



Monday, December 5, 2016
Board of Directors Teleconference Meeting

9:00 a.m. - 11:00 a.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 9:05 a.m.
 - a) Approval of minutes from October 27, 2016
 - b) Financials as of October 2016
 - 3) Discussion/Action Items 9:10 a.m.
 - a) Election Results Melissa Dixon
 - b) 2017 Action Plan Assignments Drew Corbett
 - c) 2017 Operating Budget Drew Corbett
 - d) Policies & Procedures Manual Update Stephen Parker
 - e) CSMFO-SMA Contract Amendment Kate Zawadzki
 - f) Investment Accounting Instructor Replacement Scott Catlett
 - g) SMA Database Proposal Melissa Dixon
 - 4) Officer Reports
 - a) President 9:40 a.m. John Adams
 - b) Past President 9:45 a.m. Jesse Takahashi
 - i) Chapter Report
 - c) President-Elect 9:50 a.m. Drew Corbett
 - i) 2017 Annual Conference Update

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| 5) Committee Reports | 10:00 a.m. | |
| a) Administration | | Ernie Reyna |
| b) Career Development | | Scott Catlett |
| c) Conference Site Selection | | Joan Michaels Aguilar |
| d) Membership | | Steve Heide |
| e) Professional Standards & Recognition | | Craig Boyer |
| f) Program | | Viki Copeland |
| g) Technology | | Damien Charlety |
| 7) Chapter Roundtable | 10:40 a.m. | |
| 8) Other Items | | |
| 9) Future Topics | | |
| 10)Next Meeting – Thursday, January 12, 2:30 p.m. – 4:30 p.m., via teleconference | | |
| 11) Adjournment | 11:00 a.m. | |

California Society of Municipal Finance Officers

Board of Directors Meeting Minutes

October 27, 2016

In Attendance

John Adams
Drew Corbett
Jesse Takahashi
Chu Thai
Brent Mason
Karan Reid
David Cain
Marcus Pimentel
Craig Boyer
Ernie Reyna
Laura Nomura
Kate Zawadzki
Kathryn Downs

Brad Wilkie
Scott Catlett
Margaret Moggia
Steve Heide
Damien Charlety
Joan Michaels Aguilar
Don Harrison
Richard Lee
Tim Przbyla
Melissa Dixon
Justin Lewis
Carmen Berry

Introduction

The California Society of Municipal Finance Officers (CSMFO) Board of Directors met via teleconference on Thursday, October 27, 2016. President John Adams convened the meeting and confirmed a quorum was in attendance at 3:03 p.m.

Consent Calendar

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

CSMFO Annual Consultant Reports

Administration Committee Vice Chair Kate Zawadzki presented to the Board the annual consultant reports. Director Brent Mason moved to receive and file the reports, and Director Reid seconded. The motion passed unanimously.

CSMFO Exhibit Booth Update

Membership Committee Vice Chair Margaret Moggia informed the Board of the progress on the new exhibit booth for the CSMFO conference. Rather than purchasing a booth, the Membership Committee decided to lease a booth from TriCord, the exhibit hall company. If the configuration works well in 2017, the committee may consider purchasing the booth for 2018 and beyond.

Database Recommendation

Technology Committee Board Liaison Chu Thai provided the Board with an update on the database, outlining the efforts that have taken place to date. After a lengthy discussion, the Board indicated that they would consider a proposal from SMA to build a database; the proposal should

include the financial arrangement and timeframe. SMA will submit a proposal for the Board's consideration at the December 5, 2016 Board meeting.

President Report

President Adams reviewed with the Board the election slate for the 2017 Board of Directors. Those nominated include Brent Mason and Margaret Moggia for President-Elect; Jennifer Wakeman and Brad Wilkie for Board Member North; Scott Catlett and Steve Heide for Board Member South. The election ballots will be distributed electronically to the membership by November 10, 2016.

Past President Report

Past President Jesse Takahashi reported that the last Chapter Chair call had occurred on October 11, and that all but the North West Chapter chair position was filled.

President-Elect Report

President-Elect Drew Corbett reported on the status of the planning session reports, noting that the Executive Committee would be presenting the committee assignments to the Board at the December 5 Board meeting for approval. Regarding the conference, he noted that registration was going very well, and that several hotels were already sold out. He also shared with the Board the video contest results.

Committee Reports

Administration

Administration Committee Chair Ernie Reyna informed the Board that the committee was conducting an RFP for the 2016 financial audit, an addendum to the SMA contract to add assistance for the career development committee, and the committee's handbook.

Career Development

Career Development Committee Chair Scott Catlett shared with the Board that the webinar archives on the website have over 9,000 views, with over 800 live attendees so far this year.

Membership

Membership Committee Chair Steve Heide informed the Board that the membership renewals for 2017 would be distributed in early November, and that the committee would be working on the presentation at the conference and staffing the exhibit booth.

Professional Standards & Recognition

Professional Standards & Recognition Committee Chair Craig Boyer informed the Board that the committee had received 103 budget award submissions so far to date.

Program

President-Elect Corbett shared with the Board that the majority of the sessions have been posted to the website, and the next step for the committee would be sending out speaker confirmations and assigning moderators.

League Policy Committee Reports

Employee Relations representative Brad Wilkie shared with the Board that the Employee Relations and Administrative Services committees were merging to form a new Governance, Transparency & Labor committee.

Chapter Chair Roundtable

The Central Coast Chapter reported that Neil Kupchin would be speaking at their meeting on November 10.

Other Business

There was a brief discussion on the role of the GFOA liaisons. Northern California liaison Damien Charlety will discuss with Professional Standards & Recognition Chair Boyer, and later with the Executive Committee before bringing the item back to the Board.

The next meeting will be held via teleconference on Monday, December 5, 2016 from 9:00 a.m. to 11:00 a.m.

President Adams adjourned the meeting at 4:34 p.m.

Respectfully submitted,

Melissa Dixon
Executive Director

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	3,074.47	4,596.79	(1,522.32)	(33.12%)
1050.11 · Channel Counties	1,601.64	3,696.20	(2,094.56)	(56.67%)
1050.12 · San Gabriel Valley	(231.35)	177.94	(409.29)	(230.02%)
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	6,516.90	3,593.60	2,923.30	81.35%
1050.17 · Inland Empire	1,506.14	(108.54)	1,614.68	1,487.64%
1050.19 · San Diego County	3,153.39	1,679.76	1,473.63	87.73%

Total 1050 · Chapter Fund Balances	21,133.39	14,987.03	6,146.36	41.01%
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1005 · Bank of America - Other	101,579.30	319,930.59	(218,351.29)	(68.25%)
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Total 1005 · Bank of America	122,712.69	334,917.62	(212,204.93)	(63.36%)
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1040 · Investments LAIF	881,988.90	579,208.04	302,780.86	52.28%
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Total Checking/Savings	1,004,701.59	914,125.66	90,575.93	9.91%
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Accounts Receivable

1100 · Accounts receivable	2,181.50	3,740.00	(1,558.50)	(41.67%)
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Total Accounts Receivable	2,181.50	3,740.00	(1,558.50)	(41.67%)
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Other Current Assets

A/R - CSMFO Database	96,420.00	0.00	96,420.00	100.0%
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1250 · Prepaid Expense - General

1252 · Prepaid Admin Fees	14,130.50	10,111.13	4,019.37	39.75%
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1250 · Prepaid Expense - General - Other	1,263.78	0.00	1,263.78	100.0%
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Total 1250 · Prepaid Expense - General	15,394.28	10,111.13	5,283.15	52.25%
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1260 · Prepaid Expense Conference

1261 · Guest Speakers	14,375.00	21,734.38	(7,359.38)	(33.86%)
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1262 · Facilities Deposits	105,500.00	1,000.00	104,500.00	10,450.0%
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1263 · President's Dinner	10,994.11	0.00	10,994.11	100.0%
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1264 · Conference Services	1,406.55	3,469.98	(2,063.43)	(59.47%)
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1260 · Prepaid Expense Conference - Other	1,047.82	0.00	1,047.82	100.0%
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Total 1260 · Prepaid Expense Conference	133,323.48	26,204.36	107,119.12	408.78%
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Total Other Current Assets	245,137.76	36,315.49	208,822.27	575.02%
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Total Current Assets	1,252,020.85	954,181.15	297,839.70	31.21%
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TOTAL ASSETS	1,252,020.85	954,181.15	297,839.70	31.21%
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LIABILITIES & EQUITY

	Oct 31, 16	Oct 31, 15	\$ Change	% Change
Liabilities				
Current Liabilities				
Accounts Payable				
2000 · Accounts payable	19,348.87	30,857.09	(11,508.22)	(37.3%)
Total Accounts Payable	19,348.87	30,857.09	(11,508.22)	(37.3%)
Other Current Liabilities				
2003 · A/P-Other	3,394.50	0.00	3,394.50	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	29,800.00	(29,800.00)	(100.0%)
2010 · Deferred Revenue - Conference - Other	300,335.00	0.00	300,335.00	100.0%
Total 2010 · Deferred Revenue - Conference	300,335.00	29,800.00	270,535.00	907.84%
2030 · Deferred Revenue - Municipal	6,510.00	1,510.00	5,000.00	331.13%
2040 · Deferred Revenue - Commercial	220.00	550.00	(330.00)	(60.0%)
2050 · Deferred Revenue - Other Gov	75.00	50.00	25.00	50.0%
2070 · Deferred Revenue - Student	20.00	0.00	20.00	100.0%
Total Other Current Liabilities	311,054.50	32,910.00	278,144.50	845.17%
Total Current Liabilities	330,403.37	63,767.09	266,636.28	418.14%
Total Liabilities	330,403.37	63,767.09	266,636.28	418.14%
Equity				
3100 · Net Assets-Chapters	21,133.39	14,512.00	6,621.39	45.63%
3020 · Retained earnings	786,842.30	682,093.74	104,748.56	15.36%
Net Income	113,641.79	193,808.32	(80,166.53)	(41.36%)
Total Equity	921,617.48	890,414.06	31,203.42	3.5%
TOTAL LIABILITIES & EQUITY	1,252,020.85	954,181.15	297,839.70	31.21%

	Oct 16	Jan - Oct 16	YTD Budget	\$ Over Budget	% of Budget	Annual Budget	Jan - Oct 16	Jan - Oct 15	\$ Change	% Change
OPERATING REVENUES										
4100 · Membership Dues	0.00	220,233.00	215,225.00	5,008.00	102.33%	215,225.00	220,233.00	209,300.00	10,933.00	5.22%
4200 · Interest Income	0.00	2,780.86	1,666.66	1,114.20	166.85%	2,000.00	2,780.86	1,600.94	1,179.92	73.70%
4302 · Website Magazine Ads	11,150.00	127,781.00	100,795.00	26,986.00	126.77%	120,955.00	127,781.00	95,685.00	32,096.00	33.54%
4306 · Website Ads	0.00	0.00	0.00	0.00	0.0%	0.00	0.00	750.00	(750.00)	-100.00%
4490 · Budget/CAFR Fees	2,850.00	15,490.70	13,416.66	2,074.04	115.46%	16,100.00	15,490.70	16,100.00	(609.30)	-3.78%
TOTAL OPERATING REVENUES	14,000.00	366,285.56	331,103.32	35,182.24	110.63%	354,280.00	366,285.56	323,435.94	42,849.62	13.25%
OPERATING EXPENSES										
6255 · GFOA Reception	0.00	5,452.59	5,000.00	452.59	109.05%	5,000.00	5,452.59	5,213.77	238.82	0.00%
6106 · Storage Expense	79.48	415.08	0.00	415.08	100.0%	0.00	415.08	304.54	110.54	36.30%
6110 · President's Expense	205.81	4,013.87	5,000.00	(986.13)	80.28%	6,000.00	4,013.87	2,968.73	1,045.14	35.20%
6115 · Board of Directors	0.00	2,174.45	3,833.34	(1,658.89)	56.73%	4,600.00	2,174.45	3,879.61	(1,705.16)	-43.95%
6120 · Committee/Chapter Support	0.00	0.00	4,166.66	(4,166.66)	0.0%	5,000.00	0.00	2,299.80	(2,299.80)	-100.00%
6125 · Board Planning Session-Retreat	28,992.99	29,662.99	33,200.00	(3,537.01)	89.35%	33,200.00	29,662.99	31,170.03	(1,507.04)	0.00%
6140 · Management Services	33,405.27	183,577.01	202,553.34	(18,976.33)	90.63%	243,064.00	183,577.01	156,958.30	26,618.71	16.96%
6150 · Office Supplies	0.00	192.21	541.66	(349.45)	35.49%	650.00	192.21	45.89	146.32	318.85%
6155 · Merchant Fees/Bank Chgs.	1,709.43	22,905.66	20,833.34	2,072.32	109.95%	25,000.00	22,905.66	20,564.65	2,341.01	11.38%
6160 · Awards	0.00	5,793.15	416.66	5,376.49	1,390.38%	500.00	5,793.15	351.71	5,441.44	1547.14%
6165 · Printing	51.99	13,166.15	10,833.34	2,332.81	121.53%	13,000.00	13,166.15	11,764.42	1,401.73	11.91%
6170 · Magazine	1,443.00	14,407.94	0.00	14,407.94	100.0%	0.00	14,407.94	0.00	14,407.94	0.00%
6175 · Postage	14.75	1,582.17	1,666.66	(84.49)	94.93%	2,000.00	1,582.17	1,675.98	(93.81)	-5.60%
6185 · Telephone/Bridge Calls	468.55	3,917.91	3,333.34	584.57	117.54%	4,000.00	3,917.91	3,241.22	676.69	20.88%
6190 · Web and Technology	767.00	16,089.85	15,833.34	256.51	101.62%	19,000.00	16,089.85	11,567.47	4,522.38	39.10%
6200 · Travel/Staff Expenses	0.00	0.00	833.34	(833.34)	0.0%	1,000.00	0.00	642.87	(642.87)	-100.00%
6220 · Audit & Tax Filing	0.00	9,400.00	9,500.00	(100.00)	98.95%	9,500.00	9,400.00	9,250.00	150.00	0.00%
6230 · Insurance	0.00	1,690.00	2,000.00	(310.00)	84.5%	2,000.00	1,690.00	1,660.00	30.00	1.81%
6246 · Prior Year Taxes	0.00	0.00	0.00	0.00	0.0%	0.00	0.00	0.00	0.00	100.00%
6240 · Taxes	0.00	18,876.38	15,000.00	3,876.38	125.84%	20,000.00	18,876.38	19,153.46	(277.08)	0.00%
6260 · Donations	0.00	0.00	0.00	0.00	0.0%	0.00	0.00	0.00	0.00	0.00%
6999 · Previous Year Adjustments	0.00	0.00	0.00	0.00	0.0%	0.00	0.00	835.00	(835.00)	0.00%
TOTAL OPERATING EXPENSES	67,138.27	333,317.41	334,545.02	(1,227.61)	99.63%	393,514.00	333,317.41	283,547.45	49,769.96	17.55%
NET OPERATIONG REVENUE	(53,138.27)	32,968.15	(3,441.70)	36,409.85	(957.9%)	(39,234.00)	32,968.15	39,888.49	(6,920.34)	-17.35%

	Oct 16	Jan - Oct 16	YTD Budget	\$ Over Budget	% of Budget	Annual Budget	Jan - Oct 16	Jan - Oct 15	\$ Change	% Change
PROGRAM REVENUES										
4503 · Contributions and Donations	0.00	0.00	15,000.00	(15,000.00)	0.0%	15,000.00	0.00	327.15	(327.15)	-100.00%
4505 · Webinar	325.00	2,250.00	2,500.00	(250.00)	90.0%	3,000.00	2,250.00	1,850.00	400.00	21.62%
4520 · Weekend Training	6,050.00	28,225.00	20,000.00	8,225.00	141.13%	20,000.00	28,225.00	11,050.00	17,175.00	0.00%
4570 · Intro to Government	75.00	17,980.00	16,500.00	1,480.00	108.97%	19,800.00	17,980.00	14,250.00	3,730.00	26.18%
4580 · Presentation/Fiscal Policy	0.00	11,741.00	13,000.00	(1,259.00)	90.32%	15,600.00	11,741.00	11,525.00	216.00	1.87%
4590 · Intermediate Government Acct	3,000.00	46,945.00	33,000.00	13,945.00	142.26%	39,600.00	46,945.00	65,550.00	(18,605.00)	-28.38%
4594 · CMTA/CSMFO Course	0.00	3,640.00	2,475.00	1,165.00	147.07%	2,475.00	3,640.00	1,312.50	2,327.50	177.33%
4595 · Revenue Fundamentals	450.00	7,514.74	0.00	7,514.74	100.0%	0.00	7,514.74	0.00	7,514.74	0.00%
TOTAL PROGRAM REVENUES	9,900.00	118,295.74	102,475.00	15,820.74	819.74%	115,475.00	118,295.74	105,864.65	12,431.09	11.74%
PROGRAM EXPENSES										
6494 · Webinar Expenses	0.00	0.00	2,083.34	(2,083.34)	0.0%	2,500.00	0.00	500.00	(500.00)	-100.00%
6594 · CMTA/CSMFO Course Exp	0.00	1,300.34	2,425.00	(1,124.66)	53.62%	2,425.00	1,300.34	346.29	954.05	275.51%
6420 · Weekend Trainings	0.00	0.00	25,000.00	(25,000.00)	0.0%	25,000.00	0.00	1,204.00	(1,204.00)	0.00%
6430 · Intro to Government	9,533.67	13,388.02	16,000.00	(2,611.98)	83.68%	19,200.00	13,388.02	12,546.97	841.05	6.70%
6450 · Presentation/Fiscal Policy	0.00	15,116.67	13,033.34	2,083.33	115.99%	15,640.00	15,116.67	16,964.88	(1,848.21)	-10.89%
6480 · Intermediate Governmental Acct.	7,116.22	35,925.82	27,800.00	8,125.82	129.23%	33,360.00	35,925.82	39,920.11	(3,994.29)	-10.01%
6595 · Revenue Fundamental Expense	0.00	3,521.02	0.00	3,521.02	100.0%	0.00	3,521.02	0.00	3,521.02	0.00%
TOTAL PROGRAM EXPENSES	16,649.89	69,251.87	86,341.68	(17,089.81)	80.21%	98,125.00	69,251.87	71,482.25	(2,230.38)	-3.12%
NET PROGRAM REVENUE	(6,749.89)	49,043.87	16,133.32	32,910.55	303.99%	17,350.00	49,043.87	34,382.40	14,661.47	42.64%
OTHER EXPENSES										
6970 · Branding & Style Guide	0.00	6,600.00	12,500.00	(5,900.00)	52.8%	12,500.00	6,600.00	0.00	6,600.00	0.00%
9950 · Prior Period Adjustment	0.00	1,897.05	0.00	1,897.05	100.0%	0.00	1,897.05	0.00	1,897.05	0.00%
TOTAL OTHER EXPENSES	0.00	8,497.05	12,500.00	(4,002.95)	67.98%	12,500.00	8,497.05	0.00	6,600.00	0.00%
CHAPTER REVENUE	4,973.00	70,919.00	41,666.66	29,252.34	170.21%	50,000.00	70,919.00	61,853.77	9,065.23	14.66%
CHAPTER EXPENSES	8,950.04	58,550.61	41,666.66	16,883.95	140.52%	50,000.00	58,550.61	48,397.36	10,153.25	20.98%
NET CHAPTER REVENUE	(3,977.04)	12,368.39	0.00	12,368.39	0.0%	0.00	12,368.39	13,456.41	(1,088.02)	-8.09%
TOTAL CONFERENCE REVENUE	0.00	863,955.00	701,200.00	162,755.00	123.21%	701,200.00	863,955.00	666,100.00	197,855.00	29.70%
TOTAL CONFERENCE EXPENSES	0.00	836,196.57	738,813.00	97,383.57	113.18%	738,813.00	836,196.57	560,018.98	276,177.59	49.32%
NET CONFERENCE REVENUE	0.00	27,758.43	(37,613.00)	65,371.43	140.96%	(37,613.00)	27,758.43	106,081.02	(78,322.59)	-73.83%
TOTAL NET REVENUE	(63,865.20)	113,641.79	(37,421.38)	151,063.17	(303.68%)	(71,997.00)	113,641.79	193,808.32	(80,166.53)	-41.36%

	Central Coast	Central Los Angeles	Central Valley	Channel Counties	Coachella Valley	Desert Mountain	East Bay	Inland Empire	Monterey Bay	North Coast	Orange County	Peninsula
Ordinary Income/Expense												
Income												
4500 · PROGRAM REVENUES												
4501 · Chapter Income												
4501.03 · North Coast	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,020.00	0.00	0.00
4501.04 · Sacramento Valley	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
4501.05 · East Bay (SF)	0.00	0.00	0.00	0.00	0.00	0.00	6,403.00	0.00	0.00	0.00	0.00	0.00
4501.06 · Central Valley	0.00	0.00	1,224.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
4501.07 · Peninsula	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,235.00
4501.08 · Monterey Bay	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5,565.00	0.00	0.00	0.00
4501.09 · South San Joaquin	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
4501.10 · Central Coast	448.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
4501.11 · Channel Counties	0.00	0.00	0.00	5,680.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
4501.12 · San Gabriel Valley	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
4501.13 · Central Los Angeles	0.00	2,330.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
4501.14 · South Bay (LA)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
4501.15 · Desert Mountain	0.00	0.00	0.00	0.00	0.00	710.00	0.00	0.00	0.00	0.00	0.00	0.00
4501.16 · Orange County	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	10,090.00	0.00
4501.17 · Inland Empire	0.00	0.00	0.00	0.00	0.00	0.00	0.00	19,764.00	0.00	0.00	0.00	0.00
4501.18 · Coachella Valley	0.00	0.00	0.00	0.00	2,070.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
4501.19 · San Diego County	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total 4501 · Chapter Income	448.00	2,330.00	1,224.00	5,680.00	2,070.00	710.00	6,403.00	19,764.00	5,565.00	1,020.00	10,090.00	2,235.00
Total 4500 · PROGRAM REVENUES	448.00	2,330.00	1,224.00	5,680.00	2,070.00	710.00	6,403.00	19,764.00	5,565.00	1,020.00	10,090.00	2,235.00
Total Income	448.00	2,330.00	1,224.00	5,680.00	2,070.00	710.00	6,403.00	19,764.00	5,565.00	1,020.00	10,090.00	2,235.00
Gross Profit	448.00	2,330.00	1,224.00	5,680.00	2,070.00	710.00	6,403.00	19,764.00	5,565.00	1,020.00	10,090.00	2,235.00
Expense												
6400 · PROGRAM EXPENSES												
6401 · Chapter Expenses												
6401.03 · North Coast	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	775.00	0.00	0.00
6401.04 · Sacramento Valley	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
6401.05 · East Bay (SF)	0.00	0.00	0.00	0.00	0.00	0.00	4,415.37	0.00	0.00	0.00	0.00	0.00
6401.06 · Central Valley	0.00	0.00	875.86	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
6401.07 · Peninsula	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,408.92
6401.08 · Monterey Bay	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5,649.43	0.00	0.00	0.00
6401.11 · Channel Counties	0.00	0.00	0.00	3,805.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
6401.12 · San Gabriel Valley	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
6401.13 · Central Los Angeles	0.00	2,449.06	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
6401.15 · Desert Mountain	0.00	0.00	0.00	0.00	0.00	600.00	0.00	0.00	0.00	0.00	0.00	0.00

	Central Coast	Central Los Angeles	Central Valley	Channel Counties	Coachella Valley	Desert Mountain	East Bay	Inland Empire	Monterey Bay	North Coast	Orange County	Peninsula
6401.16 · Orange County	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	11,062.25	0.00
6401.17 · Inland Empire	0.00	0.00	0.00	0.00	0.00	0.00	0.00	14,948.21	0.00	0.00	0.00	0.00
6401.18 · Coachella Valley	0.00	0.00	0.00	0.00	999.23	0.00	0.00	0.00	0.00	0.00	0.00	0.00
6401.19 · San Diego County	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total 6401 · Chapter Expenses	0.00	2,449.06	875.86	3,805.00	999.23	600.00	4,415.37	14,948.21	5,649.43	775.00	11,062.25	1,408.92
Total 6400 · PROGRAM EXPENSES	0.00	2,449.06	875.86	3,805.00	999.23	600.00	4,415.37	14,948.21	5,649.43	775.00	11,062.25	1,408.92
Total Expense	0.00	2,449.06	875.86	3,805.00	999.23	600.00	4,415.37	14,948.21	5,649.43	775.00	11,062.25	1,408.92
Net Ordinary Income	448.00	(119.06)	348.14	1,875.00	1,070.77	110.00	1,987.63	4,815.79	(84.43)	245.00	(972.25)	826.08
Net Income	448.00	(119.06)	348.14	1,875.00	1,070.77	110.00	1,987.63	4,815.79	(84.43)	245.00	(972.25)	826.08

	Sacramento Valley	San Diego	San Gabriel Valley	South San Joaquin	South Bay (LA)	TOTAL
Ordinary Income/Expense						
Income						
4500 · PROGRAM REVENUES						
4501 · Chapter Income						
4501.03 · North Coast	0.00	0.00	0.00	0.00	0.00	1,020.00
4501.04 · Sacramento Valley	1,885.00	0.00	0.00	0.00	0.00	1,885.00
4501.05 · East Bay (SF)	0.00	0.00	0.00	0.00	0.00	6,403.00
4501.06 · Central Valley	0.00	0.00	0.00	0.00	0.00	1,224.00
4501.07 · Peninsula	0.00	0.00	0.00	0.00	0.00	2,235.00
4501.08 · Monterey Bay	0.00	0.00	0.00	0.00	0.00	5,565.00
4501.09 · South San Joaquin	0.00	0.00	0.00	575.00	0.00	575.00
4501.10 · Central Coast	0.00	0.00	0.00	0.00	0.00	448.00
4501.11 · Channel Counties	0.00	0.00	0.00	0.00	0.00	5,680.00
4501.12 · San Gabriel Valley	0.00	0.00	6,270.00	0.00	0.00	6,270.00
4501.13 · Central Los Angeles	0.00	0.00	0.00	0.00	0.00	2,330.00
4501.14 · South Bay (LA)	0.00	0.00	0.00	0.00	1,200.00	1,200.00
4501.15 · Desert Mountain	0.00	0.00	0.00	0.00	0.00	710.00
4501.16 · Orange County	0.00	0.00	0.00	0.00	0.00	10,090.00
4501.17 · Inland Empire	0.00	0.00	0.00	0.00	0.00	19,764.00
4501.18 · Coachella Valley	0.00	0.00	0.00	0.00	0.00	2,070.00
4501.19 · San Diego County	0.00	3,450.00	0.00	0.00	0.00	3,450.00
Total 4501 · Chapter Income	1,885.00	3,450.00	6,270.00	575.00	1,200.00	70,919.00
Total 4500 · PROGRAM REVENUES	1,885.00	3,450.00	6,270.00	575.00	1,200.00	70,919.00
Total Income	1,885.00	3,450.00	6,270.00	575.00	1,200.00	70,919.00
Gross Profit	1,885.00	3,450.00	6,270.00	575.00	1,200.00	70,919.00
Expense						
6400 · PROGRAM EXPENSES						
6401 · Chapter Expenses						
6401.03 · North Coast	0.00	0.00	0.00	0.00	0.00	775.00
6401.04 · Sacramento Valley	1,512.30	0.00	0.00	0.00	0.00	1,512.30
6401.05 · East Bay (SF)	0.00	0.00	0.00	0.00	0.00	4,415.37
6401.06 · Central Valley	0.00	0.00	0.00	0.00	0.00	875.86
6401.07 · Peninsula	0.00	0.00	0.00	0.00	0.00	1,408.92
6401.08 · Monterey Bay	0.00	0.00	0.00	0.00	0.00	5,649.43
6401.11 · Channel Counties	0.00	0.00	0.00	0.00	0.00	3,805.00
6401.12 · San Gabriel Valley	0.00	0.00	6,183.90	0.00	0.00	6,183.90
6401.13 · Central Los Angeles	0.00	0.00	0.00	0.00	0.00	2,449.06
6401.15 · Desert Mountain	0.00	0.00	0.00	0.00	0.00	600.00

	Sacramento Valley	San Diego	San Gabriel Valley	south San Joaquin	SouthBay (LA)	TOTAL
6401.16 · Orange County	0.00	0.00	0.00	0.00	0.00	11,062.25
6401.17 · Inland Empire	0.00	0.00	0.00	0.00	0.00	14,948.21
6401.18 · Coachella Valley	0.00	0.00	0.00	0.00	0.00	999.23
6401.19 · San Diego County	0.00	3,866.08	0.00	0.00	0.00	3,866.08
Total 6401 · Chapter Expenses	1,512.30	3,866.08	6,183.90	0.00	0.00	58,550.61
Total 6400 · PROGRAM EXPENSES	1,512.30	3,866.08	6,183.90	0.00	0.00	58,550.61
Total Expense	1,512.30	3,866.08	6,183.90	0.00	0.00	58,550.61
Net Ordinary Income	372.70	(416.08)	86.10	575.00	1,200.00	12,368.39
Net Income	372.70	(416.08)	86.10	575.00	1,200.00	12,368.39

CALIFORNIA SOCIETY OF MUNICIPAL FINANCE OFFICERS

Our Vision

CSMFO is the preeminent resource for promoting excellence in government finance.

Our Mission

The California Society of Municipal Finance Officers serves all government finance professionals through innovation, collaboration, continuing education and professional development.

Our Guiding Values

We value and respect our members as we live by and carry out the following values.

Integrity

We believe in and adhere to honest and ethical decision making while displaying good character and sound judgment.

Competency

We recognize the importance of obtaining and mastering the requisite skills, knowledge and experience to enable finance professionals to perform their jobs at a high level.

Commitment to Public Service

We believe our members should give back to their agencies' and the profession.

Transparency

We recognize the importance of openness, accountability and honesty to enhance the public trust.

Creating a Positive Legacy

We believe in collaboration, teamwork and developing leaders who share information, grow their skills and mentor others.

CORE STRATEGIES, GOALS & PRIORITY ACTIONS

Core Strategy: **Strategic Growth**

Goal:

CSMFO will leverage and invest resources to ensure the organization supports its volunteer efforts to forward the mission, vision and values.

Priority Actions:

1. Evaluate and invest in:	
a. New technology – member database/app	Technology Committee
b. Survey needs, evaluate growth opportunities	Membership Committee
c. Branding/Outreach/Promote CSMFO	Communications Committee
d. Expand/enhance program administrative support and infrastructure	Executive Committee/Administration Committee
e. Enhance internal communication – chair calls, collaboration	Executive Committee
f. Evaluate and improve internal communications – Board Meeting agendas, status reports from committees	Executive Committee
2. Develop a “60th” Logo	Executive Committee/President
3. Develop Comprehensive Strategy on Fees and Dues (Revenues)	Membership Committee

CORE STRATEGIES, GOALS & PRIORITY ACTIONS

Core Strategy: **Member Engagement**

Goal:

CSMFO will respond to our members' needs, increase active participation and promote strategic growth.

Priority Actions:

1. Formulate outreach plan to target potential members (88 cities)	Membership Committee
2. Refine volunteer utilization plan and appreciate and recognize volunteers	Membership Committee
3. Conduct comprehensive member survey to determine priorities	Membership Committee
4. Develop student engagement plan	Membership Committee
5. Develop orientation package for new and existing members	Membership Committee

CORE STRATEGIES, GOALS AND PRIORITY ACTIONS

Core Strategy: **Professional Development**

Goal:

CSMFO will deliver the highest quality training and expanded educational opportunities to further develop the knowledge and skills of finance professionals at all levels throughout California.

Priority Actions:

1. Expand CSMFO core training to ensure foundational skill sets	Career Development Committee/Professional Standards & Recognition Committee
2. Leverage technology to deliver content	Technology Committee/Career Development Committee
3. Develop and copyright training materials as appropriate	Career Development Committee/Administration Committee
4. Develop focused “quick hits” on technical topics accessed from any device (aka ‘Ted Talks’)	Professional Standards & Recognition Committee
5. Strategize on developing Mentorship Program	Career Development Committee



From: Drew Corbett, President-Elect
To: CSMFO Board of Directors
Subject: Proposed 2017 CSMFO Budget

This memo serves to summarize the 2017 CSMFO operating budget. Overall, operating expenses are budgeted to exceed operating revenues by approximately \$22,800, not including the annual conference budget, which has already been approved.

Total revenues for 2017 are up approximately \$93,000 (17.7%) from the 2016 budget. Major increases include:

- \$24,000 in advertising income to reflect actual experience in 2016
- \$40,000 in chapter income to reflect actual experience in 2016
- \$22,500 for the revenue fundamentals I/II classes that are expected to be held in 2017

Total expenses are up \$100,000 (18.5%) from the 2016 budget and reflect the following increases:

- \$25,000 for management and professional services
 - \$12,000 related to contractual increase plus additional services for the Career Development Committee
 - \$10,000 related to contractual increase plus additional services from Michael Coleman
 - \$3,000 related to contractual increases for Don Maruska
- \$30,000 for chapter expenses to reflect actual experience in 2016
- \$27,000 for class offerings (intermediate government accounting, revenue fundamentals I and II)
- \$15,000 for the magazine

At the September Board meeting, I presented a draft budget that had a deficit of \$3,300. The factors that increased that deficit to \$22,800 in the budget being presented for Board approval include:

- A \$10,000 increase in expenses related to additional services from Michael Coleman to reflect the demand for him at chapter events
- A \$5,000 increase for merchant/bank fees, which aligns that budget with both the 2016 budget and the anticipated actuals for 2016
- A \$10,000 increase in chapter expenses

Some of these expense increases were offset by a slight increase in revenues and some slight decreases in other expense categories. In total, the net operating deficit increased \$19,500 from the original draft of the budget presented in September.

Thank you for your consideration.

	2017 Budget	2016 Estimated Year-End	2016 Budget	2015 Actual	2014 Actual	2013 Actual	2012 Actual	2011 Actual	2010 Actual
Operating Revenues									
Membership dues	223,200.00	220,230.00	215,225.00	209,300.00	197,120.00	199,930.00	178,965.00	177,225.00	181,455.00
Interest income	3,000.00	3,336.00	2,000.00	1,600.94	479.50	717.91	974.20	1,196.59	1,107.00
Advertising income	151,000.00	151,000.00	127,205.00	109,760.00	109,955.00	97,471.25	79,262.50	59,490.00	52,555.00
Miscellaneous	-	-	-	-	-	-	5.00	108.00	1,822.00
Budget/CAFR fees	16,100.00	16,600.00	16,100.00	16,950.00	15,250.00	15,600.00	16,200.00	19,900.00	15,000.00
Subtotal Operating Revenues	393,300.00	391,166.00	360,530.00	337,610.94	322,804.50	313,719.16	275,406.70	257,919.59	251,939.00
Program and Other Revenues									
Chapter Income	90,000.00	85,200.00	50,000.00	73,163.77	33,577.37	-	-	-	-
Contributions and Donations	5,000.00	5,000.00	15,000.00	227.15	13,167.70	16,140.90	12,561.20	10,000.00	-
Webinar	3,000.00	2,250.00	3,000.00	2,500.00	3,775.00	2,075.00	3,115.00	2,625.00	-
Legislative seminar	-	-	-	-	-	-	-	8,029.00	6,465.00
Weekend Training (formally "Training")	20,000.00	24,275.00	20,000.00	19,775.00	17,975.00	15,050.00	11,875.00	11,900.00	13,250.00
Introduction To Government	19,800.00	17,925.00	19,800.00	14,250.00	13,760.00	15,300.00	7,100.00	5,300.00	10,600.00
Intermediate Government	49,500.00	48,000.00	39,600.00	66,000.00	37,350.00	37,000.00	6,335.00	10,450.00	-
Revenue Fundamentals I	15,000.00	7,500.00	-	-	-	-	-	-	-
Revenue Fundamentals II	7,500.00	-	-	-	-	-	-	-	-
CMTA/CSMFO Joint Education	3,750.00	3,600.00	2,475.00	5,512.50	3,787.50	5,175.00	-	-	-
Presentation Skills/Fiscal Policy	12,000.00	11,700.00	15,600.00	11,300.00	7,950.00	14,275.00	7,835.00	6,120.00	2,500.00
Subtotal Program and Other Revenues	225,550.00	205,450.00	165,475.00	192,728.42	131,342.57	105,015.90	48,821.20	54,424.00	32,815.00
Total Revenue from Operations	618,850.00	596,616.00	526,005.00	530,339.36	454,147.07	418,735.06	324,227.90	312,343.59	284,754.00
Operating Expenses									
President's expense	6,000.00	5,013.87	6,000.00	3,355.23	3,772.72	3,635.13	4,858.19	3,311.59	1,362.25
Board of Directors	4,600.00	2,300.00	4,600.00	4,991.36	3,032.99	3,132.14	650.00	3,871.40	5,809.49
Committee/Chapter support	2,500.00	-	5,000.00	2,619.80	1,663.50	4,459.49	527.28	155.64	963.15
Board planning session (Retreat)	31,700.00	30,587.86	33,200.00	31,379.46	29,389.35	23,075.39	25,222.88	23,950.40	23,478.06
Bad debt expense	-	-	-	-	-	-	200.00	-	-
Management & Professional Services	268,479.00	243,064.00	243,064.00	202,814.56	193,828.44	190,102.72	179,816.07	177,774.06	125,462.36
Office supplies/Storage	800.00	800.00	650.00	452.83	452.37	302.14	318.15	203.19	446.91
Merchant fees	25,000.00	25,000.00	25,000.00	14,004.08	8,997.45	19,664.59	14,808.99	13,671.48	10,787.14
Awards	5,000.00	6,500.00	500.00	351.71	216.35	456.19	-	223.27	332.67
Printing	13,500.00	13,250.00	13,000.00	12,594.26	10,000.82	11,452.64	9,905.40	9,813.92	11,241.39
Marketing/Membership	-	-	-	-	11,586.34	-	500.00	-	-
Magazine	15,000.00	20,000.00	-	-	-	-	-	-	-
Postage	2,000.00	2,000.00	2,000.00	1,730.79	2,952.88	3,265.07	4,575.98	6,917.96	5,644.27
Equipment lease	-	-	-	-	-	2,732.57	5,115.44	5,040.00	5,040.00
Telephone/Bridge calls	5,100.00	5,100.00	4,000.00	4,726.17	3,805.30	3,313.00	2,485.50	2,250.55	826.12
Web and technology expenses	19,000.00	19,000.00	19,000.00	13,145.47	12,299.00	13,382.92	11,454.96	12,147.46	10,472.46
Special Web Project	-	-	-	-	-	-	-	-	32,464.00
Travel	1,000.00	-	1,000.00	1,066.72	454.20	221.32	885.11	1,150.49	959.35
Audit	9,500.00	9,400.00	9,500.00	9,250.00	9,075.00	7,522.00	9,470.00	8,490.00	9,322.11
Insurance	2,000.00	1,700.00	2,000.00	1,660.00	1,576.00	2,094.00	2,260.00	2,400.00	2,430.00
Taxes	20,000.00	19,000.00	20,000.00	25,189.51	28,051.00	19,659.00	12,645.98	3,935.72	3,083.96
Miscellaneous	-	-	-	335.00	(499.61)	2,345.50	-	412.59	-
GFOA Reception	5,000.00	5,500.00	5,000.00	9,323.73	3,489.75	6,254.00	-	-	2,754.40
Donations	-	-	-	-	-	-	-	-	50,000.00
Subtotal Operating Expenses	436,179.00	408,215.73	393,514.00	338,990.68	324,143.85	317,069.81	285,699.93	275,719.72	302,880.09
Program Expenses									
Chapter Expenses	80,000.00	70,800.00	50,000.00	66,541.41	18,990.34	-	-	-	-
Legislative seminar	-	-	-	-	-	-	-	4,344.80	5,967.00
Weekend Training (formally "Training")	25,000.00	26,500.00	25,000.00	22,393.37	22,690.39	15,754.74	10,697.33	10,667.02	12,857.00
Introduction to Government	19,200.00	14,000.00	19,200.00	12,905.83	12,052.13	11,873.25	4,159.53	1,641.61	2,745.00
Intermediate Government	41,700.00	40,000.00	33,360.00	43,477.08	33,865.59	39,533.53	6,543.88	11,582.00	-
Webinar Expenses	2,500.00	200.00	2,500.00	500.00	-	-	-	-	203.00
Revenue Fundamentals I	12,664.00	3,500.00	-	-	-	-	-	-	-
Revenue Fundamentals II	6,332.00	-	-	-	-	-	-	-	-
Presentation Skills/Fiscal Policy	16,792.00	15,000.00	15,640.00	16,964.88	8,111.65	13,579.05	7,436.82	1,320.83	3,648.00
CMTA Collaboration	1,300.00	1,300.00	2,425.00	5,219.84	2,811.47	-	-	-	-
Subtotal Program Expenses	205,488.00	171,300.00	148,125.00	168,002.41	98,521.57	80,740.57	28,837.56	29,556.26	25,420.00
Total Expenses from Operations	641,667.00	579,515.73	541,639.00	506,993.09	422,665.42	397,810.38	314,537.49	305,275.98	328,300.09
Total Operating Rev over Exp	(22,817.00)	17,100.27	(15,634.00)	23,346.27	31,481.65	20,924.68	9,690.41	7,067.61	(43,546.09)
One-Time Budgeted Expenses	-	(8,500.00)	(12,500.00)	-	-	-	-	-	-
Annual Conference									
Conference revenues	729,650.00	864,535.00	701,200.00	666,100.00	630,390.00	557,240.00	586,880.21	462,370.00	532,710.00
Conference expenses	754,795.00	847,287.00	738,813.00	578,076.32	527,502.58	436,177.99	487,339.58	389,089.00	419,555.00
Subtotal Conference Rev over Exp	(25,145.00)	17,248.00	(37,613.00)	88,023.68	102,887.42	121,062.01	99,540.63	73,281.00	113,155.00
Total Revenue over Expenses	(47,962.00)	25,848.27	(65,747.00)	111,369.95	134,369.07	141,986.69	109,231.04	80,348.61	69,608.91



CSMFO BOARD REPORT

Date **December 5, 2016**

FROM: Stephen Parker,
 Vice-Chair, Administration Committee

SUBJECT: Policy and Procedures Manual Update

Background:

During the September 28, 2016 Board of Directors meeting, the CSMFO Board approved the creation of a standing committee called the Communications Committee to take effect December 1, 2016. The Board also directed the Administration Committee to revise the Policies and Procedures Manual to include a reference to the Communications Committee with duties outlined in the staff report prepared by the CSMFO Communications Task Force.

Based on that direction, the Administration Committee is presenting a revised Policies and Procedures Manual. Attached you will find the revised Policies and Procedures manual with changes to:

- Include a reference and description of the new Communications standing committee
- Re-order the Committees to be in alphabetical order
- Formatting in other areas

Recommendation:

That the Board adopt the revised Policies and Procedures Manual as presented, and direct the new Communications Committee to review and suggest edits to the publication section of the Manual in 2017.

CALIFORNIA SOCIETY OF MUNICIPAL FINANCE OFFICERS



Policy and Procedures Manual

Revised December 2016

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CALIFORNIA SOCIETY OF MUNICIPAL FINANCE OFFICERS

Policy and Procedures Manual

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CALIFORNIA SOCIETY OF MUNICIPAL FINANCE OFFICERS

Policy and Procedures Manual

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CALIFORNIA SOCIETY OF MUNICIPAL FINANCE OFFICERS

Policy and Procedures Manual

This manual is prepared for the sole purpose of providing assistance and guidance to the officers and members of CSMFO. Changes may be made from time to time by the Board of Directors to meet changing conditions. The material contained herein is supplementary to the Bylaws of CSMFO; if contradictions develop, the Bylaws shall prevail.

I. DUTIES OF OFFICERS

Traditionally, the offices of President and President-Elect have rotated between the southern and northern parts of the state. While the President is the titular head of CSMFO statewide, the President-Elect assumes a secondary leadership role in his or her area of the state in order to maintain the best possible communications between the members and the officers.

As the Annual Conference also alternates between north and south, the President-Elect automatically becomes the Conference Chair for that year.

The Past President automatically assumes the role of Chapter Chair Liaison.

The President may, from time to time, present proclamations on behalf of the organization to CSMFO members that are retiring from the profession, provided that said members have been members in good standing for at least the last three consecutive years.

The Board shall annually appoint a Secretary/Treasurer to perform the duties outlined in Article III, Section H.4 in the Bylaws.

II. BOARD OF DIRECTORS

The membership of the Board of Directors also has been apportioned between the southern and northern parts of the state. It is the policy of this organization to maintain this informal balance. Board members are expected to serve as liaisons to select chapters within their southern or northern regions. Board members should attend at least one meeting annually for each chapter so assigned.

III. STANDING COMMITTEES

A. Committees

CSMFO shall have seven standing committees, as outlined below. In addition, the Board may decide to appoint ad hoc committees to address policy or other issues as they arise and as deemed necessary.

- 1) Administration Committee, whose primary objectives are to:
 - a) Review the financial statements and budget of CSMFO in coordination with the

Executive Committee.

- b) Review and update CSMFO policies and procedures as needed or requested.
 - c) Undertake special projects as directed by the Executive Committee or Board of Directors.
 - d) Coordinate the Odell Scholarship program with California State University system, conduct scholarship fundraising efforts as deemed appropriate by the Board, and provide an annual report to the Board.
 - e) Administer contracts on behalf of CSMFO. Draft and execute contracts as directed by the Executive Committee or Board of Directors. Conduct annual evaluation of contractors with results to be presented at the annual Board retreat.
- 2) Career Development Committee, whose primary objective is to promote the professional development of its members by providing affordable and accessible training opportunities. Activities may include, but are not limited to:
- a) Review and/or sponsor educational programs.
 - b) Coordinate with educational institutions in developing applicable courses.
 - c) Coordinate with GFOA Career Development Center on programs.
 - d) Coordinate, plan and execute webinars.
 - e) Coordinate coaching program and professional development services.
 - f) Undertake special projects as directed by the Executive Committee or Board of Directors.
- 3) Communications Committee, whose primary objective is to be responsible for direct oversight on CSMFO communications and provide guidance to committees and chapters on their own announcements. Activities may include, but are not limited to:
- a) Maintain and update the CSMFO Style Guide.
 - b) Create, maintain, and update Communications Policies for CSMFO.
 - c) Publish the CSMFO Magazine (including setting issue topics, identifying and contacting authors, managing the advertising program, determining distribution, etc.).
 - d) Oversee CSMFO social media.
 - e) Oversee CSMFO Marketing Collateral.
 - f) Undertake special projects as directed by the Executive Committee or Board of Directors.

- 4) Conference Site Selection Committee, whose primary objectives are to facilitate the Annual Conference by:
 - a) Soliciting, pre-screening, and recommending to the Board the site for the Society's Annual Conference.
- 5) Membership Committee, whose primary objectives are to:
 - a) Solicit and encourage new members from eligible agencies and promote the benefits of CSMFO membership.
 - b) Solicit feedback from members on what benefits they want from their CSMFO membership.
 - c) Follow-up on non-renewing members and outstanding membership invoices.
 - d) Undertake special projects as directed by the Executive Committee or Board of Directors.
- 6) Professional Standards and Recognition Committee, whose primary objective is to promote the development and use of professional standards in government accounting and reporting, as well as recognize outstanding efforts in these categories. To accomplish this, the committee will:
 - a) Review and advise the CSMFO membership on technical publications and issues, as needed.
 - b) Develop suggested systems and procedures, as needed.
 - c) Encourage the use of professional standards through award programs for financial reporting.
 - d) Encourage improved techniques for budget preparation and presentation.
 - e) Recognize excellence in financial reporting and budgeting through annual awards programs.
 - f) Undertake special projects as directed by the Executive Committee or Board of Directors.
 - g) Oversee the GFOA CAFR awards presentations.
- 7) Program Committee, whose primary objective is to set the educational content of the Annual Conference, including:
 - a) Conducting calls for presentations, as the committee deems necessary.
 - b) Working with speaker bureaus.
 - c) Setting the schedule of classes for the conference.
 - d) Coordinating the pre-conference sessions.

- e) Coordinating with speakers their materials, audio visual needs and payments and/or reimbursements, as necessary.
 - f) Assigning moderators for each session.
 - g) Communicating and coordinating with the Annual Conference Host Committee as appropriate.
- 8) Technology Committee, whose primary objectives are to:
- a) Enhance the effectiveness and use of technology by CSMFO and its member agencies in exchanging information, increasing productivity and enhancing member service.
 - b) Maintain a CSMFO Internet presence and website to enhance membership benefits, provide professional information, establish relevant links and support continued training.
 - c) Facilitate information sharing among members.
 - d) Oversee the CSMFO listservs, including periodic review and updating of listserv guidelines and policy enforcement.
 - e) Undertake special projects as directed by the Executive Committee or Board of Directors.

B. Committee Structure

The incoming President shall appoint the Chair, Vice-Chair(s), Senior Advisor(s) and Board Liaison of each committee, after soliciting input from the existing Chair. Retired members may be appointed to serve as Senior Advisors, but all other committee officer positions should be held by active government members. Additionally, each committee shall have the option to add commercial members as it deems appropriate to facilitate the execution of committee responsibilities. To assure broad participation on each committee, the incoming President shall make every effort to have representation within the committee leadership from across the state where functionally practical. The Chair shall recruit additional committee members from among the active government and commercial membership. Each Chair shall advise the Secretary, in writing, of the names of committee members. All committee members are encouraged to attend meetings and conference calls of the Board of Directors.

C. Committee Reports

The President may request each committee chairperson and facilitators of goals established at the annual planning meeting to provide a progress report on activities. The President may request that these progress reports be made available in time for distribution with the Board agenda packet. A comprehensive annual report is due by each committee chair, goal facilitator and policy committee appointee to the CSMFO Secretary by each January 15th for inclusion in the Society's Annual Report.

IV. OTHER COMMITTEES

A. Nominating Committee

In accordance with the Bylaws, the President annually appoints a Nominating Committee, by October 1 of each year, to perform the duties prescribed in the Bylaws. The Nominating Committee shall consist of the President-Elect, the President, the Past President, one current Board of Directors member, one committee chair, two Chapter Chairs, and two members at large (not current Board members). The President-Elect shall chair the Nominating Committee.

B. Executive Committee

The President, Past President, and President-Elect sit as the Executive Committee of CSMFO.

Executive Committee responsibilities include:

1. Preparing an annual budget for consideration and approval by the Board of Directors.
2. Selecting recipients for special CSMFO awards.
3. Reviewing monthly revenue/expenditure reports and budget in conjunction with Administration Committee.
4. Special projects.

C. Annual Conference Host Committee

The President-Elect shall chair the Annual Conference Host Committee for the Annual Conference where he or she assumes the role of President. If the Finance Director of the city in which the Annual Conference is being held is an active member in good standing, he or she should be offered to participate on the Committee. The Chair may designate as many other members of the committee as he or she deems necessary.

D. Audit Committee

The Audit Committee shall consist of the Executive Committee and the Board Liaison to the Administration Committee. The Audit Committee is responsible for all aspects of the audit excluding the contract, which is the responsibility of the Administration Committee.

E. Other ad hoc committees may be formed from time to time as determined by the Executive Committee or Board.

V. MEETINGS

A. Board of Directors Meetings

The Bylaws provide for at least two Board meetings annually. There may be such other meetings as the President may elect. Traditionally, there have been three in-person Board meetings:

- (1) In conjunction with the Annual Conference.
- (2) In the Fall, in conjunction with the Strategic Goal Planning Session.
- (3) In December at a site determined by the President.

The President determines the agenda for each Board meeting, and the Secretary is responsible for emailing the agenda packet to Board members and posting on the website approximately one week in advance of the meeting. New business may be brought before the Board at the conclusion of the regular agenda.

All Board meetings are open to all members. The Board has a policy of no smoking during Board meetings.

B. Annual Meeting

The Annual Meeting shall be held at the Annual Conference during one of the general sessions. The Annual Meeting shall be noticed as such in all promotional materials of the Annual Conference that provide a schedule of events.

C. Strategic Goal Planning Session

CSMFO will hold a Planning Session annually in the fall to determine the strategic objectives of the organization as well as the action plan for the following calendar year. CSMFO will make and pay for the lodging arrangements for all invited attendees; travel arrangements will be made and paid for by attendees individually. A team-building session for attendees only will be held during the Planning Session; attendees are encouraged to bring guests to hosted dinners. Those invited include: Officers, Board Members, Chapter Chairs, Committee Officers (chairs, vice chairs, senior advisors), League Policy Committee Appointees, and appropriate Staff.

VI. EXPENSE REIMBURSEMENT

A. Travel Expenses

1. General

As hereby described, the President, Board members, Committee Chairs, Committee ViceChairs, Committee Senior Advisors and CSMFO appointees to League policy committees should seek expense coverage from their respective agencies first. In the event that reimbursement is not available from the agency, CSMFO makes some funds available for reimbursement to said persons. Funds shall only be made available on the reimbursement basis. Reimbursement shall be made by the Secretary upon presentation of proper vouchers, receipts, etc. The President shall approve all travel reimbursement requests for compliance with this policy and reasonableness, prior to reimbursement by the Secretary.

Only airfare (or equivalent in the case of travel by other modes of transportation), airport parking, transportation to and from the airport, and overnight lodging expenses of CSMFO members are eligible for reimbursement from CSMFO, **unless specifically approved by the Board of Directors**. Members should plan ahead sufficiently to secure the least-cost travel available. Lodging expenses will be allowable only to the extent of permitting an individual to avoid travel between the hours of 11 p.m. and 6 a.m.

2. President's Expenses

The President of CSMFO shall be entitled to reimbursement of eligible expenses not borne by his/her agency associated with the duties of the office, up to the amount of the approved annual budget for this purpose. Reimbursement for travel will be limited to attendance at affiliated out-of-state associations' annual conferences, the GFOA Annual Conference and the CMTA Annual Conference unless expressly approved by the Board. In the event requested reimbursement exceeds the approved budget, such reimbursements shall be submitted to the Board for approval. If the President designates another member to attend an event in his/her place, that individual's eligible expenses may be submitted for reimbursement against this account. Travel outside the United States is limited to attendance of the GFOA Annual Conference only.

4. League Policy Committee Appointee Expenses

Subject to the annual CSMFO budget process, League Policy Committee Appointees shall be entitled to reimbursement of eligible expenses not borne by their agencies associated with attendance at official League meetings. The CSMFO Board shall establish a pool in the annual budget from which committee appointee reimbursements will be funded. Appointees who will require reimbursement during the year shall notify the Secretary prior to the presentation of the budget. The Board of Directors shall determine the maximum reimbursement amount for each individual appointee for that fiscal year.

5. GFOA Related Expenses

It is the policy of CSMFO to encourage the involvement of its members in GFOA activities. Accordingly, subject to the annual CSMFO budget process, CSMFO may pay a maximum of \$1,000 per person to reimburse necessary eligible travel expenses for Active members who serve as a GFOA Executive Board member, State Representative or member of a GFOA standing committee to the extent that these expenses are not covered by GFOA or the member's agency. The CSMFO Board shall establish a GFOA pool in the annual budget from which Active member reimbursements will be funded. Active members who will require reimbursement during the year should notify the Secretary of his/her expected reimbursement needs prior to the presentation of the budget. The Board of Directors shall determine the maximum reimbursement amount for each individual Active member for that fiscal year.

B. Committee Expense

The CSMFO annual budget also provides limited funds for committee meeting expenses, which includes meals or refreshments for committee meetings as well as additional expenses required in administering approved programs. When the CSMFO Conference Site Selection Committee conducts venue site visits, committee member travel may be reimbursed against this account.

C. Chapter Expense

The CSMFO annual budget also provides limited funds for covering possible occasional deficits in chapter meetings, which are normally expected to be self-sustaining.

VII. ELECTIONS

The Nominating Committee shall strive to nominate two candidates for each vacancy of President-Elect and Board of Directors in accordance with the Bylaws.

Nominees will be expected to file a short "qualification statement" with the Secretary so that voting members can better identify nominees. The Secretary shall include the "qualification statements" with the election ballot, along with pictures of the candidates if provided.

The "qualification statement" may contain the following information:

1. Name as it should appear on the ballot.
2. Formal education.
3. Current and previous positions in California local government (out-of-state government experience as a finance director may be included if applicable).
4. List of CSMFO activities.

5. Other professional affiliations related to local government.
6. A statement of the nominee's ideas and goals for CSMFO for the upcoming term (limited to 300 words for the President-Elect and 200 words for Board members).

Nominees shall be advised that any information other than the above will not be included in the published statement of qualifications.

It is the policy of CSMFO that there shall be no formal "campaigning" or "electioneering." Nominees shall not actively solicit votes, nor shall nominees allow others to solicit on their behalf.

As stated in Article III, Section C of the Bylaws, the Nominating Committee shall be appointed by October 1, nomination recommendations given to the Secretary by November 1, ballots mailed to all active members no later than November 10, and ballots returned to the Secretary by December 1.

VIII. AWARDS PROGRAMS

CSMFO sponsors three awards programs.

A. CSMFO Financial Reporting Awards Program

The "CSMFO FINANCIAL REPORTING AWARDS PROGRAM" is under the auspices of Professional Standards and Recognition Committee. The object is to recognize excellence in financial reporting.

B. Award Program for Excellence and Innovation in Budgeting

The "AWARD PROGRAM FOR EXCELLENCE AND INNOVATION IN BUDGETING" is conducted by the Professional Standards and Recognition Committee. The objectives are to recognize agencies with excellent and innovative budget procedures and documents and expose CSMFO members to these materials.

C. Distinguished Services Award

The "DISTINGUISHED SERVICE AWARD" recognizes outstanding service on the part of an individual to the field of local government finance. This is the highest honor that is bestowed by the Society. It is not a competition, and not necessarily annual, but is given at such times as a person is judged deserving of the honor. Nominees may be suggested to the President, in confidence, who will utilize the Executive Committee as an "Awards Committee" for judging. The award will consist of a suitable plaque, presented at the Annual Conference..

IX. ODELL SCHOLARSHIP

Odell Scholarship

The Robert Odell Scholarship created by CSMFO and administered by the California State University system will be conducted under the direction of the Board of Directors. It is intended that the principal amount be held constant at an amount adequate to ensure investment earnings are sufficient to award scholarships each year as the Board of Directors deems appropriate and as communicated to the CSU system by the Administration Committee.

Recipients of the Odell Scholarship will also receive a complimentary invitation to attend the main day of the CSMFO Annual Conference (typically Thursday), inclusive of that evening's banquet. It is the responsibility of the scholarship recipient to contact the CSMFO office no less than two (2) weeks prior to the start date of the conference in order to confirm attendance. If a recipient wishes

to attend the entire conference, they may do so at the prevailing student rate.

X. MEMBERSHIP

A. Status

The Bylaws in Article II, Section A, specify the qualifications for government, other government or commercial membership classifications. Membership in CSMFO is on an individual basis, which allows the membership to follow the individual rather than the agency. The Other Government membership classification is authorized for out-of-state residents and other municipal/state employees not eligible for CSMFO government membership.

B. Other Classifications of Members

The Board may from time to time determine other membership categories within this classification including Honorary, Student/Professor, Retired, Complimentary and Temporary. The Board of Directors shall determine specific dues, if any, for each category. These individual categories under the "other classification" do not carry voting rights.

1. Honorary. Past Presidents who are retired (not gainfully employed either in or out of government) will be granted Honorary membership status. They will be eligible to receive CSMFO materials and participate in CSMFO activities.
2. Student/Professor. This classification shall be open to those persons presently enrolled in or employed in teaching finance, accounting or public administration studies.
3. Retired. This classification is open to former government members who retire from public service.
4. Complimentary. This classification shall be open to those persons as determined by the Board and may be limited to temporary, one-year, or lifetime status. Examples include the GFOA executive director or president.
5. Temporary. Upon approval of the Secretary, a six (6) month temporary membership may be extended to any government member at the loss of employment at no fee upon the written request of the member. All membership rights and privileges continue during this period.

C. Directory

Annually a Membership Directory shall be published as soon after the Annual Conference as possible. Generally speaking, the Directory is distributed in April. In order to ensure listing in the Directory, a member should pay their dues by January 1.

D. Dues

Dues shall be collected for the calendar year and membership for all members shall expire on December 31 of each year. Any member that remains unpaid by March 31 shall then be made inactive.

1. New government and other government members signing up after July 1 until September 30 will pay 50% of the current annual dues. New members who pay the full amount of dues between October 1 and December 31 shall be considered current members until December 31 of the following year.
2. Membership dues are due on January 1 of each year, as specified in Article II, Section C of the Bylaws.

3. Membership dues renewal notices shall be sent in November.
4. Membership dues will be reviewed for rate adjustments every 5 years, having last been evaluated in 2015.
5. Dues may be prorated at the discretion of the Board of Directors.
6. The Board of Directors has the discretion to establish special one-time dues to encourage new membership.

E. Use of CSMFO Logo

Members in good standing with CSMFO may post the CSMFO logo on their city/agency/company websites advertising their affiliation with our association, provided they do so in accordance with the CSMFO Style Guide. The CSMFO Board of Directors, at the discretion of the Executive Committee, reserves the right to rescind this privilege should the agency/company in question be deemed to conduct itself in a manner not in keeping with CSMFO's standards.

XI. ANNUAL CONFERENCE

The Annual Conference usually will take place at the end of February, alternating between the northern and southern parts of the state. North/south designations will be determined by the Board. Selection of the site for the Annual Conference is by the Board of Directors, approximately three years in advance. Site presentations are made to the Conference Site Selection Committee, which then makes a recommendation to the Board; no site presentations are made to the Board unless specifically requested. The Conference Site Selection Committee will utilize the site selection criteria adopted by the Board in weighing alternative sites.

All other policies relating to the Annual Conference can be found in the Annual Conference Handbook, which is periodically reviewed by the Administration Committee.

XII. ADVOCACY

A. Mission

With their acknowledged expertise in administration and finance, the membership of CSMFO can exert a positive shaping influence on the composition of legislation and the implementation of policy positions that will affect the fiscal integrity and viability of local governments in California. The CSMFO Board and committees should be responsive to the opinions of its membership and should be able to deliberate on specific issues in a timely manner with the goal of adopting a recommended position. CSMFO's adopted positions will be on the record and will be publicized and otherwise utilized to exert maximum influence on both legislators and public opinion.

B. General Advocacy Policies

CSMFO may develop positions on legislative issues, ballot measures and other issues that:

- 1) Involve professional standards and the public perception of local government financial management.
- 2) Have implications for or threaten the stability of local government finances.

C. Proposing Policies and Advocating Legislative Positions

- 1) Positions for consideration may be presented to the Board through the President, by an individual Board member, by recommendation of any committee or advisory body, by a specific Chapter, or by any individual CSMFO member. The President will confer with his or her executive team to determine the appropriate assignment of a specific matter for review.
- 2) Advocacy should be limited to legislative issues, ballot measures and administrative issues. There will be no advocacy for individual candidates. Legislative positions must necessarily be in support of CSMFO policy statements.
- 3) Proposed policies or legislative advocacy positions should be submitted utilizing the following guidelines:
 - a) Recommendations emanating from the work of a committee, task force or other sub-body must be conveyed to the President no later than two business days before a scheduled Board meeting.
 - b) Any active CSMFO member can submit a position for consideration by the Board to the President not less than 14 days prior to a scheduled Board meeting.

D. The Deliberative Process

- 1) The President may assign a proposed issue or legislative advocacy position to an ad hoc committee or other designated body for review and shall request feedback from the general membership when feasible. Various means can be used to obtain a canvass of membership views including electronic mail, the CSMFO website, publications, and meetings.
- 2) The designated body shall report its recommendations to the Board within the timeframe requested by the President at the time of assignment, but in no case longer than three months from the initial request.
- 3) In considering a specific position or policy, the designated committee may request a presentation from the sponsor of the proposal. The committee will approve an issue as submitted, approve with amendment, reject it, or table the proposal for later consideration. If approved, the proposal will be conveyed to the President for submission to the entire Board.
- 4) Any deliberations on a specific proposal, whether by a committee or the Board, are understood to take into consideration the diverse points of view represented by the membership.

E. Approval and Dissemination

- 1) Upon receipt of a proposal from the President after consideration by the assigned committee, the Board may approve it by a simple majority of those present and

voting, including the proxies of those Board members who cannot be in attendance.

- 2) If there is an urgent need to adopt a particular policy, the Board may be polled using appropriate electronic means, including email, facsimiles and telephone calls. In this case, a majority of Board membership will be necessary to adopt a policy.
- 3) Approved policy positions shall be recorded in a manual and published in the CSMFO Magazine and on the CSMFO website.
- 4) Approved policy positions will also be disseminated as appropriate and necessary to elected officials at the local, state and federal levels and to media outlets.
- 5) Approved policy positions will be provided to the League of California Cities for consideration, inclusion and implementation, as appropriate.

F. Special Circumstances and Sunset Provisions

- 1) In the event that the Board has failed to approve a proposal within three months of the time that it was assigned to committee by the President, the issue will no longer be available for consideration. Further consideration would require the matter to be newly introduced.

XIII. CHAPTERS

Chapters of CSMFO were established to provide an opportunity for members in various regions of the state to meet on a regular basis and exchange ideas, discuss professional problems, and participate in technical presentations on specific areas of the profession. The chapters are geographically defined, and shall be specifically delineated in the membership directory. There are twenty Chapters of CSMFO:

Central Coast	Central Los Angeles	Central Valley
Channel Counties	Coachella Valley	Desert Mountain
East Bay (S.F.)	Imperial County	Inland Empire
Monterey Bay	Northeast Counties	Northwest Counties
North Coast	Orange County	Peninsula
Sacramento Valley	San Diego County	San Gabriel Valley
South Bay (L.A.)	South San Joaquin Valley	

Each Chapter selects an annual Chair who may appoint other members to assist in the planning and execution of regular chapter meetings. Chapter Chairs should appoint Chapter Vice Chairs. Chapter leaders are encouraged to attend any or all Board meetings and requested to submit an annual report of chapter activity to the CSMFO Secretary by January 15th. The Past President acts as the Chapter Chair Liaison and is available to provide assistance.

In the event that a Chapter Chair is no longer eligible for Active Government Member status, the Chapter will seek a new Chapter Chair. For the benefit of the Chapter's continuity, the non-Government Member is encouraged to serve as a Chapter advisor until the vacancy is filled, subject to the approval of the Past President.

Each Chapter shall define its own meeting time and place, and may send local meeting notices to

CSMFO members and others interested in the meetings. Regular meetings of each Chapter provide the membership with opportunities for personal and professional development that can only be accomplished at the local level.

CSMFO membership carries with it automatic membership in the local chapter. Chapters are not authorized to collect dues or to have their own newsletter. For more information see the "Chapter Chair Handbook".

XIV ANNUAL BUDGET

Annually, the Executive Committee shall prepare a proposed budget for the Society for consideration by the Board at the Fall Board meeting. Final Board approval of the budget shall occur at the December Board meeting.

Disbursements of CSMFO expenses will be processed by the Secretary as long as the expenses are consistent with the approved budget. The Secretary must consult with the President and the designated Board member, or other person appointed by the Board who co-signs checks prior to incurring expenses or paying expenses that are not authorized in the budget.

CSMFO checks shall require two signatures for execution. CSMFO shall have as its check approvers the current Executive Committee, comprised of the President, Past President and President-Elect, and the chair of the Administration Committee. The Executive Director and a person designated by the Board will be the official signers with the banking institutions. Two approvals from the designated approvers are required before the signers may sign checks. This policy shall be effective for all financial accounts under CSMFO's federal tax identification number, including but not limited to checking, savings and investment of funds.

The Board must approve any new program, in advance, that any committee wishes to launch that would require CSMFO financial support. The committee chair proposing the program should contact the President to discuss the program, who shall bring the program to the Executive Committee. If there is sufficient support, a Board meeting will be scheduled to discuss the program and amend the budget. This meeting may be held at a defined location or through teleconferencing.

The Board of Directors has the authority to amend the budget as needed.

XV COOPERATION WITH OTHERS

A. Like Organizations

It is the expressed intent of this Society to cooperate fully with similar organizations at intrastate, interstate and Federal levels, toward the common objective of professional service at all levels of government.

As an affiliate of the League due to the relationship between the two organizations, the CSMFO President may appoint one representative to each of the League policy committees. These representatives are required to provide input to the committees from CSMFO and to keep the CSMFO President and Board apprised of issues and actions being considered by the League. Any active members of CSMFO serving as a representative may be reimbursed for travel expenses as outlined in Section VI.

Government Finance Officers Association. Any active member of CSMFO serving as a member of the GFOA Board of Directors shall serve as an ex officio member of the CSMFO Board of Directors. Any active members of CSMFO serving as a GFOA Board member, State Representative or committee member may be reimbursed for travel expenses as outlined in Section VI.

B. Press

All press inquiries should be directed to the Executive Director of CSMFO. If the inquiry is of a general informational nature, the Executive Director will provide the response. If the inquiry is requesting a "quote" or "position" on an issue the matter should be referred to the Executive Committee or the Board of Directors for a response. The Executive Committee will develop the response, and decide who will provide that response. In the event that time is of the essence, the President may speak on behalf of the organization, comments subject to confirmation by the remaining Executive Committee members as soon as is practical.

Other Board Members should not provide responses on behalf of CSMFO unless authorized by the Executive Committee.

XVI. CSMFO MAGAZINE

CSMFO publishes a monthly magazine to all members called the CSMFO Magazine. The Magazine is intended to be a publication with information, input, articles, news clips, job changes, Chapter highlights, etc. The deadline for publication is the 15th of the month for the following month's issue.

Professional Ads are displayed for the benefit of CSMFO's commercial members. The cost for advertising is set by the Board and determined on a yearly basis. Advertisers have the ability to select the individual months in which their ad will appear. Ads are to be paid in a lump sum and will not be prorated or refunded should the ad terminate at the request of the commercial member prior to the end of the advertiser's commitment.

Artwork and accuracy of the information contained in the artwork is the responsibility of the advertising entity, and neither the CSMFO Board nor the editors of the Magazine will be held responsible for the information contained therein. Advertisers may provide new artwork each month should they choose to change their ad. Professional ads will be placed throughout the Magazine in random fashion to avoid the appearances of favoritism.

Failure to pay any Magazine invoice in a timely manner may result in the company being precluded from placing further ads in the Magazine or being placed on the CSMFO website until all outstanding invoices are paid in full. The Board of Directors also has the discretion to place a commercial vendor on pre-paid cash only payment plan.

The President's message The President shall author an article in the CSMFO Magazine each month. The subject of the article shall be at the discretion of the President.

Presidents may desire to use the article to deliver important information or news to the organization or to heighten issues facing local government finance professionals. Example subjects include heightening legislative information, sharing of motivational materials, real life stories from the finance trenches, and opinions of the President. The President's article may reflect the writing style and personality of the President.

Because the CSMFO President also represents the organization as a whole, the article is subject to Board review if the focus of the President's message includes any of the following:

- Partisan politics (i.e. tells someone to vote Democrat or Republican, or other party).
- Advocates a position different than a formal adopted position of the CSMFO Board of Directors.
- Inappropriate comments about any group or individual due to their race, national origin, religion, sex, or sexual preference.

- Demeaning remarks about other organizations or individuals.

The President shall submit his/her article to the Secretary by the 15th of each month. In the event the article contains a focus on any of the above items, the Secretary shall forward the draft to the entire CSMFO Board. If a majority of the Board requests so, the President shall be asked to edit or revise the column appropriately before publication.

XVII. AMENDMENTS

The Board of Directors may make changes to this manual. Any changes shall be distributed by the Secretary to Officers, Board Members, Committee Chairs and Chapter Chairs. Changes may also be published in the Magazine and/or on the organization's web page for the benefit of the general membership, if appropriate.

XVIII. MINIMUM NET ASSETS

It is CSMFO's goal to operate the organization in a fiscally responsible and prudent manner. To assist in achieving this goal, the following policies are established:

A. Minimum Net Assets

The CSMFO will maintain unrestricted net assets that are equivalent to 25% of total annual budgeted expenditures, excluding any significant one-time costs. This represents 90 days of operations, and is considered the minimum level necessary to maintain the CSMFO's credit worthiness and to adequately provide for:

1. Economic uncertainties and other financial downturns such as reduced membership fees or other revenue shortfalls.
2. Contingencies for unseen operating or capital needs.
3. Cash flow requirements.

Whenever net assets exceed 50% of total annual budgeted expenditures, the Board may consider plans for reducing net assets, including identifying new training opportunities, expanding membership services or reducing membership fees.

B. Balanced Budget

The CSMFO should maintain a balanced budget. This means that:

1. Operating revenues should fully cover operating expenditures.
2. Ending net assets must meet minimum policy levels.
3. Reserves may be used to fund new projects or one-time expenditures.

Under this policy, it is allowable for total expenditures to exceed revenues in a given year; however, in this situation, beginning net assets should only be used to fund capital outlays, start-up programs, revenue stabilization efforts, or other "one-time," non-recurring expenditures.

XIX. RESERVE POLICY

Policy Statement:

The primary objective of this policy is to establish an operating reserve for the California Society of Municipal

Finance Officers (CSMFO) that will permit the organization to continue to operate during difficult financial times. Some examples for the use of such operating funds are:

- Maintain current level of operations while CSMFO addresses long term solutions to potential operating problems.
- Maintain current level of operations during times of temporary operating problems, such as timing issues with receipts.

Reserve Account:

CSMFO will maintain a reserve account that will be funded at a minimum as noted in Table 1 below. The reserve account will be reviewed by the Administration Committee at least annually to ensure that the organization is in compliance with this policy.

Table 1: CSMFO Reserve Account Components	
Operating Reserve Component	25% of the current year's annual budgeted operating and program expenses
Conference Reserve Component	50% of the prior year's actual conference expenses

If a shortfall occurs, a minimum of 75% of the increase in unrestricted net assets in subsequent years shall be added to the operating reserve until the maximum reserve balance has been achieved.

The reserve funds will be invested in accordance with the Investment Policy adopted by the Board.

Use of Operating Reserve:

Any spending of the operating reserve corpus must be approved in advance by the Board.

Use of Undesignated Net Assets:

Net assets remaining over and above the Operating Reserve shall be classified as Undesignated Net Assets. Use of these undesignated funds shall be limited to one-time, non-operating expenses and require Board approval. Examples of such uses include but are not limited to the following: contributions to the Odell Scholarship Fund; website upgrades; conference subsidies; one-time expenses not budgeted such as covering the cost of a Chapter meeting or providing free webinars.

Responsibilities:

The ultimate responsibility for oversight of the operating reserve resides with the Board of Directors, who will establish the Reserve annually at the time of budget adoption. The Board of Directors may delegate this responsibility to an individual or committee at their discretion.



CSMFO BOARD REPORT

Date: November 22, 2016

FROM: Kate Zawadzki, Administration Committee Vice-Chair

SUBJECT: Smith Moore & Associates Contract Amendment #1

DISCUSSION

A contract with Smith Moore & Associates (SMA) for Management Services and Meeting Planning Services was entered into on October 22, 2015 for a period of three calendar years, 2016, 2017, 2018. Subsequently, the Career Development Committee (CDC) identified additional support that is needed for CSMFO training classes.

Under the proposed contract amendment, SMA will assist the CDC with a variety of tasks such as responding to questions, coordinating material delivery, and tracking registration, costs and CPE credits.

This contract amendment with SMA being presented to the Board for approval will be for a two year term beginning on January 1, 2017 and continue through December 31, 2018. Compensation will be \$7,000 for up to 30 courses annually. Support for additional courses will be billed at \$250 per course.

RECOMMENDATION

It is recommended that the Board of Directors review, discuss and approve the proposed two year contract amendment for Smith Moore & Associates, to include an additional \$7,000 annual fee.

**Agreement for Professional Services between
Smith Moore & Associates and
California Society of Municipal Finance Officers**

Amendment #1

1. Original Contract: The original agreement was made and entered into on October 22, 2015 by and between The California Society of Municipal Finance Officers (“CSMFO”) and Smith Moore & Associates (“SMA”) to provide Management Services and Meeting Planning Services for calendar years 2016, 2017, and 2018.

2. Scope of Additional Work: Assist the Career Development Committee (CDC) with the following tasks:

- a) Respond to questions from host sites.
- b) Respond to routine telephone and email inquiries from prospective attendees.
- c) Coordinate with instructors and site contacts for material shipping and assist with package tracking.
- d) Communicate registration activity to the CDC and send out targeted emails (to local chapters via the CSMFO listserv, to all members via the database, etc) as requested to increase interest.
- e) Close online registration three business days prior to every course to allow time for processing registration materials.
- f) Create sign-in/out sheets and email to the instructor and host contact no later than the day prior to the course.
- g) Have staff available remotely the morning of the class to assist with site issues and directions for instructors and attendees to the host site.
- h) Communicate with the host contact following the training to request feedback and obtain and verify receipts.
- i) Obtain invoices from instructors and review for accuracy.
- j) Update the CDC course accounting spreadsheet following the training.
- k) Collect sign-in/out sheets from instructors for processing and archiving CPE credits.
- l) Track and prepare CPE certificates and related documentation.

3. Compensation: The total compensation for services detailed in the Scope of Additional Work section will not exceed \$7,000 per calendar year, for up to 30 courses annually. Work on additional courses in any one year will be billed at \$250 per course.

4. Period of Agreement: This amendment will be effective January 1, 2017 – December 31, 2018

5. Remaining Provisions of Agreement: Except as otherwise specifically set forth in this First Amendment, the remaining provisions of the Agreement shall remain in full force and effect.

EXECUTED:

Smith Moore & Associates
By:

California Society of Municipal Finance Officers
By:

Melissa Dixon
Partner

John Adams
CSMFO President, 2016

Date: _____

Date: _____



CSMFO BOARD REPORT

Date December 5, 2016

FROM: Scott Catlett
Career Development Committee Chair

SUBJECT: Investment Accounting Instructor

Background:

In October 2013 the Career Development Committee began discussions with the California Municipal Treasurers Association (CMTA) regarding co-hosting a live training session with CSMFO on the topic of investment accounting. As a result, two live training sessions were held in December 2013 and January 2014, with one in Southern California and one in Northern California. In March of 2014, the CSMFO Board approved adding this Investment Accounting course as a regular CSMFO core course with one or two classes to be held per year. Since that time, Debra Goodnight from PFM and Ken Al-Imam, formerly of Mayer Hoffman McCann, have served as instructors for the Investment Accounting core course.

Mr. Al-Imam left Mayer Hoffman McCann last year, and now serves as the Finance Director for the City of San Juan Capistrano. Because of his change in careers, he no longer has the flexibility or the business reason to continue to serve as an instructor for the Investment Accounting course. The Career Development Committee conducted some outreach to identify a replacement instructor for Mr. Al-Imam's portion of the class, and has identified Jennifer Farr, a partner with the CPA firm Davis Farr, to serve as the replacement instructor. Debra Goodnight would continue to serve as the second instructor. Ms. Farr has been an auditor since 1997 and a licensed CPA since 1998 specializing in government audits and is well qualified to teach this class. She also has experience as an instructor in a similar environment, and the Committee is confident that she will do well serving as the instructor for a CSMFO core course.

The Committee proposes to provide reimbursement for travel expenses to Ms. Farr, with no additional compensation provided. As a commercial member of CSMFO, she serving as an instructor provides the benefit of exposure to the membership in a teaching capacity. The compensation model for other commercial members who serve

as instructors is comparable. The Administration Committee would draft an agreement modeled on the agreements for the other commercial member instructors for review and approval by the Board at a future meeting following approval of this report.

Recommendation:

It is recommended that the CSMFO Board of Directors:

1. Approve the selection of Jennifer Farr as the replacement co-instructor for the Investment Accounting core course, with Debra Goodnight to remain as the second instructor; and
2. Direct the Administration Committee to bring forward a three-year contract with Ms. Farr for approval by the Board at a future meeting.



CSMFO BOARD REPORT

DATE: December 5, 2016

FROM: Melissa Dixon, Executive Director

SUBJECT: CSMFO Database

Background

At the CSMFO Planning Session in September 2015, the Board of Directors saw the need for investing in a new software system (database) to both manage CSMFO membership and accounting data on the back end and provide a superior, more comprehensive experience for the members. The Technology Committee conducted an RFP, which was distributed to nine firms, comprised of a combination of association management system (AMS) providers and programming companies. Two proposals were initially received, from Action Logic, CSMFO's current provider, and Eldarion. Due to the low response rate, staff contacted each of the firms that did not respond to determine why and request a response in person. This yielded one more proposal, from Tendenci, and a general understanding that many AMS and software providers do not typically respond to RFPs for the development of a customized product.

Each potential provider made a webinar presentation to the Technology Committee, after which the Committee spent a significant amount of time discussing the different proposals and how each could meet the needs of CSMFO. After an anonymous vote, Tendenci was slightly in the lead; however, a number of Committee members did not vote.

Meanwhile, Justin Lewis and I at Smith Moore & Associates (SMA) had been discussing how best to move forward. While Tendenci is a fine off-the-shelf product, we have been having difficulties with communicating with that firm, as well as getting Tendenci to make updates/upgrades on behalf of our current client that is on that system. Our concern with CSMFO using Tendenci is that the final product will not be any more nimble or cutting edge than the existing system.

SMA has, separate from CSMFO, been in talks with Eldarion for the creation of a new AMS. After researching both Tendenci and Eldarion, as well as many other possible service providers, SMA has chosen Eldarion as the preferred firm with which to move forward. We expect development on this project to be expedited by leveraging work from Eldarion's existing library

of tools (such as registration software for one of the largest programming conferences, PyCon). Unlike Tendenci, which seems to eschew customization, Eldarion's core service is rapid development of customized, award-winning, web applications to accelerate time-to-market and drive results.

Justin and I expressed some of these concerns regarding Tendenci at the October 2016 Board meeting, along with our tentative plans to contract with Eldarion to create a new AMS. The Board was open to receiving a proposal from SMA that would outline those steps.

Proposal

SMA has for years been discussing creating an AMS with the functionality and quality user experience we know our clients need to further their mission and serve their members. Systems that can provide the functionality and flexibility needed for associations do exist, but the costs to the associations run in the hundreds of thousands of dollars for implementation, with tens of thousands needed every few years to keep the product current. We have personally worked with over a dozen existing systems that are actually affordable for our clients, and found them all to be wanting. In each of those, the company tries to build what it thinks associations need. In our case, we are the associations, and we know what our needs are.

SMA proposes to create an AMS, with CSMFO as the first client on the system. The “base” product, which would cover all the necessary items along with some improvements from the current system (such as membership tracking, education and conference registration, CPE tracking, etc; full list included in Exhibit A), is anticipated to cost \$150,000. SMA does not currently have the resources to do this alone. Combine SMA’s desire with CSMFO’s Board directive to invest in software and we believe we have a natural partnership.

SMA proposes that CSMFO fund the creation of SMA’s base AMS product. SMA would work with Eldarion to develop this product; we would share with CSMFO the timeline and benchmarks throughout the process. SMA would pay the invoices to Eldarion; CSMFO would reimburse SMA, up to \$150,000. SMA’s initial contribution to this AMS will be staff expertise//in-kind, project management and any fees for the base product beyond \$150,000.

Developing additional functionality beyond the base product (such as holding credit cards in the system and providing an option for an automatic membership renewal annually), would be at CSMFO’s discretion and paid for by CSMFO. SMA staff time spent project managing these upgrades could either be paid hourly or negotiated as part of CSMFO’s investment into this product.

Once this base product exists, SMA will begin transferring existing clients onto the system. One of the benefits to SMA being an association management company is that we have an existing client base for this new AMS. Ultimately, SMA will require that all our clients utilize this system, to improve staff efficiencies (requiring a certain database for all clients is common practice for larger AMCs). Currently SMA has 12 clients that are utilizing other database systems and could easily be transitioned onto SMA’s. To be conservative, I anticipate we could transition four (4) associations per year (one each quarter). The cost of the existing software used by the majority of our clients is \$5,500 annually; our plan is to maintain this current fee.

Assuming the new database is functional and ready for use by other organizations in the beginning of 2018:

New revenue for SMA

2018: \$22,000

2019: \$44,000

2020: \$66,000

2021: \$66,000

By the end of 2021, SMA will have a possible \$198,000 in new revenues.

In acknowledgement of CSMFO's generous support of this new AMS, SMA would reduce CSMFO's annual retainer by the following schedule:

2018: \$10,000

2019: \$15,000

2020: \$20,000

2021: \$25,000

2022: \$30,000

2023: \$30,000

In addition, CSMFO's annual database fees would be waived for 2018-2023. (This retainer schedule may be adjusted if the total cost of the project is significantly less than anticipated.)

The database developed by SMA would utilize the "cloud". This means that, should CSMFO choose to change management firms at any time, the database would remain the same. The new firm would be given administrative login information to allow access to all CSMFO's data, just as the system now currently provides.

CSMFO's current contract with SMA is through 2018, with an option to extend for an additional three years (i.e., ending December 31, 2021). As CSMFO seems pleased with SMA's performance and, indeed, has recently added services to our contract, we feel confident that CSMFO will retain SMA through 2023. However, in the unlikely event that the management contract should terminate prior to 2024, the remaining balance would be due and payable at that time.

Conclusion

While any venture of this magnitude involves risk, we believe the risk in this case is minimal. Justin and I are very passionate about this project and about bringing CSMFO to the cutting edge of today's AMS technology. We want to raise the bar for affordable association databases; we want to reestablish member expectations so that everything they could want from CSMFO is available to them in an instant. We want CSMFO's AMS to adequately reflect the professionalism of the organization. Together with your help, SMA can create what will become the AMS by which all others are measured—and benefit CSMFO in the process.

Exhibit A

This list is not exhaustive; however it does touch on the easy-to-define high points of our upcoming software.

- Fully supports HTTPS
- Single install, multi-tenant system, segmented by URL
- No session IDs in URLs whenever possible for ease of communication among staff and users
- Automated password/username recovery/reset
- Multi-time zone compatible

Membership

- Admin notes field for profiles, used to keep track of admin-only information on members. Each entry logged with the time/date and the admin who wrote the note
- Customizable membership type and dues framework. This framework will be flexible and adaptable to encompass virtually any association's membership dues needs. Calendar dates, anniversary dates, pro-rated amounts, organizational memberships, inactive periods
- Relationships – People and companies are relational. People change organizations, belong to multiple organizations, and organizations can belong to other organizations. This will all be captured within the database
- Unlimited, customizable fields for tracking data, in addition to common ones such as names, addresses, contact information
- The 'parent' organization address and phone number will auto-populate for new members assigned to that agency
- Members will have the option to auto-renew their membership each year, pending a valid credit card is saved to their profile. The system will auto-generate and email a receipt

Management Tools

- Tools for quick look-up of member information. Small improvements in the User Interface compared to other systems will add to ease-of-use for administrators. For example, the most common activity done in a membership database is looking up members. We'll set up the page so that when you're on the admin side of things, typing will automatically happen in the "search for member" area. Saving the admin from having to first click in the box. You can see this type of functionality on Google
- Track volunteer participation
- Integrate live member data with listserv tools
- Tools for admins to search ALL fields of the database when needed
- Tools for admins to build and edit queries of the membership data without having to know complicated programming languages
- Tools to copy existing queries (often you want to copy, then edit 1 part of a query, such as for chapters)

- Queries can be saved and categorized. Admins will often need to perform the exact query on a regular basis and saving is essential to being consistent. Categorization is essential for sorting when there becomes a large number of queries
- Queries will be modular so that other areas of the database can take advantage of them. For instance you may want to show a list of all Commercial Members in a particular chapter on a sub-section of the website. A query will help you do that. Or there might be a chapter chair page where you may want to show all chapter members who have not attended a meeting within the last 6 months
- Queries will have the option to export into a format usable by Excel
- Queries will have configurable permissions to allow admins to share them with all levels of users (e.g., a chapter meeting attendee lists)

Events

- Standard registration for events that can be small (1-20 people), webinars, or 1000+ people with 100+ vendors/booths and sponsors.
- Promotional codes for discounts, both flat fee and percentage based
- Varying pricing depending on membership status and type
- Add-ons to registration such as meals and guests will be accommodated
- Tracking of event attendance; CPE tracking (non-conference)
- The ability to copy an event after it has been setup (or even used) without copying over all the registrants. This will allow for quick setup of similar events; think Chapter meetings
- Ability to pay online by credit card but also receive an invoice to pay by check or pay later by credit card
- Email confirmations to members, and to admins as required
- Event registration that is available to only specific membership status or type
- Exports of all persons registered into a format usable by Excel
- Simple URLs for meetings that are customizable (ie: <https://www.csmfo.org/2017>)
- Automatically adjustable pricing based on date (for items such as early bird registration)
- “Save to calendar” links
- Searching by event parameters (date, course title, instructor, etc.)
- Autofill dietary/special needs in registration profile
- Prompt the user to pay with the credit card on file
- Auto-generate event reminders for those registered

Accounting

- Track every accounts receivable transaction that happens within the association
- Creation of pro forma invoices, invoices, receipts, adjustments and transfers between entities
- Exports to a format usable by Quickbooks for importing (commonly .iif files)
- All historical accounting data viewable by users
- Auto-generate and distribute accounts receivable invoices at 60 and 90 days; auto-suspend account if any open invoices over 120 days

Communications

- Ability to send invoice and/or receipts with one click to a member in the database
- Opt-out/in features for email communications by category (e.g., no event emails, yes dues emails)
- Templates for email that contain/encompass the look and feel of the organization's website
- Ability to send emails that merge member data into the email text
- Ability to send attachments with mass email
- Quick tools to segment entities as recipients of emails – ties to the Query module discussed above
- Statistics on opens/clicks from emails.=

Content Management

- Full-fledged content management system for front-end web content
- User-created content (e.g., sample RFPs, profile pictures)
- Member accounts tied directly to the front-end, seamless transitions between database and website
- Members-only directories with multi-tiered filtering
- VCards accessible by members for other members
- Auto-update leadership rosters
- Web pages can be configured to allow access by member type and status

Job Board

- Allow members and non-members to post jobs to the website
- Allow differing rates for members and non-members
- RSS feed for job posts
- Date picker to standardize application deadline date format
- Automatic removal of a job post after twelve (12) weeks, or when application deadline passes
- Allow users to update/edit own job posts
- Searchable by job title, description, geographic area

Election/Survey Module

- Ability to create surveys
- Surveys can be used for elections, event questionnaires, etc.
- Fields from surveys can be saved back to user profiles
- Allow elections to be anonymous, but use member login to ensure only one (1) vote per member