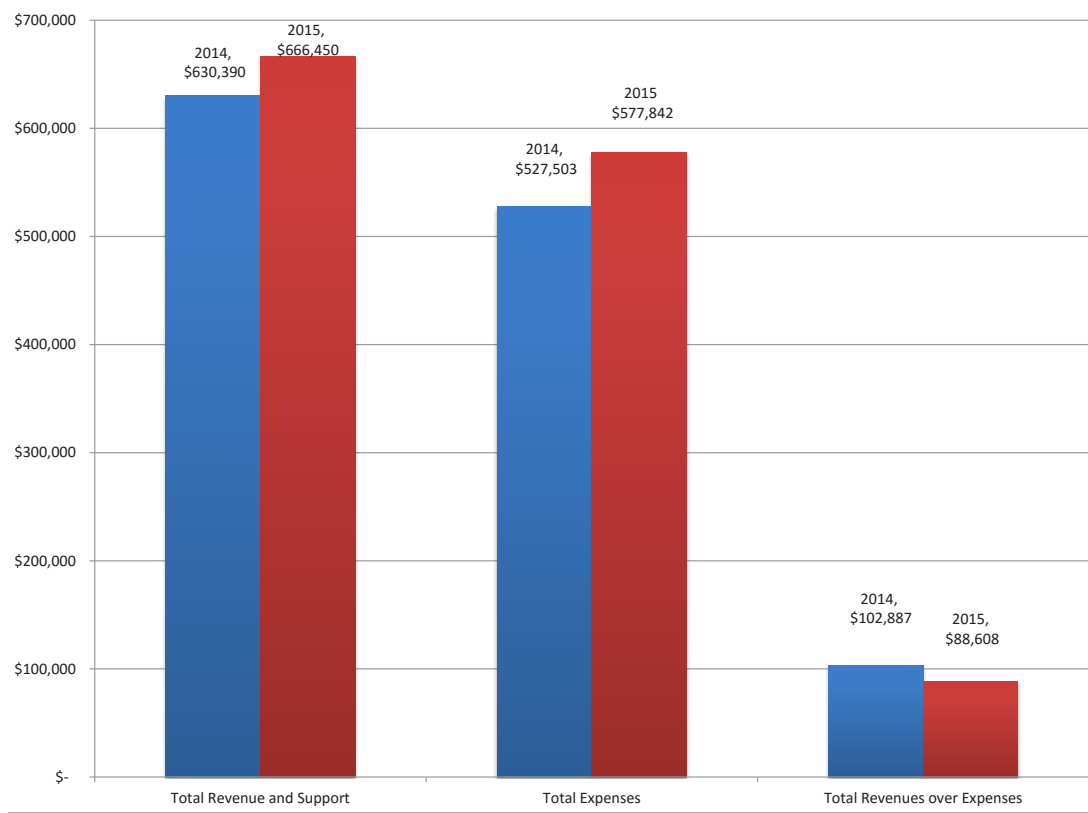
REVENUE AND SUPPORT	2015	2014
Annual Conference	\$666,450	\$630,390
Membership Dues	\$210,965	\$197,120
Publication Advertising	\$109,010	\$106,435
Education Workshops	\$115,813	\$88,273
Award Fees	\$16,950	\$15,250
Contributions and Donations	\$327	\$10,000
Interest income	\$1,601	\$480
Miscellaneous	\$1,595	\$3,520
Subtotal Operating Revenues	\$1,122,711	\$1,051,467
Expenses		
PROGRAM SERVICES		
Annual Conference	\$577,842	\$527,503
Education Workshops	\$145,221	\$153,394
Legislative seminar	\$0	\$0
Subtotal Program Services	\$723,063	\$680,897
OPERATING SERVICES		
Management Services	\$127,929	\$119,725
President's expense	\$3,355	\$3,773
Board & Committee Meetings	\$38,554	\$34,189
Office Supplies and Telephone	\$4,404	\$4,037
Printing	\$12,594	\$10,001
Postage	\$1,731	\$2,953
Web and technology expenses	\$13,145	\$12,299
Audit	\$9,250	\$9,075
Insurance	\$1,660	\$1,576
Miscellaneous	\$51,517	\$46,196
Donations	\$0	\$0
Bad Debt	\$0	\$0
Website Redesign	\$0	\$0
Subtotal Operating Services	\$264,139	\$243,824
TOTAL EXPENSES	\$987,202	\$924,720
TOTAL REVENUES OVER EXPENSES	\$135,508	\$126,747

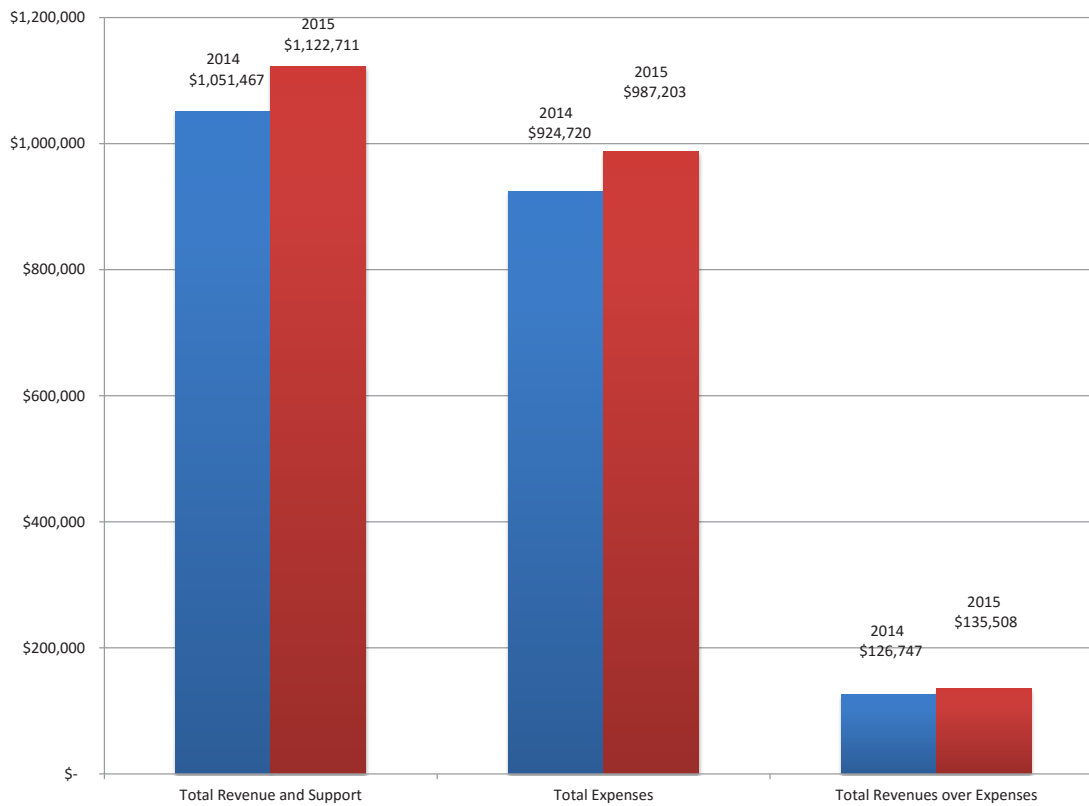
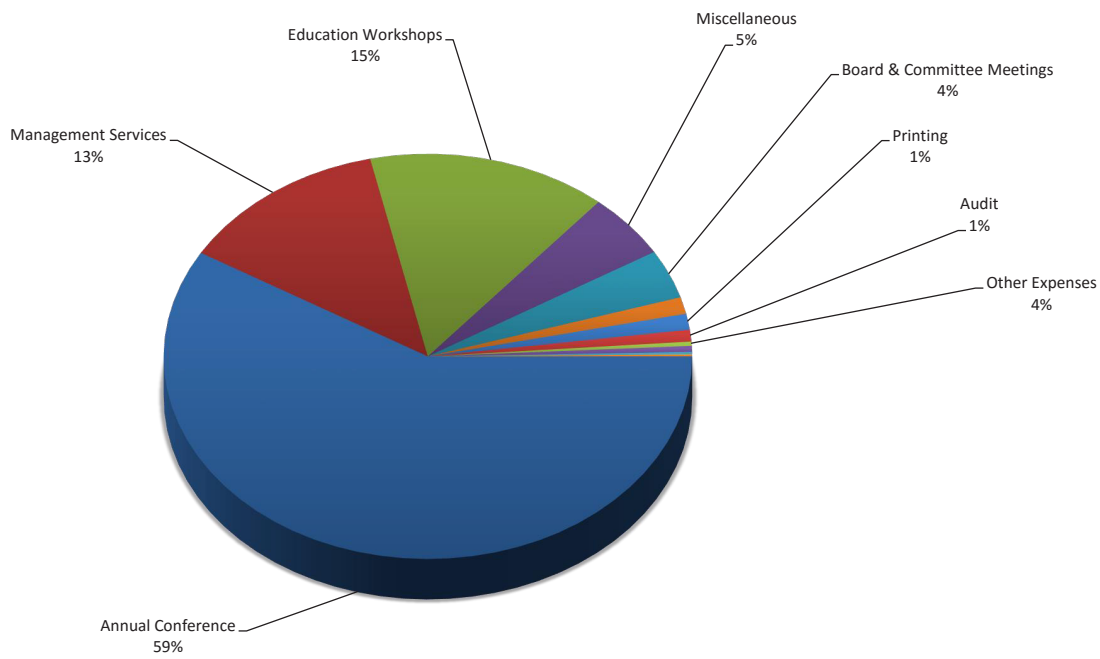
2015 Financials

CSMFO 2015
REVENUE



CSMFO
ANNUAL
CONFERENCE
BAR CHART





MISSION STATEMENT

CSMFO promotes excellence in financial management through innovation, continuing education and the professional development of our members. CSMFO members are deeply involved in the key issues facing cities, counties and special districts in the State of California. We value honesty and integrity and adhere to the highest standards of ethical conduct.



CALIFORNIA
SOCIETY *of* MUNICIPAL
FINANCE OFFICERS

Dedicated to Excellence in Municipal Financial Management

California Society of
Municipal Finance Officers
700 R Street, Suite 200
Sacramento, CA 95811
877.282.9183 • 916.231.2137
fax: 916.231.2141
www.csmfo.org