



Dedicated to Excellence in Municipal Financial Management

**Thursday, April 28, 2016
Board of Directors Teleconference Meeting**

2:00 p.m. - 4:00 p.m.

**Dial-in Number: (800) 250-2600
Passcode: 197 9056**

**For those participating by telephone, please mute your line when not speaking.*

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- 1) Introduction
 - a) Welcome/Roll Call
 - b) Additions to Agenda
 - 2) Consent Items 2:05 p.m.
 - a) Approval of minutes from March 1, 2016
 - b) Financials as of March 2016
 - 3) Discussion/Action Items 2:10 p.m.
 - a) By-Laws Revision
 - b) Signors for CSMFO Banking Accounts
 - b) Update on Strategic Action Plan

Kate Zawadzki
Ernie Reyna
Committee Chairs
 - 4) Officer Reports
 - a) President 2:55 p.m. John Adams
 - i) CSMFO Reception at GFOA
 - b) Past President 3:05p.m. Jesse Takahashi
 - c) President-Elect 3:15 p.m. Drew Corbett

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|---|-----------|-----------------------|
| 5) Committee Reports | 3:25 p.m. | |
| a) Administration | | Ernie Reyna |
| b) Career Development | | Scott Catlett |
| c) Conference Site Selection | | Joan Michaels Aguilar |
| d) Membership Benefits | | Steve Heide |
| e) Professional Standards & Recognition | | Craig Boyer |
| f) Program | | Viki Copeland |
| g) Technology | | Damien Charlety |
| 6) League Policy Committee | 3:40 p.m. | |
| a) Administrative Services | | Stuart Schillinger |
| b) Community Services | | Tracey Hause |
| c) Employee Relations | | Brad Wilkie |
| d) Environmental Quality | | Kathryn Downs |
| e) Housing, Community & Economic Development | | Don Harrison |
| f) Public Safety | | Cass Cook |
| g) Revenue & Taxation | | Bob Biery |
| h) Transportation, Communications & Public Works | | Robin Borre |
| 7) Chapter Roundtable | 3:50 p.m. | |
| 8) Other Items | | |
| 9) Future Topics | | |
| 10)Next Meeting – Thursday, May 26, 2:00 p.m. – 4:00 p.m., via teleconference | | |
| 11) Adjournment | 4:00 p.m. | |

California Society of Municipal Finance Officers

Board of Directors Meeting Minutes

March 1, 2016

In Attendance

John Adams
Jesse Takahashi
Drew Corbett
Jimmy Forbis
Chu Thai
Brent Mason
Barbara Boswell
Karan Reid
Marcus Pimentel
Ernie Reyna
Christy Pinuelas
Margaret Moggia
Joan Michaels Aguilar
Pamela Arends-King
Ronnie Campbell
Mary Bradley
Laura Nomura
Stephen Parker

Melinda Brodsky
Jason Al-Imam
Andrew Keys
Richard Lee
Damien Charley
Will Fuentes
Steve Heide
Kate Zawadski
Jean Moore
Carrie Corder
Don Harrison
Robin Borre
Brad Wilkie
Heather Jennings
Melissa Dixon
Justin Lewis
Janet Salvetti

The California Society of Municipal Finance Officers (CSMFO) Board of Directors met at the Disneyland Hotel in Anaheim on Tuesday, March 1, 2016. Past President Jesse Takahashi convened the meeting and confirmed a quorum was in attendance at 2:13 p.m.

The Board addressed the consent calendar, which included minutes from the January 28 Board of Directors meeting and financial reports from January 2016. Director Marcus Pimentel moved to approve the consent calendar; Director Karan Reid seconded. The motion passed unanimously.

Administration Committee Chair Ernie Reyna presented to the Board a proposed contract between HdL Companies and CSMFO for a new core revenues course. There were minor edits suggested to the contract. Director Barbara Boswell moved to approve the contract as amended, and Director Reid seconded. The motion passed unanimously.

Administration Committee Chair Ernie Reyna presented to the Board a proposed contract between Michael Coleman and CSMFO, working in conjunction with HdL for the new core revenues course. There were minor edits suggested to the contract. Director Brent Mason moved to approve the contract as amended, and Director Reid seconded. The motion passed unanimously.

Executive Director Melissa Dixon brought to the Board's attention that while the Program Committee now had other rights and benefits as provided to the Annual Conference Host

Committee, they were not equal in terms of being invited to the President's Dinner. Director Boswell moved to amend the Annual Conference Handbook to allow all current year Program Committee members to be invited to the President's Dinner annually. Director Pimentel seconded and the motion passed unanimously.

President John Adams provided an update on the Annual Conference, noting that registration had exceeded 1200 attendees prior to any on-site registrations, making it the largest conference by several hundred. The exhibit hall sold out with over 100 vendors and the preconference courses were well attended. He also noted that he won the longest drive contest at the golf tournament.

Past President Takahashi informed the Board that he would be working with the Chapter Chairs to schedule bimonthly calls and was looking forward to chairing the Chapter Chair Breakfast on Thursday morning during the Conference.

President-Elect Drew Corbett informed the Board that had already selected several members of his Host Committee for the 2017 Annual Conference, and hoped to solidify the list within the week. He reminded the Board that the 2017 Annual Conference is a month earlier than typical, so the planning timeline would need to be adjusted.

Administration Committee Chair Ernie Reyna informed the Board that the Committee is amending the Bylaws to allow Commercial members to serve on committees, and is reviewing and will propose a revision of the Administrative Handbook. The Committee is also discussing who should have signature authority on the CSMFO banking accounts.

Career Development Committee Chair Scott Catlett provided the Board an update on the Coaching Program and the webinars scheduled for 2016.

Conference Site Selection Committee Chair Joan Michaels Aguilar informed the Board that the Committee was meeting on Friday morning during the Conference to discuss thoughts for a location for the 2019 conference and to review a proposal from the Disneyland Hotel to return in 2020.

Membership Benefits Committee Chair Steve Heide reviewed with the Board the Ask the Experts schedule for the CSMFO booth in the Exhibit Hall, and thanked all the volunteers who signed up to help staff the table. He also reminded everyone about the "Leveraging Your CSMFO Membership" session taking place on Wednesday morning during the Conference.

Professional Standards & Recognition Committee Vice Chair Jason Al-Imam reported to the Board that the committee was finishing the last of the reviews for the budget awards for that season.

Program Committee Vice Chair Ronnie Campbell reviewed with the Board the sessions being offered at the Conference, noting that there were over 40 breakout sessions in total.

Technology Committee Chair Damien Charlety informed the Board that the Committee was meeting during the luncheon at the Conference opening session on Wednesday to discuss delegation of duties for 2016.

League of California Cities Housing, Community and Economic Development Policy Committee representative Don Harrison provided a report, noting that the Committee reviewed the Governor's proposed FY 2016-17 budget, which takes a fiscally conservative approach and attempts to prepare for a future recession.

The next meeting will be held via teleconference on Thursday, March 24, 2016 from 2:00 p.m. to 4:00 p.m.

President Adams adjourned the meeting at 3:09 p.m.

Respectfully submitted,

Melissa Dixon
Executive Director

California Society of Municipal Finance Officers

Statement of Net Assets

As of March 31, 2016

	<u>Mar 31, 16</u>	<u>Mar 31, 15</u>	<u>\$ Change</u>	<u>% Change</u>
ASSETS				
Current Assets				
Checking/Savings				
1005 · Bank of America				
1050 · Chapter Fund Balances				
1050.03 · North Coast	25.00	25.00	0.00	0.0%
1050.04 · Sacramento Valley	1,159.62	290.08	869.54	299.76%
1050.06 · Central Valley	15.00	0.00	15.00	100.0%
1050.08 · Monterey Bay	3,549.47	4,596.79	(1,047.32)	(22.78%)
1050.11 · Channel Counties	1,601.64	3,696.20	(2,094.56)	(56.67%)
1050.12 · San Gabriel Valley	(191.35)	177.94	(369.29)	(207.54%)
1050.13 · Central Los Angeles	1,265.07	570.72	694.35	121.66%
1050.14 · South Bay (LA)	3,047.51	465.48	2,582.03	554.7%
1050.16 · Orange County	9,109.93	3,593.60	5,516.33	153.5%
1050.17 · Inland Empire	1,566.14	(108.54)	1,674.68	1,542.92%
1050.19 · San Diego County	3,174.39	1,679.76	1,494.63	88.98%
Total 1050 · Chapter Fund Balances	<u>24,322.42</u>	<u>14,987.03</u>	<u>9,335.39</u>	<u>62.29%</u>
1005 · Bank of America - Other	<u>309,659.92</u>	<u>427,724.03</u>	<u>(118,064.11)</u>	<u>(27.6%)</u>
Total 1005 · Bank of America	<u>333,982.34</u>	<u>442,711.06</u>	<u>(108,728.72)</u>	<u>(24.56%)</u>
1040 · Investments LAIF	<u>1,079,744.12</u>	<u>577,962.59</u>	<u>501,781.53</u>	<u>86.82%</u>
Total Checking/Savings	<u>1,413,726.46</u>	<u>1,020,673.65</u>	<u>393,052.81</u>	<u>38.51%</u>
Accounts Receivable				
1100 · Accounts receivable	<u>9,649.50</u>	<u>7,579.20</u>	<u>2,070.30</u>	<u>27.32%</u>
Total Accounts Receivable	<u>9,649.50</u>	<u>7,579.20</u>	<u>2,070.30</u>	<u>27.32%</u>
Other Current Assets				
1105 · Prepaid Taxes	867.00	0.00	867.00	100.0%
1080 · Undeposited Funds	4,605.00	0.00	4,605.00	100.0%
1250 · Prepaid Expense - General				
1252 · Prepaid Admin Fees	<u>11,605.50</u>	<u>10,111.13</u>	<u>1,494.37</u>	<u>14.78%</u>
Total 1250 · Prepaid Expense - General	<u>11,605.50</u>	<u>10,111.13</u>	<u>1,494.37</u>	<u>14.78%</u>
1260 · Prepaid Expense Conference				
1261 · Guest Speakers	0.00	0.00	0.00	0.0%
1262 · Facilities Deposits	5,500.00	1,000.00	4,500.00	450.0%
1264 · Conference Services	406.55	0.00	406.55	100.0%
1260 · Prepaid Expense Conference - Other	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.0%</u>
Total 1260 · Prepaid Expense Conference	<u>5,906.55</u>	<u>1,000.00</u>	<u>4,906.55</u>	<u>490.66%</u>
Total Other Current Assets	<u>22,984.05</u>	<u>11,111.13</u>	<u>11,872.92</u>	<u>106.86%</u>
Total Current Assets	<u>1,446,360.01</u>	<u>1,039,363.98</u>	<u>406,996.03</u>	<u>39.16%</u>
TOTAL ASSETS	<u><u>1,446,360.01</u></u>	<u><u>1,039,363.98</u></u>	<u><u>406,996.03</u></u>	<u><u>39.16%</u></u>

California Society of Municipal Finance Officers

Statement of Net Assets

As of March 31, 2016

	Mar 31, 16	Mar 31, 15	\$ Change	% Change
LIABILITIES & EQUITY				
Liabilities				
Current Liabilities				
Accounts Payable				
2000 · Accounts payable	0.00	32,833.85	(32,833.85)	(100.0%)
Total Accounts Payable	0.00	32,833.85	(32,833.85)	(100.0%)
Other Current Liabilities				
2001 · Taxes Due	0.00	6,217.00	(6,217.00)	(100.0%)
2005 · Distinguished Service Awards	500.00	1,000.00	(500.00)	(50.0%)
2010 · Deferred Revenue - Conference				
2011 · Conference Exhibitor/Sponsor	0.00	0.00	0.00	0.0%
2013 · Conference Gov-Full-Early	0.00	0.00	0.00	0.0%
2014 · Conference Gov Full Normal	0.00	0.00	0.00	0.0%
2015 · Conference Gov Daily Early	0.00	0.00	0.00	0.0%
2017 · Conference Com Full Early	0.00	0.00	0.00	0.0%
2018 · Conference Com Daily Early	0.00	0.00	0.00	0.0%
2019 · Conference Banquet	0.00	0.00	0.00	0.0%
2020 · Conference PreConf-SessionA	0.00	0.00	0.00	0.0%
2021 · Conference PreConf-SessionB	0.00	0.00	0.00	0.0%
2022 · Conference Income	0.00	0.00	0.00	0.0%
2023 · Deferring Event Registrations	0.00	0.00	0.00	0.0%
Total 2010 · Deferred Revenue - Conference	0.00	0.00	0.00	0.0%
Total Other Current Liabilities	500.00	7,217.00	(6,717.00)	(93.07%)
Total Current Liabilities	500.00	40,050.85	(39,550.85)	(98.75%)
Total Liabilities	500.00	40,050.85	(39,550.85)	(98.75%)
Equity				
3100 · Net Assets-Chapters	24,322.42	14,512.00	9,810.42	67.6%
3020 · Retained earnings	786,243.27	682,093.74	104,149.53	15.27%
Net Income	635,294.32	302,707.39	332,586.93	109.87%
Total Equity	1,445,860.01	999,313.13	446,546.88	44.69%
TOTAL LIABILITIES & EQUITY	1,446,360.01	1,039,363.98	406,996.03	39.16%

California Society of Municipal Finance Officers

Statement of Activities

March 2016

	Mar 16	YTD Budget	\$ Over Budget	% of Budget	Annual Budget	Jan - Mar 16	Jan - Mar 15	\$ Change	% Change
OPERATING REVENUES									
4100 · Membership Dues	20,755.00	215,225.00	(12,985.00)	93.97%	215,225.00	202,240.00	195,075.00	7,165.00	3.67%
4200 · Interest Income	0.00	499.97	36.11	107.22%	2,000.00	536.08	355.49	180.59	50.8%
4302 · Website Magazine Ads	16,675.50	30,235.00	18,671.00	161.75%	120,955.00	48,906.00	29,850.00	19,056.00	63.84%
4490 · Budget/CAFR Fees	0.00	4,024.97	(3,724.97)	7.45%	16,100.00	300.00	200.00	100.00	50.0%
TOTAL OPERATING REVENUES	37,430.50	249,984.94	1,997.14	100.8%	354,280.00	251,982.08	225,480.49	26,501.59	11.75%
OPERATING EXPENSES									
6255 · GFOA Reception	0.00	0.00	0.00	0.0%	5,000.00				
6106 · Storage Expense	49.75					141.03	83.35	57.68	69.2%
6110 · President's Expense	527.70	1,500.00	(872.30)	41.85%	6,000.00	627.70	100.00	527.70	527.7%
6115 · Board of Directors	0.00	1,150.03	(1,150.03)	0.0%	4,600.00	0.00	1,616.31	(1,616.31)	(100.0%)
6120 · Committee/Chapter Support	0.00	1,249.97	(1,249.97)	0.0%	5,000.00	0.00	1,975.00	(1,975.00)	(100.0%)
6125 · Board Planning Session-Retreat	0.00	0.00	0.00	0.0%	33,200.00				
6140 · Management Services	13,605.50	60,766.03	(23,949.53)	60.59%	243,064.00	36,816.50	30,333.39	6,483.11	21.37%
6150 · Office Supplies	0.00	162.47	(142.72)	12.16%	650.00	19.75	8.67	11.08	127.8%
6155 · Merchant Fees/Bank Chgs.	3,840.05	6,250.03	7,151.14	214.42%	25,000.00	13,401.17	13,894.49	(493.32)	(3.55%)
6160 · Awards	143.15	124.97	18.18	114.55%	500.00	143.15	351.71	(208.56)	(59.3%)
6165 · Printing	132.78	3,250.03	(3,108.65)	4.35%	13,000.00	141.38	1,775.35	(1,633.97)	(92.04%)
6170 · Newsletter	5,168.76					5,168.76	0.00	5,168.76	100.0%
6175 · Postage	97.94	499.97	500.04	200.01%	2,000.00	1,000.01	1,035.22	(35.21)	(3.4%)
6185 · Telephone/Bridge Calls	345.78	1,000.03	(124.47)	87.55%	4,000.00	875.56	776.10	99.46	12.82%
6190 · Web and Technology	26.00	4,750.03	(698.03)	85.31%	19,000.00	4,052.00	4,886.92	(834.92)	(17.09%)
6200 · Travel/Staff Expenses	0.00	250.03	(250.03)	0.0%	1,000.00	0.00	549.53	(549.53)	(100.0%)
6220 · Audit & Tax Filing	0.00	0.00	0.00	0.0%	9,500.00	0.00	0.00	0.00	0.0%
6230 · Insurance	0.00	2,000.00	(310.00)	84.5%	2,000.00	1,690.00	1,660.00	30.00	1.81%
6240 · Taxes	0.00	0.00	0.00	0.0%	20,000.00	0.00	835.00	(835.00)	(100.0%)
TOTAL OPERATING EXPENSES	23,937.41	82,953.59	(18,876.58)	77.24%	393,514.00	64,077.01	59,881.04	4,195.97	7.01%
NET OPERATING REVENUES	13,493.09	167,031.35	20,873.72	112.5%	(39,234.00)	187,905.07	165,599.45	22,305.62	13.47%

California Society of Municipal Finance Officers

Statement of Activities

March 2016

	Mar 16	YTD Budget	\$ Over Budget	% of Budget	Annual Budget	Jan - Mar 16	Jan - Mar 15	\$ Change	% Change
PROGRAM REVENUES									
4503 · Contributions and Donations	0.00	15,000.00	(15,000.00)	0.0%	15,000.00	0.00	(1,586.00)	1,586.00	100.0%
4505 · Webinar	75.00	750.00	(475.00)	36.67%	3,000.00	275.00	550.00	(275.00)	(50.0%)
4520 · Weekend Training	0.00	20,000.00	(20,000.00)	0.0%	20,000.00	0.00	0.00	0.00	0.0%
4570 · Intro to Government	6,825.00	4,950.00	6,000.00	221.21%	19,800.00	10,950.00	7,875.00	3,075.00	39.05%
4580 · Presentation/Fiscal Policy	3,750.00	3,900.00	(75.00)	98.08%	15,600.00	3,825.00	2,825.00	1,000.00	35.4%
4590 · Intermediate Government Acct	7,875.00	9,900.00	9,225.00	193.18%	39,600.00	19,125.00	17,325.00	1,800.00	10.39%
4594 · CMTA/CSMFO Course	1,660.00	618.75	3,246.25	624.65%	2,475.00	3,865.00	3,225.00	640.00	19.85%
TOTAL PROGRAM REVENUES	20,185.00	55,118.75	(17,078.75)	69.02%	115,475.00	38,040.00	30,214.00	7,826.00	25.9%
PROGRAM EXPENSES									
6494 · Webinar Expenses	0.00	625.03	(625.03)	0.0%	2,500.00	0.00	500.00	(500.00)	(100.0%)
6594 · CMTA/CSMFO Course Exp	0.00	606.25	(606.25)	0.0%	2,425.00	0.00	892.57	(892.57)	(100.0%)
6420 · Weekend Trainings	0.00	25,000.00	(25,000.00)	0.0%	25,000.00	0.00	0.00	0.00	0.0%
6430 · Intro to Government	528.81	4,800.00	(4,271.19)	11.02%	19,200.00	528.81	0.00	528.81	100.0%
6450 · Presentation/Fiscal Policy	0.00	3,910.03	(3,910.03)	0.0%	15,640.00	0.00	4,340.90	(4,340.90)	(100.0%)
6480 · Intermediate Governmental Acct.	0.00	8,340.00	(2,335.48)	72.0%	33,360.00	6,004.52	9,020.59	(3,016.07)	(33.44%)
TOTAL PROGRAM EXPENSES	528.81	43,281.31	(36,747.98)	15.1%	98,125.00	6,533.33	14,754.06	(8,220.73)	(55.72%)
NET PROGRAM REVENUE	19,656.19	11,837.44	19,669.23	266.16%	17,350.00	31,506.67	15,459.94	16,046.73	103.8%
OTHER EXPENSES									
6970 · Branding & Style Guide	0.00	12,500.00	(5,900.00)	52.8%	12,500.00	6,600.00	0.00	6,600.00	100.0%
TOTAL OTHER EXPENSES	0.00	12,500.00	(5,900.00)	52.8%	12,500.00	6,600.00	0.00	6,600.00	100.0%
CHAPTER REVENUE	6,690.00	12,499.97	12,940.03	203.52%	50,000.00	25,440.00	21,361.08	4,078.92	19.1%
CHAPTER EXPENSES	3,479.01	12,499.97	(2,080.25)	83.36%	50,000.00	10,419.72	16,192.76	(5,773.04)	(35.65%)
NET CHAPTER REVENUE	3,210.99	0.00	15,020.28	100.0%	0.00	15,020.28	5,168.32	9,851.96	190.62%
TOAL CONFERENCE REVENUE	859,590.00	701,200.00	158,390.00	122.59%	701,200.00	859,590.00	662,220.00	197,370.00	29.8%
TOTAL CONFERENCE EXPENSES	452,127.70	738,813.00	(286,685.30)	61.2%	738,813.00	452,127.70	545,740.32	(93,612.62)	(17.15%)
NET CONFERENCE REVENUE	407,462.30	(37,613.00)	445,075.30	(1,083.3%)	(37,613.00)	407,462.30	116,479.68	290,982.62	249.81%
NET REVENUE	443,822.57	128,755.79	506,538.53	493.41%	(71,997.00)	635,294.32	302,707.39	332,586.93	109.87%



Statement of Activities
Budget Variance Report
For The Month Ended March 31, 2016

Management Discussion and Analysis

Management & General Fund Comments:

Added Distinguished Service Awards to the Balance Sheet. \$500 reserved for Receipts for 3 years from Award. One receipt currently booked: Michael Coleman.
Chapter cash balances were adjusted at 2015 year-end to reflect net chapter receipts and expenses during the year. These balances at 12/31/15 are shown on the Statement of Net Assets.
Merchant/Bank Fees (Acct 6155) - The budget is allocated equally each month, but the bulk of the credit card processing for CSMFO happens in January and February.

Program Services Fund Comments:

Significant YTD Variances on Expenses:

Unless noted below, YTD budget amounts = 1/12th of the annual budget amount multiplied by the number of months reported:

- ¹ Annual Conference - YTD budget amount = 100% as of February 1 because event is held in February.
- ² Board Planning Session - YTD budget amount = 100% as of October because the event is held in October.
- ³ Budget/CAFR fees - YTD budget amount = 0% through July 31; 33% as of August 31; 67% as of September 30; and 100% as of October 31
- ⁴ Communication skills - YTD budget amount = 0% through September 30; 50% as of October 31; then 100% as of November 30
- ⁵ Legislative seminar - YTD budget amount = 100% as of May 31 because event is held in May
- ⁶ Membership dues - YTD budget amount = 100% as of January 31 because they are considered earned
- ⁷ State meeting (fiscal summit) - YTD budget amount = 100% as of May 31 because event is held in May
- ⁸ Weekend training - YTD budget amount = 0% through September 30; 50% as of October 31; then 100% as of November 30
- ⁹ Audit - YTD budget amount = 100% as of May 31 because audit is completed in April and billed in May
- ¹⁰ Topical training (WebEx) - YTD budget amount = 25% through March 31; 50% through June 30; 75% through September 30; then 100% as of October 31

California Society of Municipal Finance Officers

North Coast P&L

March 2016

	Mar 16	Jan - Mar 16
Ordinary Income/Expense		
Income		
4500 · PROGRAM REVENUES		
4501 · Chapter Income		
4501.03 · North Coast	0.00	1,020.00
Total 4501 · Chapter Income	0.00	1,020.00
Total 4500 · PROGRAM REVENUES	0.00	1,020.00
Total Income	0.00	1,020.00
Gross Profit	0.00	1,020.00
Expense		
6400 · PROGRAM EXPENSES		
6401 · Chapter Expenses		
6401.03 · North Coast	0.00	775.00
Total 6401 · Chapter Expenses	0.00	775.00
Total 6400 · PROGRAM EXPENSES	0.00	775.00
Total Expense	0.00	775.00
Net Ordinary Income	0.00	245.00
Net Income	0.00	245.00

California Society of Municipal Finance Officers

Central Valley P&L

March 2016

	Mar 16	Jan - Mar 16
Ordinary Income/Expense		
Income		
4500 · PROGRAM REVENUES		
4501 · Chapter Income		
4501.06 · Central Valley	30.00	30.00
Total 4501 · Chapter Income	30.00	30.00
Total 4500 · PROGRAM REVENUES	30.00	30.00
Total Income	30.00	30.00
Gross Profit	30.00	30.00
Net Ordinary Income	30.00	30.00
Net Income	30.00	30.00

California Society of Municipal Finance Officers

San Diego County P&L

March 2016

	Mar 16	Jan - Mar 16
Ordinary Income/Expense		
Income		
4500 · PROGRAM REVENUES		
4501 · Chapter Income		
4501.19 · San Diego County	800.00	800.00
Total 4501 · Chapter Income	800.00	800.00
Total 4500 · PROGRAM REVENUES	800.00	800.00
Total Income	800.00	800.00
Gross Profit	800.00	800.00
Net Ordinary Income	800.00	800.00
Net Income	800.00	800.00

California Society of Municipal Finance Officers

Central Los Angeles P&L

March 2016

	Mar 16	Jan - Mar 16
Ordinary Income/Expense		
Income		
4500 · PROGRAM REVENUES		
4501 · Chapter Income		
4501.13 · Central Los Angeles	560.00	560.00
Total 4501 · Chapter Income	560.00	560.00
Total 4500 · PROGRAM REVENUES	560.00	560.00
Total Income	560.00	560.00
Gross Profit	560.00	560.00
Net Ordinary Income	560.00	560.00
Net Income	560.00	560.00

California Society of Municipal Finance Officers

Monterey Bay P&L

March 2016

	Mar 16	Jan - Mar 16
Ordinary Income/Expense		
Income		
4500 · PROGRAM REVENUES		
4501 · Chapter Income		
4501.08 · Monterey Bay	910.00	1,395.00
Total 4501 · Chapter Income	910.00	1,395.00
Total 4500 · PROGRAM REVENUES	910.00	1,395.00
Total Income	910.00	1,395.00
Gross Profit	910.00	1,395.00
Expense		
6400 · PROGRAM EXPENSES		
6401 · Chapter Expenses		
6401.08 · Monterey Bay	250.00	250.00
Total 6401 · Chapter Expenses	250.00	250.00
Total 6400 · PROGRAM EXPENSES	250.00	250.00
Total Expense	250.00	250.00
Net Ordinary Income	660.00	1,145.00
Net Income	660.00	1,145.00

California Society of Municipal Finance Officers

Channel Counties P&L

March 2016

	Mar 16	Jan - Mar 16
Ordinary Income/Expense		
Income		
4500 · PROGRAM REVENUES		
4501 · Chapter Income		
4501.11 · Channel Counties	0.00	2,265.00
Total 4501 · Chapter Income	0.00	2,265.00
Total 4500 · PROGRAM REVENUES	0.00	2,265.00
Total Income	0.00	2,265.00
Gross Profit	0.00	2,265.00
Expense		
6400 · PROGRAM EXPENSES		
6401 · Chapter Expenses		
6401.11 · Channel Counties	0.00	805.00
Total 6401 · Chapter Expenses	0.00	805.00
Total 6400 · PROGRAM EXPENSES	0.00	805.00
Total Expense	0.00	805.00
Net Ordinary Income	0.00	1,460.00
Net Income	0.00	1,460.00

California Society of Municipal Finance Officers

San Gabriel Valley P&L

March 2016

	Mar 16	Jan - Mar 16
Ordinary Income/Expense		
Income		
4500 · PROGRAM REVENUES		
4501 · Chapter Income		
4501.12 · San Gabriel Valley	470.00	2,390.00
Total 4501 · Chapter Income	470.00	2,390.00
Total 4500 · PROGRAM REVENUES	470.00	2,390.00
Total Income	470.00	2,390.00
Gross Profit	470.00	2,390.00
Expense		
6400 · PROGRAM EXPENSES		
6401 · Chapter Expenses		
6401.12 · San Gabriel Valley	0.00	1,045.09
Total 6401 · Chapter Expenses	0.00	1,045.09
Total 6400 · PROGRAM EXPENSES	0.00	1,045.09
Total Expense	0.00	1,045.09
Net Ordinary Income	470.00	1,344.91
Net Income	470.00	1,344.91

California Society of Municipal Finance Officers

Orange County P&L

March 2016

	Mar 16	Jan - Mar 16
Ordinary Income/Expense		
Income		
4500 · PROGRAM REVENUES		
4501 · Chapter Income		
4501.16 · Orange County	1,620.00	3,640.00
Total 4501 · Chapter Income	1,620.00	3,640.00
Total 4500 · PROGRAM REVENUES	1,620.00	3,640.00
Total Income	1,620.00	3,640.00
Gross Profit	1,620.00	3,640.00
Expense		
6400 · PROGRAM EXPENSES		
6401 · Chapter Expenses		
6401.16 · Orange County	1,290.88	1,871.47
Total 6401 · Chapter Expenses	1,290.88	1,871.47
Total 6400 · PROGRAM EXPENSES	1,290.88	1,871.47
Total Expense	1,290.88	1,871.47
Net Ordinary Income	329.12	1,768.53
Net Income	329.12	1,768.53

California Society of Municipal Finance Officers

Inland Empire P&L

March 2016

	Mar 16	Jan - Mar 16
Ordinary Income/Expense		
Income		
4500 · PROGRAM REVENUES		
4501 · Chapter Income		
4501.17 · Inland Empire	2,300.00	13,340.00
Total 4501 · Chapter Income	2,300.00	13,340.00
Total 4500 · PROGRAM REVENUES	2,300.00	13,340.00
Total Income	2,300.00	13,340.00
Gross Profit	2,300.00	13,340.00
Expense		
6400 · PROGRAM EXPENSES		
6401 · Chapter Expenses		
6401.17 · Inland Empire	1,938.13	5,673.16
Total 6401 · Chapter Expenses	1,938.13	5,673.16
Total 6400 · PROGRAM EXPENSES	1,938.13	5,673.16
Total Expense	1,938.13	5,673.16
Net Ordinary Income	361.87	7,666.84
Net Income	361.87	7,666.84



CSMFO BOARD REPORT

Date April 28, 2016

FROM: Kate Zawadzki
Vice-Chair, Administration Committee

SUBJECT: By-Laws Revisions

Background:

The CSMFO by-laws must be amended periodically to allow for ongoing change in the organization. These amendments are permitted under Article V – Amendments, Section A. Amendments to By-laws. The by-laws were last amended in September 2006.

Most of the amendments to the existing by-laws have been prepared to reflect current practices within the organization. For example, section G. Vacancies has been amended to show that a the successful nominee shall immediately take office upon completion of the election rather than upon completion of a canvassing of the ballots, as canvassing no longer occurs. Additionally, section B. Officers was amended to show that the immediate past president will serve on the board of directors. This practice is already utilized.

A significant change to the by-laws is shown in section D. Rights and Privileges. This revision would allow all member classifications to serve on CSMFO committees, a right traditionally reserved for municipal members. Committee Officers must still be selected from eligible municipal members. This was originally proposed as an option for non-municipal members to serve in an advisory capacity. Further discussions led to the proposal to allow non-municipal members to serve in full capacity on the committees but to restrict the officer positions to municipal members. This revision was made per the direction of the Board at the October 22, 2015 Board of Directors Meeting.

Recommendation:

That the Board accept the amended by-laws as provided and present to the general membership for ratification by electronic vote.

CSMFO By-Laws

(Original as updated September 1, 2006)

Article I – Name, Purpose and Structure

Section A.

This organization shall be known as the California Society of Municipal Finance Officers.

Section B.

The purpose of the organization shall be to promote professional administration of government finance and to strive for the attainment of professional status of all those responsible for the conduct of the activities of the field.

Section C.

The organization may have such Chapters as may be necessary or desirable for the best conduct of meetings.

Article II – Membership and Dues

Section A. Qualifications

1. Membership shall be open to any person presently or formerly actively engaged in the field of government finance in any city, county, ~~and or~~ special districts, in the State of California, in one of the following classifications, providing no direct conflict of interest exists.
 - a. **Municipal member.** This classification shall be open to all public employees and elected or appointed officials presently having responsibility for, oversight of, or engaged in, the function of government finance in any city, county, or special district in the State of California.
 - b. **Other Government member.** This classification shall be open to any person employed by a government agency that is not eligible for municipal ~~or commercial~~ membership ~~but who is interested in the principles and practices of government finance.~~
 - c. **Commercial member.** This classification shall be open to persons ~~or corporations~~ not currently employed by a governmental agency whose livelihood derives principally from activities of a commercial or professional nature directly related to government finance. The board of directors may adopt other categories within the Commercial member classification.
 - d. **Other Classifications.** The board of directors may from time to time adopt through the CSMFO Policies and Procedures Manual other membership categories such as Student/Professor, Honorary, Retired, or Temporary and determine specific membership dues, if any, for each category.
 - e. **Membership** – Membership vesting shall be determined by the board of directors.

Section B. Election to Membership

Processing of new members and changes in classification of membership may be delegated by the president to the secretary-treasurer. Any dispute involving eligibility for or classification of membership shall be resolved by a unanimous vote of the president, administration committee chair and secretary-treasurer, or lacking such a unanimous vote, by a two-thirds (2/3) vote of the board of directors.

Section C. Dues and Assessments

1. Dues will be payable annually on a calendar year basis, and will be due January 1 of each year. Members who permit their dues to remain unpaid on March 31 shall automatically be suspended

from membership until all dues are paid. Dues may be pro-rated at the discretion of the board of directors.

2. Dues shall be determined from time to time by the board of directors. No Chapter shall be authorized to collect separate dues.
3. Dues for commercial members may be set at a higher rate than dues for municipal or other government members as the board of directors may determine.
4. No assessments, other than dues, may be levied except by affirmative vote of two-thirds (2/3) of municipal members in good standing. If the vote is not held at a regular meeting, then the said vote shall be taken by mailed ballot or any other means approved by the board of directors.

Section D. Rights and Privileges

Persons of all classifications shall be accorded full rights and privileges as provided hereinafter except that only those persons in the municipal member classification shall be accorded the right to vote, serve as an officer on a CSMFO Committee, or hold office.

Article III – Directors and Officers

Section A. Directors

There shall be a board of directors consisting of the president, the president-elect, the immediate past president, and six members elected at large. Of the six members elected at large, three shall be from the sSouthern portion of the State and three shall be from the nNorthern portion. The position of pPresident-elect shall be from the sSouthern portion of the Sstate in years when the position of President is from the Northern portion.

Section B. Officers

The officers of this organization shall consist of a president who shall automatically assume the office after serving one year as president-elect, a president-elect who shall be elected annually at large, the immediate past president, and a secretary-treasurer who shall be elected by the board of directors from its own membership. The board of directors, by majority vote, may employ an administrative secretary in lieu of the election of a secretary-treasurer, such employee-person to serve at the pleasure of the board and to perform all duties that are assigned to the secretary-treasurer elsewhere herein.

Section C. Elections

Candidates for president-elect and for the board of directors shall be nominated by a nominating committee appointed by the president by October 1 of each year. The composition of the nominating committee shall be the President-elect, President, Past President, one current Board of Directors member, one committee chair, two Chapter Chairs, and two members at large (the at-large members may not be a current Board mMembers). The President-elect shall chair the nominating committee.

A general invitation shall be extended to all municipal members interested in serving as President-elect or board member, to submit their name to the nominating committee for consideration. In addition, the nominating committee may solicit, identify or employ other methods as deemed appropriate to recruit members for nomination consideration. The nominating committee shall strive to nominate two candidates for each Board of Directors seat and two candidates for the position of President-elect and shall strive to maintain the North-South rotation of President-elect.

The nominating committee is to report its recommendations to the secretary on or before November 1 of each year. The secretary shall deliver ballots, by any means approved by the board of directors, to all municipal members not later than November 10 of each year. Ballots shall be returned to the Secretary and shall be dated on or before 12:00 midnight, December 1. Canvassing shall be completed prior to December 15 by the Secretary and at least one municipal member appointed by the President.

Section D. Eligibility

Any municipal member in good standing is eligible for election to membership on the board or for the office of ~~P~~president-elect. A change in membership status requires the member to vacate the board position or office.

Section E. Tenure

Term of office for the president shall be for one year. The term of office of the president-elect shall be for one year at the conclusion of which said ~~p~~President-elect shall assume the office of president by automatic right of succession.

The term of office of the directors shall be for three years without the right of immediate succession.

Section F. Term

Term of office will commence with the start of each annual conference.

Section G. Vacancies

1. If the office of president becomes vacant, the president-elect shall forthwith succeed to the balance of the unexpired term, thereafter continuing as president for his or her regular one-year term.
2. If the office of president-elect becomes vacant, the president shall call a special election to fill the vacancy in accordance with the procedures set forth in Section C, excepting that the dates shall be adjusted to provide the earliest possible election process, and that the successful nominee shall immediately take office upon completion of ~~canvassing of the ballots~~the election.
3. In the event that the office of the president and the president-elect become vacant at the same time, the secretary-treasurer shall call a special meeting of the board of directors at which meeting said board shall select one of their members to serve as president who shall then call a special election to fill the vacancy of president-elect.
4. If any director's office becomes vacant during his or her regular term of office, it shall be filled for the unexpired term by vote of the board of directors from a list of not more than three names submitted by the president. If 50% or less is remaining on the unexpired term, the director so appointed shall be exempt from the restriction in Section E, being therefore eligible for election to a full term.

Section H. Duties of Directors and Officers

1. The board of directors shall be the governing body, act on behalf of the society and set policies and administrative procedures not specifically covered in these by-laws. All actions of the board are subject to review by the municipal members, and may be revoked by a two-thirds (2/3) vote of municipal members present at any regular meeting.
2. The president shall:
 - a. Preside at all meetings of the board of directors and meetings of the general membership.
 - b. Appoint the ~~chairs-officers~~ of all committees created by the board of directors.
 - c. Carry out such other duties as given or assigned to him/her by vote of the board of directors.
3. The president-elect shall:
 - a. Assume the office of president as provided in Sections B and G herein.
 - b. Assist the president in such a manner as shall be requested by the president.
 - c. Discharge pro tempore, the duties of the president in the president's absence.

d. Carry out such other duties as are given or assigned to him/her by vote of the board of directors.

4. The secretary-treasurer shall:

- a. Keep a record of proceedings of meetings.
- b. Issue notices of meetings.
- c. Issue regular newsletters and conduct correspondence of the society.
- d. Collect all fees and dues.
- e. Maintain the financial records for the society.
- f. Render a statement each month of the financial status of the society.
- g. Control and make all disbursements of the society as authorized in the annual budget approved by the board of directors.
- h. Prepare, sign and affix the society's seal to all official documents.
- i. With approval of the board of directors, employ a person or persons to assist with the duties of this office.

Article IV – Meetings

Section A. Number of Meetings

1. There shall be not less than two meetings of the board of directors each year.
2. There shall be at least one meeting each year of the general membership.

Section B. Quorum

1. A quorum for conduct of business at a regular meeting shall consist of one-fourth (1/4) of the municipal members.
2. A quorum of the board of directors shall consist of a majority of directors.

Section C. Chapter Meetings

Chapter organization and meeting schedules shall be determined by the chapter membership, and each chapter shall select a presiding officer. The presiding officer shall be a municipal member, and shall act as the liaison representative between the officers of the society and the chapter.

Article V – Amendments

Section A. Amendments to By-Laws

Amendments may be made at any regular, general membership meeting of the society by a two-thirds (2/3) vote of those municipal members present and voting ~~approved by a two thirds (2/3) majority of those municipal members voting~~ and in good standing as of the date ballots are sent to members, provided also, the proposed amendment has been given to all municipal members in writing at least one week prior to the meeting or at least two weeks prior to date for receiving mailed ballots or by other means approved by the board of directors.

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CSMFO BOARD REPORT

Date **April 28, 2016**

FROM: Ernie Reyna, Chair Administration Committee

SUBJECT: Signors on CSMFO Accounts

Background:

Currently, there are four official signors that approve periodic check runs generated by Smith Moore & Associates on behalf of CSMFO. Those four signors are designated by position rather than by individual and include the following: President, President-Elect, Past President, and the Administration Chair. On an annual basis, the signature cards at Bank of America are updated to include the new President-Elect and remove the previous Past President.

Recently upon updating the signature cards for 2016, Bank of America indicated the current signors on file for CSMFO's checking account included Past Presidents from various years including 2008, 2009, and 2014 even though the signors were updated just last year. This is a prime example of the types of inconsistencies experienced when updating the signature cards and the reason a new process needs to be implemented.

New Process:

To help alleviate the process of updating the signature cards on a yearly basis, the process can be simplified by having two levels of authority: 1) Approvers – those same four positions currently in place (President, President-Elect, Past President, and Administration Chair); and 2) Signors – the Executive Director of CSMFO plus one other officer designated by the Board. The signors would not be able to sign any checks until given approval by two of the four designated to do so. Even though the approvers would change on an annual basis, the idea is that the signors should remain constant for a few years whether this would be the Executive Director plus the President Elect or the Administration Chair. CSMFO would still require two signatures on each check before they are sent out for payment. In the instance where CSMFO would have live checks requiring approval, two approvers would need to sign off on the backup documentation before the Executive Director and the officer designated by the Board could sign the checks.

Recommendation:

That the Board review, discuss, and adopt the policy as presented.



CALIFORNIA SOCIETY OF MUNICIPAL FINANCE OFFICERS

Action Plan 2014-2016

Goal Area: Organizational Sustainability					Status as of August 2015
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	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	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?)	Administration Committee Discussion within the Administration Committee has begun. Member Benefits Committee Participating in bi-monthly chapter chair meetings and working in

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.					Status as of August 2015
Strategy	Responsible Parties	Timeline			
		Year 1	Year 2	Year 3	
					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	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		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	Administration Committee Policy was written and approved by Board during the year.

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.					Status as of August 2015
Strategy	Responsible Parties	Timeline			
		Year 1	Year 2	Year 3	
7) Reach out to remote geographical areas to gauge interest in Chapter involvement/activities	Membership Committee	N/A		Develop plan based on survey results	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.					Status as of August 2015
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	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	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	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

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.					Status as of August 2015
Strategy	Responsible Parties	Timeline			
		Year 1	Year 2	Year 3	
					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		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	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.
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	Implement process	Repeat annually	Administration Committee In process; always looking to add new members, especially at the Annual Conference.

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.					Status as of August 2015
Strategy	Responsible Parties	Timeline			
		Year 1	Year 2	Year 3	
		committee members			<p>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>

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.					Status as of August 2015
Strategy	Responsible Parties	Timeline			
		Year 1	Year 2	Year 3	
a) Encourage all committees to have members in addition to officers	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	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	Committee work in progress for year 3.

Goal Area: Organizational Sustainability					Status as of August 2015
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 and administratively 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	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	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.					Status as of August 2015
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	a	Use data in the strategic planning process	Administration Committee Ready as needed.

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.					Status as of August 2015
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			Continue to update and re-distribute	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)	Executive Committee	N/A	Identify outreach opportunities; report back to Board	Outreach to other organizations	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					Status as of August 2015
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	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.					Status as of August 2015
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	Administration Committee Policy currently in process and should be completed by the end of the year.

Goal Area: Membership Engagement					Status as of August 2015
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	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.

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.					Status as of August 2015
Strategy	Responsible Parties	Timeline			
		Year 1	Year 2	Year 3	
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	Member Benefits Committee Direction from CSMFO Board was solicited at September 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 D: Consider opportunities for student engagement and involvement.					Status as of August 2015
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	Executive Committee Deferred from August Executive Committee Meeting.

Goal Area: Membership Engagement					Status as of August 2015
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		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.					Status as of August 2015
Strategy	Responsible Parties	Timeline			
		Year 1	Year 2	Year 3	
1) Refine call for sessions to solicit general membership ideas	Program Committee	e		Integrate new ideas into Annual Conference program	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	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 Comm. 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	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

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.					Status as of August 2015
Strategy	Responsible Parties	Timeline			
		Year 1	Year 2	Year 3	
					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				

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.					Status as of August 2015
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	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-	Target marketing efforts to	Evaluate program and make	Career Development Committee See #1 above

		member up and coming finance directors to determine coaching needs	specific job categories	modifications, if necessary	
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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.					Status as of August 2015
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				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	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 and charges live class. Program Committee The Career Development Committee will work with the Program

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.					Status as of August 2015
Strategy	Responsible Parties	Timeline			
		Year 1	Year 2	Year 3	
					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	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.

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.					Status as of August 2015
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	Develop, test and launch new standards	Professional Standards & Recognition Committee The committee has identified the categories for inventorying. They are: <ul style="list-style-type: none">Financial Management and Budgeting

			appropriate committee(s)		<ul style="list-style-type: none">• 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>
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