



Thursday, January 12, 2017
Board of Directors Teleconference Meeting

2:30 p.m. - 4:30 p.m.

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

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

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- 1) Introduction
 - a) Welcome/Roll Call
 - b) Additions to Agenda
 - 2) Consent Items 2:35 p.m.
 - a) Approval of minutes from December 5, 2016
 - b) Financials as of December 2016
 - 3) Discussion/Action Items 2:40 p.m.
 - a) 2017 Action Plan Assignments Drew Corbett
 - c) 2017 Committee Appointments Drew Corbett
 - d) Coleman Contract Amendment Kate Zawadzki
 - e) Approval for Two New Core Courses Scott Catlett
 - 4) Committee Reports 3:10 p.m.
 - a) Administration Ernie Reyna
 - b) Career Development Scott Catlett
 - c) Communications Committee Steve Heide
 - d) Conference Site Selection Joan Michaels Aguilar
 - e) Membership Steve Heide
 - f) Professional Standards & Recognition Craig Boyer
 - g) Program Viki Copeland
 - h) Technology Damien Charlety
 - 5) Chapter Roundtable 3:50 p.m.

- 6) Officer Reports
 - a) President 4:10 p.m. John Adams
 - b) Past President 4:15 p.m. Jesse Takahashi
 - i) Chapter Report
 - c) President-Elect 4:20 p.m. Drew Corbett
 - i) 2017 Annual Conference Update
- 7) Other Items
- 8) Future Topics
- 9) Next Meeting – Tuesday, February 7, 1:00 p.m. – 4:00 p.m., via teleconference
- 10) Adjournment 4:30 p.m.

California Society of Municipal Finance Officers

Board of Directors Meeting Minutes

December 5, 2016

In Attendance

John Adams
Drew Corbett
Jesse Takahashi
Chu Thai
Brent Mason
Jimmy Forbis
Karan Reid
David Cain
Marcus Pimentel
Craig Boyer
Kate Zawadzki
Tracey Hause
Terri Willoughby
Jennifer Wakeman
Lorena Quijano
Kim Sao

Stephen Parker
Carrie Corder
Brad Wilkie
Scott Catlett
Margaret Moggia
Steve Heide
Damien Charlety
Joan Michaels Aguilar
Tim Przbyla
Karla Campos
Christy Pinuelas
Pamela Arends-King
Laura Nomura
Melissa Dixon
Justin Lewis

Introduction

The California Society of Municipal Finance Officers (CSMFO) Board of Directors met via teleconference on Monday, December 5, 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 October 27 Board of Directors meeting and financial reports from October 2016. Director Brent Mason moved to approve the consent calendar; Director Marcus Pimentel seconded. The motion passed unanimously.

Election Results

Executive Director Melissa Dixon informed the Board that Scott Catlett and Jennifer Wakeman would be the new Board members for 2017, and Margaret Moggia would be the new President-Elect.

2017 Action Plan Assignments

President-Elect Drew Corbett reviewed with the Board the results of the September Strategic Planning session, including the Executive Committee's draft committee assignments. Each committee will be responsible for drafting its own 2017 Action Plan, for approval of the full Board at the February 7 in-person meeting.

2017 Operating Budget

President-Elect Corbett reviewed with the Board the proposed 2017 operating budget, noting a budget deficit of over \$20,000 due primarily to an increase in chapter expenses/support, and increase in support services from SMA, and an increase in Michael Coleman's contract. Director Karan Reid moved to approve the 2017 operating budget as presented, and Director David Cain seconded. The motion passed unanimously.

Policies & Procedures Manual Update

Administration Committee Vice Chair Stephen Parker presented to the Board an update to the policies and procedures manual, which now includes the Communications Committee and updating the MiniNews references to the Magazine. Director Cain moved to approve, with further revisions on the Magazine being submitted to the Board within the next six months from the Communications Committee. Director Chu Thai seconded and the motion passed unanimously.

CSMFO-SMA Contract Amendment

Administration Committee Vice Chair Kate Zawadzki presented to the Board a contract amendment for Smith Moore & Associates, enabling them to provide more support services to the Career Development Committee. Director Reid moved to approve the amendment as presented, Director Mason seconded. The motion passed unanimously.

Investment Accounting Instructor Replacement

Career Development Committee Vice Chair Carrie Corder informed the Board that one of the two presenters for the Investment Accounting course had gone back to work for the public sector, and as such would be retiring from his post as instructor. He recommended Jennifer Farr, a partner in the CPA firm Davis Farr, to serve as his replacement. Director Mason moved to approve contracting with Jennifer Farr to teach the Investment Accounting course, and to direct the Administration Committee to developing a three-year contract to be brought back to the Board at a later date. Director Reid seconded and the motion passed unanimously.

SMA Database Proposal

Per the direction from the October Board meeting, Executive Director Melissa Dixon presented a proposal to the CSMFO Board of Directors to allow CSMFO to fund development of an SMA database. The proposal included that CSMFO would reimburse SMA up to \$150,000 in 2017 for the development of the system, with SMA reducing CSMFO's retainer in the subsequent six years in acknowledgement of the investment. President Adams moved approve the proposal, and establish a subcommittee to work out the details of the contract between SMA and CSMFO. The subcommittee would include key stakeholders of the Technology and Administration Committees, and also function as an implementation team for the duration of the project. Director Jimmy Forbis seconded and the motion passed unanimously.

President Report

President Adams informed the Board that the January meeting would be held two weeks earlier than the regularly scheduled meeting.

Past President Report

Past President Jesse Takahashi reported that the next Chapter Chair call would occur on December 13, and that all but one chair positions were currently filled.

President-Elect Report

President-Elect Drew Corbett reported on the status of the conference, noting that registration is going well and the program is nearly complete.

Committee Reports

Administration

Administration Committee Vice Chair Zawadzki informed the Board that the committee had closed the RFP for the 2016 financial audit and would begin reviewing proposals. The Administration Committee's handbook is complete, and they will begin working on drafting contracts for Jennifer Farr and Michael Coleman.

Career Development

Career Development Committee Vice Chair Corder shared with the Board that 21 courses and 9 webinars had been held in 2016, as well as the Weekend Training seminar. The Committee's handbook is complete and they are discussing development of "Ted Talk" style webinars for 2017.

Conference Site Selection

Conference Site Selection Chair Joan Michaels Aguilar informed the Board that contracts are still being worked on for both Palm Springs in 2019 and Disneyland in 2020.

Membership

Membership Committee Chair Steve Heide informed the Board that the Committee is currently focused on the membership session at the conference, scheduling the Ask The Experts timeslots at the CSMFO booth, and developing/designing the booth itself.

Professional Standards & Recognition

Professional Standards & Recognition Committee Chair Craig Boyer informed the Board that 80% of the submitted budgets have been reviewed, and they are now accepting submissions for the Innovation award, which are due December 31. The Committee plans to revitalize the professional standards working group in 2017.

Program

Member Margaret Moggia shared with the Board that GFOA representative Steven Solomon had passed away, and the Committee was currently searching for a replacement for his slot at the conference. Staff was directed to send condolences to GFOA.

Chapter Chair Roundtable

Carrie Corder reported that the Inland Empire would be having its holiday meeting with speaker Neil Kupchin at the Mission Inn on December 8, and they are planning a January 19 meeting with an economist as a presenter.

Brad Wilkie reported that Neil Kupchin spoke at his chapter and the meeting was a great success. Michael Coleman will be speaking there in October of next year.

Karla Campos shared that Coachella had Michael Coleman speak on November 16 at a meeting that was sponsored by the City of Rancho Mirage. There were 55 members in attendance. She noted that her membership roster for her chapter had been stagnant for the last few months, and will begin working on recruitment efforts.

Other Business

Brad Wilkie informed the Board that he would be involved in meetings being held between CalPERS and representatives from the League of California Cities, the first call of which would be held December 6.

The next meeting will be held via teleconference on Thursday, January 12, 2017 from 2:30 p.m. to 4:30 p.m.

President Adams adjourned the meeting at 10:33 a.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	1,159.62	0.00	0.0%
1050.06 · Central Valley	15.00	15.00	0.00	0.0%
1050.08 · Monterey Bay	3,074.47	3,549.47	(475.00)	(13.38%)
1050.11 · Channel Counties	1,601.64	1,601.64	0.00	0.0%
1050.12 · San Gabriel Valley	(231.35)	(191.35)	(40.00)	(20.9%)
1050.13 · Central Los Angeles	1,265.07	1,265.07	0.00	0.0%
1050.14 · South Bay (LA)	3,047.51	3,047.51	0.00	0.0%
1050.16 · Orange County	6,516.90	9,109.93	(2,593.03)	(28.46%)
1050.17 · Inland Empire	1,506.14	1,566.14	(60.00)	(3.83%)
1050.19 · San Diego County	3,153.39	3,174.39	(21.00)	(0.66%)

Total 1050 · Chapter Fund Balances	21,133.39	24,322.42	(3,189.03)	(13.11%)
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1005 · Bank of America - Other	454,103.23	646,588.85	(192,485.62)	(29.77%)
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Total 1005 · Bank of America	475,236.62	670,911.27	(195,674.65)	(29.17%)
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1040 · Investments LAIF	883,329.02	579,208.04	304,120.98	52.51%
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Total Checking/Savings	1,358,565.64	1,250,119.31	108,446.33	8.68%
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Accounts Receivable

1100 · Accounts receivable	2,920.00	2,395.00	525.00	21.92%
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Total Accounts Receivable	2,920.00	2,395.00	525.00	21.92%
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Other Current Assets

A/R - CSMFO Database	7,104.00	0.00	7,104.00	100.0%
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1105 · Prepaid Taxes	0.00	867.00	(867.00)	(100.0%)
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1080 · Undeposited Funds	0.00	155.00	(155.00)	(100.0%)
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1250 · Prepaid Expense - General

1252 · Prepaid Admin Fees	15,062.58	0.00	15,062.58	100.0%
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1250 · Prepaid Expense - General - Other	7,848.85	0.00	7,848.85	100.0%
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Total 1250 · Prepaid Expense - General	22,911.43	0.00	22,911.43	100.0%
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1260 · Prepaid Expense Conference

1261 · Guest Speakers	14,375.00	22,234.38	(7,859.38)	(35.35%)
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1262 · Facilities Deposits	128,935.00	1,000.00	127,935.00	12,793.5%
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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	2,706.55	4,431.98	(1,725.43)	(38.93%)
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1260 · Prepaid Expense Conference - Other	1,047.82	1,934.06	(886.24)	(45.82%)
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Total 1260 · Prepaid Expense Conference	158,058.48	29,600.42	128,458.06	433.97%
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Total Other Current Assets	188,073.91	30,622.42	157,451.49	514.17%
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Total Current Assets	1,549,559.55	1,283,136.73	266,422.82	20.76%
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TOTAL ASSETS

LIABILITIES & EQUITY

Liabilities

Current Liabilities

Accounts Payable

2000 · Accounts payable

10,181.80 33,281.04 (23,099.24) (69.41%)

Total Accounts Payable

10,181.80 33,281.04 (23,099.24) (69.41%)

Other Current Liabilities

2096 · Deferred Chapter Meetings

0.00 4,960.00 (4,960.00) (100.0%)

2003 · A/P-Other

21,424.50 0.00 21,424.50 100.0%

2005 · Distinguished Service Awards

0.00 500.00 (500.00) (100.0%)

2010 · Deferred Revenue - Conference

2011 · Conference Exhibitor/Sponsor

0.00 178,600.00 (178,600.00) (100.0%)

2013 · Conference Gov-Full-Early

0.00 120,840.00 (120,840.00) (100.0%)

2017 · Conference Com Full Early

0.00 17,175.00 (17,175.00) (100.0%)

2019 · Conference Banquet

0.00 3,250.00 (3,250.00) (100.0%)

2020 · Conference PreConf-SessionA

0.00 1,950.00 (1,950.00) (100.0%)

2021 · Conference PreConf-SessionB

0.00 1,800.00 (1,800.00) (100.0%)

2023 · Deferring Event Registrations

0.00 265.00 (265.00) (100.0%)

2010 · Deferred Revenue - Conference - Other

546,590.24 0.00 546,590.24 100.0%

Total 2010 · Deferred Revenue - Conference

546,590.24 323,880.00 222,710.24 68.76%

2030 · Deferred Revenue - Municipal

96,549.75 91,230.00 5,319.75 5.83%

2040 · Deferred Revenue - Commercial

21,120.00 20,130.00 990.00 4.92%

2050 · Deferred Revenue - Other Gov

775.00 400.00 375.00 93.75%

2060 · Deferred Revenue - Retired

560.00 600.00 (40.00) (6.67%)

2070 · Deferred Revenue - Student

80.00 80.00 0.00 0.0%

Total Other Current Liabilities

687,099.49 441,780.00 245,319.49 55.53%

Total Current Liabilities

697,281.29 475,061.04 222,220.25 46.78%

Total Liabilities

697,281.29 475,061.04 222,220.25 46.78%

Equity

3100 · Net Assets-Chapters

21,133.39 24,322.42 (3,189.03) (13.11%)

3010 · Temporarily Restricted

3010.2 · Robert O'Dell Scholarship Fund

0.00 100.00 (100.00) (100.0%)

Total 3010 · Temporarily Restricted

0.00 100.00 (100.00) (100.0%)

3020 · Retained earnings

786,842.30 672,283.32 114,558.98 17.04%

Net Income

44,302.57 111,369.95 (67,067.38) (60.22%)

Total Equity

852,278.26 808,075.69 44,202.57 5.47%

TOTAL LIABILITIES & EQUITY

1,549,559.55 1,283,136.73 266,422.82 20.76%

	Dec 16	Jan - Dec 16	YTD Budget	\$ Over Budget	% of Budget	Annual Budget	Jan - Dec 16	Jan - Dec 15	\$ Change	% Change
OPERATING REVENUES										
4100 · Membership Dues	0.00	218,973.00	215,225.00	3,748.00	101.74%	215,225.00	218,973.00	209,300.00	9,673.00	4.62%
4200 · Interest Income	0.00	4,120.98	2,000.00	2,120.98	206.05%	2,000.00	4,120.98	1,600.94	2,520.04	157.41%
4302 · Website Magazine Ads	8,850.00	145,178.00	120,955.00	24,223.00	120.03%	120,955.00	145,178.00	109,010.00	36,168.00	33.18%
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	250.00	16,990.70	16,100.00	890.70	105.53%	16,100.00	16,990.70	16,950.00	40.70	0.24%
TOTAL OPERATING REVENUES	9,100.00	385,262.68	354,280.00	30,982.68	108.75%	354,280.00	385,262.68	337,610.94	47,651.74	14.11%
OPERATING EXPENSES										
6255 · GFOA Reception	0.00	5,452.59	5,000.00	452.59	109.05%	5,000.00	5,452.59	9,323.73	(3,871.14)	0.00%
6106 · Storage Expense	35.73	487.74	0.00	487.74	100.0%	0.00	487.74	406.94	80.80	19.86%
6110 · President's Expense	100.00	4,113.87	6,000.00	(1,886.13)	68.57%	6,000.00	4,113.87	3,355.23	758.64	22.61%
6115 · Board of Directors	0.00	2,174.45	4,600.00	(2,425.55)	47.27%	4,600.00	2,174.45	4,991.36	(2,816.91)	-56.44%
6120 · Committee/Chapter Support	0.00	0.00	5,000.00	(5,000.00)	0.0%	5,000.00	0.00	2,619.80	(2,619.80)	-100.00%
6125 · Board Planning Session-Retreat	0.00	29,693.99	33,200.00	(3,506.01)	89.44%	33,200.00	29,693.99	31,379.46	(1,685.47)	0.00%
6140 · Management Services	36,680.00	231,862.51	243,064.00	(11,201.49)	95.39%	243,064.00	231,862.51	202,814.56	29,047.95	14.32%
6150 · Office Supplies	0.00	192.21	650.00	(457.79)	29.57%	650.00	192.21	45.89	146.32	318.85%
6155 · Merchant Fees/Bank Chgs.	5,656.72	34,611.00	25,000.00	9,611.00	138.44%	25,000.00	34,611.00	14,004.08	20,606.92	147.15%
6160 · Awards	0.00	5,793.15	500.00	5,293.15	1,158.63%	500.00	5,793.15	351.71	5,441.44	1547.14%
6165 · Printing	31.45	13,222.85	13,000.00	222.85	101.71%	13,000.00	13,222.85	12,594.26	628.59	4.99%
6170 · Magazine	2,074.36	17,936.83	0.00	17,936.83	100.0%	0.00	17,936.83	0.00	17,936.83	0.00%
6175 · Postage	8.37	1,682.61	2,000.00	(317.39)	84.13%	2,000.00	1,682.61	1,730.79	(48.18)	-2.78%
6185 · Telephone/Bridge Calls	269.63	4,799.25	4,000.00	799.25	119.98%	4,000.00	4,799.25	4,726.17	73.08	1.55%
6190 · Web and Technology	776.00	18,091.80	19,000.00	(908.20)	95.22%	19,000.00	18,091.80	13,145.47	4,946.33	37.63%
6200 · Travel/Staff Expenses	0.00	0.00	1,000.00	(1,000.00)	0.0%	1,000.00	0.00	1,066.72	(1,066.72)	-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	550.00	2,240.00	2,000.00	240.00	112.0%	2,000.00	2,240.00	1,660.00	580.00	34.94%
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	2,280.00	21,156.38	20,000.00	1,156.38	105.78%	20,000.00	21,156.38	25,189.51	(4,033.13)	0.00%
6250 · Miscellaneous	(500.00)	(500.00)	0.00	(500.00)	100.0%	0.00	(500.00)	(500.00)	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	47,962.26	402,411.23	393,514.00	8,897.23	102.26%	393,514.00	402,411.23	338,990.68	63,420.55	18.71%
NET OPERATIONG REVENUE	(38,862.26)	(17,148.55)	(39,234.00)	22,085.45	43.71%	(39,234.00)	(17,148.55)	(1,379.74)	(15,768.81)	1142.88%

	Dec 16	Jan - Dec 16	YTD Budget	\$ Over Budget	% of Budget	Annual Budget	Jan - Dec 16	Jan - Dec 15	\$ Change	% Change
PROGRAM REVENUES										
4503 · Contributions and Donations	0.00	1,885.62	15,000.00	(13,114.38)	12.57%	15,000.00	1,885.62	227.15	1,658.47	730.12%
4505 · Webinar	150.00	3,425.00	3,000.00	425.00	114.17%	3,000.00	3,425.00	2,500.00	925.00	37.00%
4520 · Weekend Training	625.00	28,076.00	20,000.00	8,076.00	140.38%	20,000.00	28,076.00	19,775.00	8,301.00	0.00%
4570 · Intro to Government	0.00	18,130.00	19,800.00	(1,670.00)	91.57%	19,800.00	18,130.00	14,250.00	3,880.00	27.23%
4580 · Presentation/Fiscal Policy	300.00	12,341.00	15,600.00	(3,259.00)	79.11%	15,600.00	12,341.00	11,300.00	1,041.00	9.21%
4590 · Intermediate Government Acct	1,650.00	50,695.00	39,600.00	11,095.00	128.02%	39,600.00	50,695.00	66,000.00	(15,305.00)	-23.19%
4594 · CMTA/CSMFO Course	0.00	3,640.00	2,475.00	1,165.00	147.07%	2,475.00	3,640.00	5,512.50	(1,872.50)	-33.97%
4595 · Revenue Fundamentals	0.00	7,664.74	0.00	7,664.74	100.0%	0.00	7,664.74	0.00	7,664.74	0.00%
TOTAL PROGRAM REVENUES	2,725.00	125,857.36	115,475.00	10,382.36	812.88%	115,475.00	125,857.36	119,564.65	6,292.71	5.26%
PROGRAM EXPENSES										
6494 · Webinar Expenses	0.00	100.00	2,500.00	(2,400.00)	4.0%	2,500.00	100.00	500.00	(400.00)	-80.00%
6594 · CMTA/CSMFO Course Exp	0.00	1,300.34	2,425.00	(1,124.66)	53.62%	2,425.00	1,300.34	5,219.84	(3,919.50)	-75.09%
6420 · Weekend Trainings	0.00	28,043.90	25,000.00	3,043.90	112.18%	25,000.00	28,043.90	22,393.37	5,650.53	0.00%
6430 · Intro to Government	0.00	13,388.02	19,200.00	(5,811.98)	69.73%	19,200.00	13,388.02	12,905.83	482.19	3.74%
6450 · Presentation/Fiscal Policy	0.00	15,116.67	15,640.00	(523.33)	96.65%	15,640.00	15,116.67	16,964.88	(1,848.21)	-10.89%
6480 · Intermediate Governmental Acct.	3,115.48	41,606.37	33,360.00	8,246.37	124.72%	33,360.00	41,606.37	43,477.08	(1,870.71)	-4.30%
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	3,115.48	103,076.32	98,125.00	4,951.32	105.05%	98,125.00	103,076.32	101,461.00	1,615.32	1.59%
NET PROGRAM REVENUE	(390.48)	22,781.04	17,350.00	5,431.04	131.3%	17,350.00	22,781.04	18,103.65	4,677.39	25.84%
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	(326.63)	0.00	(326.63)	100.0%	0.00	(326.63)	0.00	(326.63)	0.00%
TOTAL OTHER EXPENSES	0.00	6,273.37	12,500.00	(6,226.63)	50.19%	12,500.00	6,273.37	0.00	6,600.00	0.00%
CHAPTER REVENUE	9,538.00	95,192.00	50,000.00	45,192.00	190.38%	50,000.00	95,192.00	73,163.77	22,028.23	30.11%
CHAPTER EXPENSES	10,058.23	77,478.38	50,000.00	27,478.38	154.96%	50,000.00	77,478.38	66,541.41	10,936.97	16.44%
NET CHAPTER REVENUE	(520.23)	17,713.62	0.00	17,713.62	0.0%	0.00	17,713.62	6,622.36	11,091.26	167.48%
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	836,725.17	738,813.00	97,912.17	113.25%	738,813.00	836,725.17	578,076.32	258,648.85	44.74%
NET CONFERENCE REVENUE	0.00	27,229.83	(37,613.00)	64,842.83	140.96%	(37,613.00)	27,229.83	88,023.68	(60,793.85)	-69.07%
TOTAL NET REVENUE	(39,772.97)	44,302.57	(71,997.00)	116,299.57	(61.53%)	(71,997.00)	44,302.57	111,369.95	(67,067.38)	-60.22%

	Central Coast	Central Los Angeles	Central Valley	Channel Counties	Coachella Valley	Desert Mountain	East Bay	Inland Empire	Monterey Bay	North Coast
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
4501.04 · Sacramento Valley	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	6,613.00	0.00	0.00	0.00
4501.06 · Central Valley	0.00	0.00	1,652.00	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
4501.08 · Monterey Bay	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	7,505.00	0.00
4501.09 · South San Joaquin	0.00	0.00	0.00	0.00	0.00	0.00	(60.00)	0.00	0.00	0.00
4501.10 · Central Coast	868.00	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	7,700.00	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
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
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
4501.15 · Desert Mountain	0.00	0.00	0.00	0.00	0.00	710.00	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
4501.17 · Inland Empire	0.00	0.00	0.00	0.00	0.00	0.00	0.00	26,494.00	0.00	0.00
4501.18 · Coachella Valley	0.00	0.00	0.00	0.00	2,645.00	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
Total 4501 · Chapter Income	868.00	2,330.00	1,652.00	7,700.00	2,645.00	710.00	6,553.00	26,494.00	7,505.00	1,020.00
Total 4500 · PROGRAM REVENUES	868.00	2,330.00	1,652.00	7,700.00	2,645.00	710.00	6,553.00	26,494.00	7,505.00	1,020.00
Total Income	868.00	2,330.00	1,652.00	7,700.00	2,645.00	710.00	6,553.00	26,494.00	7,505.00	1,020.00
Gross Profit	868.00	2,330.00	1,652.00	7,700.00	2,645.00	710.00	6,553.00	26,494.00	7,505.00	1,020.00
Expense										
6400 · PROGRAM EXPENSES										
6401 · Chapter Expenses										
6401.01 · Northwest Counties	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
6401.02 · Northeast Counties	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
6401.03 · North Coast	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	775.00
6401.04 · Sacramento Valley	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
6401.05 · East Bay (SF)	0.00	0.00	0.00	0.00	0.00	0.00	5,633.59	0.00	0.00	0.00
6401.06 · Central Valley	0.00	0.00	1,475.86	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
6401.08 · Monterey Bay	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6,505.60	0.00
6401.09 · South San Joaquin	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
6401.10 · Central Coast	858.00	0.00	0.00	0.00	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
6401.11 · Channel Counties	0.00	0.00	0.00	4,105.00	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
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
6401.14 · South Bay (LA)	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
6401.16 · Orange County	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
6401.17 · Inland Empire	0.00	0.00	0.00	0.00	0.00	0.00	0.00	18,676.91	0.00	0.00
6401.18 · Coachella Valley	0.00	0.00	0.00	0.00	1,599.23	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
Total 6401 · Chapter Expenses	858.00	2,449.06	1,475.86	4,105.00	1,599.23	600.00	5,633.59	18,676.91	6,505.60	775.00
Total 6400 · PROGRAM EXPENSES	858.00	2,449.06	1,475.86	4,105.00	1,599.23	600.00	5,633.59	18,676.91	6,505.60	775.00
Total Expense	858.00	2,449.06	1,475.86	4,105.00	1,599.23	600.00	5,633.59	18,676.91	6,505.60	775.00
Net Ordinary Income	10.00	(119.06)	176.14	3,595.00	1,045.77	110.00	919.41	7,817.09	999.40	245.00
Net Income	10.00	(119.06)	176.14	3,595.00	1,045.77	110.00	919.41	7,817.09	999.40	245.00

	Orange County	Peninsula	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	0.00	0.00	1,020.00
4501.04 · Sacramento Valley	0.00	0.00	2,405.00	0.00	0.00	0.00	0.00	2,405.00
4501.05 · East Bay (SF)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6,613.00
4501.06 · Central Valley	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,652.00
4501.07 · Peninsula	0.00	4,515.00	0.00	0.00	0.00	0.00	0.00	4,515.00
4501.08 · Monterey Bay	0.00	0.00	0.00	0.00	0.00	0.00	0.00	7,505.00
4501.09 · South San Joaquin	0.00	0.00	0.00	0.00	0.00	575.00	0.00	515.00
4501.10 · Central Coast	0.00	0.00	0.00	0.00	0.00	0.00	0.00	868.00
4501.11 · Channel Counties	0.00	0.00	0.00	0.00	0.00	0.00	0.00	7,700.00
4501.12 · San Gabriel Valley	0.00	0.00	0.00	0.00	7,470.00	0.00	0.00	7,470.00
4501.13 · Central Los Angeles	0.00	0.00	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	0.00	0.00	2,580.00	2,580.00
4501.15 · Desert Mountain	0.00	0.00	0.00	0.00	0.00	0.00	0.00	710.00
4501.16 · Orange County	15,470.00	0.00	0.00	0.00	0.00	0.00	0.00	15,470.00
4501.17 · Inland Empire	0.00	0.00	0.00	0.00	0.00	0.00	0.00	26,494.00
4501.18 · Coachella Valley	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,645.00
4501.19 · San Diego County	0.00	0.00	0.00	4,700.00	0.00	0.00	0.00	4,700.00
Total 4501 · Chapter Income	15,470.00	4,515.00	2,405.00	4,700.00	7,470.00	575.00	2,580.00	95,192.00
Total 4500 · PROGRAM REVENUES	15,470.00	4,515.00	2,405.00	4,700.00	7,470.00	575.00	2,580.00	95,192.00
Total Income	15,470.00	4,515.00	2,405.00	4,700.00	7,470.00	575.00	2,580.00	95,192.00
Gross Profit	15,470.00	4,515.00	2,405.00	4,700.00	7,470.00	575.00	2,580.00	95,192.00
Expense								
6400 · PROGRAM EXPENSES								
6401 · Chapter Expenses								
6401.01 · Northwest Counties	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
6401.02 · Northeast Counties	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
6401.03 · North Coast	0.00	0.00	0.00	0.00	0.00	0.00	0.00	775.00
6401.04 · Sacramento Valley	0.00	0.00	1,978.86	0.00	0.00	0.00	0.00	1,978.86
6401.05 · East Bay (SF)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5,633.59
6401.06 · Central Valley	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,475.86
6401.07 · Peninsula	0.00	2,627.13	0.00	0.00	0.00	0.00	0.00	2,627.13
6401.08 · Monterey Bay	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6,505.60
6401.09 · South San Joaquin	0.00	0.00	0.00	0.00	0.00	598.76	0.00	598.76
6401.10 · Central Coast	0.00	0.00	0.00	0.00	0.00	0.00	0.00	858.00

	Orange County	Peninsula	Sacramento Valley	San Diego	San Gabriel Valley	South San Joaquin	South Bay (LA)	TOTAL
6401.11 · Channel Counties	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4,105.00
6401.12 · San Gabriel Valley	0.00	0.00	0.00	0.00	7,672.73	0.00	0.00	7,672.73
6401.13 · Central Los Angeles	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,449.06
6401.14 · South Bay (LA)	0.00	0.00	0.00	0.00	0.00	0.00	1,551.22	1,551.22
6401.15 · Desert Mountain	0.00	0.00	0.00	0.00	0.00	0.00	0.00	600.00
6401.16 · Orange County	14,921.92	0.00	0.00	0.00	0.00	0.00	0.00	14,921.92
6401.17 · Inland Empire	0.00	0.00	0.00	0.00	0.00	0.00	0.00	18,676.91
6401.18 · Coachella Valley	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,599.23
6401.19 · San Diego County	0.00	0.00	0.00	5,449.51	0.00	0.00	0.00	5,449.51
Total 6401 · Chapter Expenses	14,921.92	2,627.13	1,978.86	5,449.51	7,672.73	598.76	1,551.22	77,478.38
Total 6400 · PROGRAM EXPENSES	14,921.92	2,627.13	1,978.86	5,449.51	7,672.73	598.76	1,551.22	77,478.38
Total Expense	14,921.92	2,627.13	1,978.86	5,449.51	7,672.73	598.76	1,551.22	77,478.38
Net Ordinary Income	548.08	1,887.87	426.14	(749.51)	(202.73)	(23.76)	1,028.78	17,713.62
Net Income	548.08	1,887.87	426.14	(749.51)	(202.73)	(23.76)	1,028.78	17,713.62

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



CSMFO BOARD REPORT

Date: January 12, 2017

FROM: Kate Zawadzki, Administration Committee Vice-Chair

SUBJECT: Michael Coleman Contract Amendment #1

DISCUSSION

A contract with Michael Coleman for Legislative Analysis Services was entered into on September 22, 2015 for a period of three calendar years, 2016, 2017, 2018. The agreement called for attendance at 6 chapter meetings per year for each year of the contract. Due to the high volume of chapter requests, CSMFO and Michael Coleman agreed that the total contract allotment of 18 meetings could be used in any year of the contract. During calendar year 2016, Mr. Coleman attended 11 chapter meetings leaving 7 meetings for the remaining two years of the contract.

Under the proposed contract amendment, Michael Coleman will add an additional 18 events over the remaining two years. The amendment also allows for an increase in total reimbursable expenses as a result of the increased travel to Southern California to present at chapter meetings. Allowable reimbursable expenses are increased \$3,300 from \$1,000 to \$4,300 per year.

This contract amendment with Michael Coleman 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. Additional compensation will be \$6,700 for chapter event presentations and \$3,300 for reimbursable expenses each year. The total contract amendment will be \$20,000 over the remaining two years of the contract.

RECOMMENDATION

It is recommended that the Board of Directors review, discuss and approve the proposed two year contract amendment for Michael Coleman, to include an additional \$10,000 annually; \$6,700 for additional chapter event presentations and \$3,300 for the associated reimbursable expenses.

**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 September 22, 2015 by and between The California Society of Municipal Finance Officers (“CSMFO”) and Michael Coleman (Consultant) to provide Legislative Analysis Services for calendar years 2016, 2017, and 2018.

2. Scope of Additional Work: Attend 18 additional chapter meetings as a presenter over the remaining two years of the contract (2017, 2018).

3. Compensation: The total additional compensation for services detailed in the Scope of Additional Work section will not exceed \$6,700 per calendar year. Eligible reimbursable will be increased \$3,300 from \$1,000 to \$4,300 annually.

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:

Michael Coleman
By:

California Society of Municipal Finance Officers
By:

Michael Coleman

Michael Coleman
Consultant

John Adams
CSMFO President, 2016

Date: January 3, 2017

Date: _____



CSMFO BOARD REPORT

Date January 12, 2017

FROM: Scott Catlett
Career Development Committee Chair

SUBJECT: Approval for Two New Core Courses

Background:

Per the direction of the Board in the Strategic Plan, the Career Development Committee has been evaluating opportunities for adding to the existing list of core courses. Recognizing that we need to be strategic in additions so as not to saturate the market with courses or exceed the ability of the Committee to manage the course program, the Committee has been cautiously evaluating opportunities over the last several years. The first addition was the Investment Accounting course, which has been successful now for nearly four years. In the last two years, two additional Revenue Fundamentals core courses have been added.

The Board's recent approval of additional assistance from SMA for routine course scheduling and management activities and the completion of the launch of the two Revenue Fundamentals courses has feed up Committee Members' time to focus on additional core courses. The Committee has been focusing on adding some soft skills sessions to the webinar program over the past two years, and as a result recently began discussing adding some core course offerings that could assist members in improving these skills. The Committee approached Neil Kupchin to see if he would be willing to work with us to develop these courses given his past success as a presenter at the Annual Conference and in facilitating the Board's recent strategic planning retreat. The attached proposed course outlines for two new core courses – Successful Leadership Skills for Finance Directors and Developing Successful Supervisory Skills – are the result of those discussions.

Course Format and Content

The first course is designed for Finance Directors (or Assistant Finance Directors in larger agencies), and is focused on leadership skills for those who are responsible for department-wide operations while leading and motivating all levels of staff. Specifically,

topics to be covered include being a successful leader, key roles, responsibilities, & tasks, developing a leadership style, delegation, staff accountability, and motivating employees. The second course is designed for managers or supervisors in finance departments, and covers similar topic areas but with a focus more on management of a division or section versus overall leadership of an entire department. Both classes are designed for those who are new to these roles, but would also be beneficial to those already in these positions who may be struggling with one or more of the areas of the classes' focus.

The classes are scheduled to begin at 9 AM and conclude at 4 PM with an hour allotted for lunch, which will be included in the price for the sessions. Locations will be identified at member agencies' facilities so that there will be no cost for the rental of a location for the classes. The sponsoring agency will arrange the lunch (with reimbursement) and handle registration. They will receive two complementary seats in the class as a thank you for their assistance. A fee has been negotiated with Neil Kupchin of \$4,800 per class plus travel expenses. Overall anticipated costs are as follows for a class with 50 attendees:

Item	Budget
Facility	\$ -0-
Lunch @ \$15	\$ 750.00
Speaker Fee	\$4,800.00
Travel Reimbursement	\$1,000.00
Total	\$6,550.00

At this level of attendees, the cost per person would be \$131.00. In order to accommodate lower attendance or higher travel costs, a slightly higher fee is recommended. The Committee is therefore recommending a fee for the class of \$150.00, which sets the break-even point at approximately 44 attendees and should ensure that the course typically breaks even or generates a small surplus. At \$150, the cost is consistent with the fee charged for most of the other core courses.

Next Steps

If the Board concurs with the Committee's recommendation to add these new core courses, following the Board's approval today the Career Development Committee will work with the Administration Committee to develop a contract for a three year term. It is anticipated that the courses would be held one time each later in 2017 following the Annual Conference and then one or two times each in future years based on demand.

Recommendations:

That the CSMFO Board of Directors:

1. Approve two new core course offerings titled Successful Leadership Skills for Finance Directors and Developing Successful Supervisory Skills to be offered once or twice per year each beginning in late 2017;

2. Direct the Career Development Committee to work with the Administration Committee to return to the Board by November 2016 with a three year contract with Neil Kupchin to serve as the instructor for these courses;
3. Direct the Career Development Committee to report back to the Board via future Quarterly Reports regarding the success of and net revenue generated by these courses.

Attachment: Detailed Course Outlines

SUCCESSFUL LEADERSHIP SKILLS FOR FINANCE DIRECTORS

SESSION OUTLINE

I. Introduction - The Successful Leader

- Overview of the Outline and Objectives
- Exercise: What makes a Finance Director a Successful Leader?
- Management vs. Leadership - Two Sides of the Organization
- What Supervisors/managers do vs. What Leaders Do
- Increasing Your Leadership Quotient/the Finance Director Weekly Leadership Kit

II. Key Finance Director Leadership Roles/Responsibilities, Tasks & Needed Skills

- Establishing and Communicating Direction, Aligning People, Motivating & Inspiring
- Finance Director as Strategic Thinker and Planner
- Alignment, Empowerment & A Learning Based Organizational Culture
- Finance Director as Coach, Mentor and Role Model/How to Build Trust

III. Developing Your Own Leadership Style and Theme

- Identifying Your Own Leadership Priorities, Vision and Theme
- Consistency, Repetition and Results Oriented Leadership
- Four Outcomes of Successful Leadership

IV. Effective Delegation & Accountability Systems

- Seven Steps of Effective Delegation
- Job Analysis: What can I Delegate?/What jobs must I keep?/What must I delegate?
- Building Accountability Into Performance Management

V. Building & Motivating a Successful Finance Department Team

- Team Building Model: Goals, Roles, Procedures and Relationships
- 20 Characteristics of Successful teams
- Leadership Communication Skills That Work
- Motivating the Team on a Consistent Basis/How to Assess Team Effectiveness

VI. Summary & Review

- Key Concepts/On-the-Job Application

DEVELOPING SUCCESSFUL SUPERVISORY SKILLS

Session Outline

I. Introduction – The Effective & Successful Supervisor

- Overview of the Outline and Objectives
- What makes an effective and successful supervisor?
- Roles/responsibilities, Skills Sets and Expectations of Successful Supervisors
- The 5 A's of Successful Supervision: Ability, Availability, Accessibility, Approachability & Accountability
- The 6 Critical Skills Successful Supervisors Need: Communication, Thinking, Administration, Influence, Interpersonal & Change Management

II. Situational Leadership – Identifying Supervisory & Leadership Styles

- Four Styles of Supervision: Directing, Coaching, Supporting, Delegating
- Matching Supervisory Style to Employee Needs

III. Coaching & Counseling for Maximum Performance

- Five Step Coaching Process/Seven Step Counseling Process
- One on One Meetings, Establishing Goals, Developmental Needs

IV. Effective Communication Styles and Behaviors

- Using Task and Process Communication Behaviors
- Maximizing Your Communication Style/Value Added Changes to Make

V. Managing and Motivating Your Team

- What Makes Teams Effective and Successful?
- Team Development Model: Goals, Roles, Procedures, Relationships
- How To Motivate/Praise/Recognize Your Team: 30 Ways to Motivate

VI. Win-Win Conflict Resolution & Management Skills

- Causes of Organizational Conflict
- Intrapersonal Conflict Model
- 5 Conflict Handling Methods: Competing, Collaborating, Compromising, Avoiding, Accommodating

VII. Summary & Review

- Summary and Review of Key Concepts
- Application to On-The-Job Issues and Situations



CSMFO BOARD REPORT

Date January 12, 2017

FROM: Scott Catlett, Career Development Committee Chair

SUBJECT: Quarterly Report on Career Development Activities – 4th Quarter 2016

Background:

At the June 2013 CSMFO board meeting, the Board directed that the Career Development Committee report back to the Board quarterly regarding the success of program enhancements approved at that time. The remainder of this report highlights the achievements of the Committee for the first three quarters of calendar year 2016.

Webinar Offerings Update

Under the current base contract with Don Maruska, the Career Development Committee is allotted a total of eight webinars per year. With the Board's support, webinar offerings have been expanded over the last four years from the previous contract amount of 6 to a budgeted not to exceed total of 12. The webinar offerings calendared for this year are listed in the table below, which totaled nine.

Date	Topic	Attendance
February 11	Succession Planning for Local Government Finance	163
April 27	Best Practices in Upgrading Financial Systems (Joint webinar with MISAC)	238
May 19	Managing Pension and OPEB Liabilities	354
June 29	Best Practices in Budgeting	271
August 3	What's Your Agency's Exposure on the New Overtime Ruling?	627
September 7	Protecting Your Agency from Fraud	328
October 19	Skills to Compete to be a Finance Director	233
November 2	What Is and Isn't in the Regular Rate of Pay	639
November 16	Interviewing Skills for Advancing Your Finance Career	205
Total Live		3,058
Various	Utilization of Webinar Recordings	6,202
Total		9,260

Course Attendance Update

CSMFO had a record course attendance in 2015 with 804 attendees. With a fifth core course coming online earlier this was another record year for our core course program with attendance of 895 for the year. Revenue from the well-attended sessions in the more populated areas of the state continues to fully offset losses from other locations and the lower attendance typically seen at Fiscal Policies course sessions. This has allowed the Committee to continue to visit more remote areas of the state to deliver training to our entire membership. In spite of these sessions with intentional losses, revenue to date this year has exceeded expenditures by over \$20,000 due to continued growth in average class attendance. While the reconciliation for four courses is still pending, minor losses from three Fiscal Policies classes will be more than offset by the revenue generated from the Revenue Fundamentals I course session in San Leandro and should result in an increase in the net revenue for the year.

Course	Location	Attendance	Net Revenue
Intro Accounting	Daly City	44	\$1,621.19
Intro Accounting	Ventura	60	2,719.57
Intro Accounting	Newport Beach	52	1,796.79
Intro Accounting	Watsonville	46	1,668.65
Intro Accounting	Albany	41	1,925.00
Intermediate Accounting	San Leandro	50	2,185.08
Intermediate Accounting	Santa Ana	45	984.55
Intermediate Accounting	Ukiah	12	(1,344.90)
Intermediate Accounting	Oxnard	43	1,606.40
Intermediate Accounting	West Basin Water District	35	717.97
Intermediate Accounting	Sacramento	52	3,425.49
Intermediate Accounting	Moreno Valley	34	904.14
Intermediate Accounting	Santa Cruz	33	938.82
Intermediate Accounting	La Quinta	29	451.11
Intermediate Accounting	Albany	18	(786.61)
Fiscal Policies	Newport Beach	16	(49.64)
Fiscal Policies	Petaluma	12	(700.57)
Fiscal Policies	Solvang	7	(1,028.50)
Fiscal Policies	Elsinore Valley Water Dist.	17	256.67
Fiscal Policies	West Basin Water District	16	Pending
Fiscal Policies	San Leandro	11	Pending
Fiscal Policies	West Hollywood	8	Pending
Investment Accounting	Riverside	63	3,368.94
Revenue Fundamentals I	2016 Annual Conference	80	N/A
Revenue Fundamentals I	San Leandro	71	Pending
Total to Date		895	\$20,660.15

Other Committee Activities

In addition to the activities mentioned in this report each quarter, several important additional efforts are underway this year:

1. The Board approved a new Revenue Fundamentals II core course earlier this year, which will be initially offered as a Pre-Conference session at the 2017 Annual Conference in Sacramento.
2. The Committee continues to evaluate the One-on-One Coaching Program. While a number of methods have been undertaken to increase utilization of this valuable program, it continues to be underutilized. The Committee is in the process of evaluating the program to determine what level of ongoing support is appropriate, and we anticipate redirecting our efforts to other initiatives.

Survey Update

Course attendees are provided with a link to an anonymous survey at the end of each core course. While previously we have offered in person surveys at the time that the courses are offered, we believe that online, anonymous surveys provide us with more objective information about the quality of our course offerings. We have been pleased to see that the survey results indicate an overall outstanding view of our offerings from attendees. The table below highlights the 175 survey responses received to date.

Question	1 (Low)	2	3	4	5 (High)
How would you rate the course content?	0%	2%	2%	29%	67%
How would you rate the course materials?	0%	2%	3%	21%	74%
How would you rate the instructor?	0%	1%	1%	15%	83%
How would you rate the course value?	0%	1%	9%	23%	67%

Question	Yes	No
Would you recommend this course?	96%	4%
Are you a first time attendee?	48%	52%

The committee continues to evaluate additional narrative information received from survey participants regarding suggestions for improvement and for adding additional courses.