



*Dedicated to Excellence in Municipal Financial Management*

**Thursday, September 28, 2017  
Board of Directors Teleconference Meeting**

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

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

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

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- 1) Introduction
    - a) Welcome/Roll Call
    - b) Additions to Agenda
  
  - 2) Consent Items 2:05 p.m.
    - a) Approval of minutes from August 24, 2017
    - b) August 2017 financial reports
  
  - 3) Discussion/Action Items 2:10 p.m.

<ol style="list-style-type: none"><li>a) Budget Request for Marketing Purposes</li><li>b) Policy Manual Update</li><li>c) Strategic Planning Session Attendees</li><li>d) Conference Scholarship Policy</li><li>e) Video Conference Software Services</li></ol>	<div>Ernie Reyna</div> <div>Kate Zawadzki</div> <div>Stephen Parker</div> <div>Scott Catlett</div> <div>Damien Charlety</div>
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  - 3) Board Member Reports 3:00 p.m.
  
  - 4) Committee Reports 3:15 p.m.

<ol style="list-style-type: none"><li>a) Administration</li><li>b) Career Development</li><li>c) Communications Committee</li><li>d) Conference Site Selection</li><li>e) Membership</li><li>f) Professional Standards &amp; Recognition</li><li>g) Program</li><li>h) Technology</li></ol>	<div>Kate Zawadzki</div> <div>Carrie Corder</div> <div>Joan Michaels Aguilar</div> <div>Pamela Arends-King</div> <div>Ernie Reyna</div> <div>Craig Boyer</div> <div>Ronnie Campbell</div> <div>Damien Charlety</div>
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  - 5) Chapter Roundtable 3:25 p.m.

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|---|-----------|--------------------|
| 6) League Policy Committee Reports  | 3:35 p.m. |                    |
| a) Community Services   |           | Tracey Hause       |
| b) Environmental Quality  |           | Kathryn Downs      |
| c) Governance, Transparency & Labor   |           | Stuart Schillinger |
| d) Housing, Community & Economic Development  |           | Don Harrison       |
| e) Public Safety  |           | Robin Bertagna     |
| f) Revenue & Taxation   |           | Marcus Pimentel    |
| g) Transportation, Communications & Public Works                                    |           | Robin Borre        |
| 7) Officer Reports  |           |                    |
| a) President  | 3:45 p.m. | Drew Corbett       |
| i) WFOA Conference  |           |                    |
| ii) CSDA and CSAC Meetings  |           |                    |
| iii) Volunteer of the Year Award  |           |                    |
| b) Past President   | 3:50 p.m. | John Adams         |
| c) President-Elect  | 3:55 p.m. | Margaret Moggia    |
| 7) Other Items  |           |                    |
| 8) Future Topics  |           |                    |
| 9) Next Meeting – Thursday, September 28, 2:00 p.m. – 4:00 p.m., via teleconference |           |                    |
| 10) Adjournment   | 4:00 p.m. |                    |

# California Society of Municipal Finance Officers

## Board of Directors Meeting Minutes

August 24, 2017

### **In Attendance**

Drew Corbett  
Margaret Moggia  
John Adams  
Scott Catlett  
Steve Heide  
Brent Mason  
Jimmy Forbis  
Carrie Corder  
Richard Lee  
Kate Zawadzki  
Joan Michaels Aguilar  
Tracey Hause  
Janine Thrash

Ernie Reyna  
Pamela Arends-King  
Damien Charlety  
David Cain  
Ronnie Campbell  
Christy Pinuelas  
Melinda Brodsky  
Marcus Pimentel  
Sara Roush  
Mary Bradley  
Carmen Berry  
Melissa Dixon

### **Introduction**

The California Society of Municipal Finance Officers (CSMFO) Board of Directors met via teleconference on Thursday, August 24, 2017. President Drew Corbett convened the meeting and confirmed a quorum was in attendance at 2:01 p.m.

### **Consent Calendar**

The Board addressed the consent calendar, which included minutes from the June 22 Board of Directors meeting and financials from July month-end. Director Steve Heide moved to approve the consent calendar; President-Elect Margaret Moggia seconded. The motion passed unanimously.

### **2017 Action Plan Status Reports**

The Board reviewed the 2017 Action Plan, and listened to status updates on each item from each of the committees.

### **Weekend Training Budget**

Career Development Committee Chair Carrie Corder presented to the Board the budget for the Weekend Training program occurring in November at the Ayres Suites in Ontario. President-Elect Moggia moved to approve the budget as presented; Past President John Adams seconded. The motion passed unanimously.

### **Survey Consultant Recommendation**

Administration Committee Chair Kate Zawadzki informed the Board that the committee had conducted an RFQ for survey consultants, and unanimously recommended moving forward with a contract with Probolsky Research. Past President Adams moved to approve the contract with Probolsky Research. Director Jimmy Forbis seconded and the motion passed unanimously.

### **Annual Conference Handbook Revision**

Administration Committee Chair Zawadzki presented to the Board a revision to the Annual Conference Handbook, noting that the document had been reviewed by staff, the Executive Committee, the Program Committee and finally the Administration Committee. Director Brent Mason moved to approve the revision as presented; Past President John Adams seconded. The motion passed unanimously.

### **Program Committee Request for Administrative Support**

Program Committee Chair Ronnie Campbell presented to the Board a request for administrative support for the Program Committee, including speaker coordination and session management. The proposal would be amend the contract with SMA to include a scope of services specific to the Program Committee, and SMA would then subcontract the work to Harriet Commons. The additional fees would be included in the budget for the 2018 Annual Conference. President-Elect Moggia moved to approve the proposal as presented, and Director Scott Catlett seconded. The motion passed unanimously.

### **Board Member Reports**

The four Board members present were afforded the opportunity to report to the Board on their activity. Director Heide noted his attendance at recent meetings of chapters for which he is the liaison.

### **Committee Reports**

#### *Administration*

Administration Committee Chair Zawadzki shared with the Board that the committee will be addressing negative chapter fund balances and an update to the Administration Handbook.

#### *Career Development*

Career Development Committee Chair Corder noted that 16 core courses had been held to date, along with six webinars. One Quick Hit had been posted to the website, and another one in collaboration with the Professional Standards & Recognition Committee, was under production.

#### *Communications*

Communications Committee Chair Joan Michaels Aguilar reviewed with the Board the status and topics of the September and November CSMFO Magazine issues.

#### *Conference Site Selection*

Conference Site Selection Chair Pamela Arends-King informed the Board that the committee had conducted a site tour of San Jose as a potential location for the 2021 Annual Conference. The location and meeting space was ideal, though the hotel room rate is higher than is typical for the CSMFO Annual Conference. The meeting planner will negotiate the rate and provide the final proposal to the committee.

#### *Membership*

Membership Committee Chair Ernie Reyna noted that the committee is working on creating new membership brochures, both for commercial and government members, and will be working on preparing for the 2018 conference.

#### *Professional Standards & Recognition*

Professional Standards & Recognition Committee Vice Chair Sarah Roush informed the Board that the awards submissions for this year opened July 1, with a deadline of December 31.

#### **Program**

Program Committee Chair Campbell informed the Board that over 100 submissions were received in response to the 2018 call for sessions. The committee plans to have over 60 concurrent sessions at the conference this year, with three preconference sessions.

#### **Chapter Roundtable**

Chair Stephen Parker noted that he was in search of a new Vice Chair for Orange County; Chair Tracey Hause noted that she had recently identified a new Vice Chair for San Gabriel Valley. Vice Chair Pinuelas noted that Michael Coleman would be the Channel Counties speaker in September, and that they had been reaching out to inactive cities and inviting them to attend chapter meetings. Chair Karla Campos offered volunteer assistance on-site at the Annual Conference.

#### **League Policy Committee Reports**

Appointees Tracey Hause and Marcus Pimentel provided updates on their respective committees.

#### **President Report**

President Corbett informed the Board that the Executive Committee would be meeting with CSDA and CSAC on Wednesday, September 6. He further noted that he would be appointing the 2017 Nominating Committee by the October 1 deadline.

#### **Past President Report**

Past President Adams reviewed with the Board his activities on the CDIAC/State Treasurer task force.

#### **President-Elect Report**

President-Elect Moggia shared with the Board an update on the 2018 Annual Conference, noting that the President's Dinner and the Thursday night event were well underway.

The next meeting is scheduled for Thursday, September 28.

President Corbett adjourned the meeting at 3:29 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	270.00	25.00	245.00	980.0%
1050.04 · Sacramento Valley	1,585.76	1,159.62	426.14	36.75%
1050.05 · East Bay (SF)	919.41	0.00	919.41	100.0%
1050.06 · Central Valley	191.14	15.00	176.14	1,174.27%
1050.07 · Peninsula	1,887.87	0.00	1,887.87	100.0%
1050.08 · Monterey Bay	4,073.87	3,074.47	999.40	32.51%
1050.09 · South San Joaquin	(23.76)	0.00	(23.76)	(100.0%)
1050.10 · Central Coast	10.00	0.00	10.00	100.0%
1050.11 · Channel Counties	5,196.64	1,601.64	3,595.00	224.46%
1050.12 · San Gabriel Valley	(434.08)	(231.35)	(202.73)	(87.63%)
1050.13 · Central Los Angeles	1,146.01	1,265.07	(119.06)	(9.41%)
1050.14 · South Bay (LA)	4,076.29	3,047.51	1,028.78	33.76%
1050.15 · Desert Mountain	110.00	0.00	110.00	100.0%
1050.16 · Orange County	7,064.98	6,516.90	548.08	8.41%
1050.17 · Inland Empire	9,323.23	1,506.14	7,817.09	519.02%
1050.18 · Coachella Valley	1,045.77	0.00	1,045.77	100.0%
1050.19 · San Diego County	2,403.88	3,153.39	(749.51)	(23.77%)

**Total 1050 · Chapter Fund Balances**

38,847.01	21,133.39	17,713.62	83.82%
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**1005 · Bank of America - Other**

59,627.43	21,219.09	38,408.34	181.01%
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**Total 1005 · Bank of America**

98,474.44	42,352.48	56,121.96	132.51%
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**1040 · Investments LAIF**

818,567.99	881,988.90	(63,420.91)	(7.19%)
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**Total Checking/Savings**

917,042.43	924,341.38	(7,298.95)	(0.79%)
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**Accounts Receivable**
**1100 · Accounts receivable**

3,255.00	1,436.50	1,818.50	126.59%
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**Total Accounts Receivable**

3,255.00	1,436.50	1,818.50	126.59%
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**Other Current Assets**
**1120 · A/R - CSMFO Database**

10,290.00	8,261.00	2,029.00	24.56%
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**1250 · Prepaid Expense - General**

1252 · Prepaid Admin Fees	0.00	13,980.50	(13,980.50)	(100.0%)
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1250 · Prepaid Expense - General - Other	0.00	1,263.78	(1,263.78)	(100.0%)
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**Total 1250 · Prepaid Expense - General**

0.00	15,244.28	(15,244.28)	(100.0%)
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**1260 · Prepaid Expense Conference**

1261 · Guest Speakers	22,500.00	14,375.00	8,125.00	56.52%
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1262 · Facilities Deposits	24,156.00	5,500.00	18,656.00	339.2%
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1264 · Conference Services	1,271.09	1,406.55	(135.46)	(9.63%)
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1260 · Prepaid Expense Conference - Other	0.00	566.30	(566.30)	(100.0%)
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	<b>Aug 31, 17</b>	<b>Aug 31, 16</b>	<b>\$ Change</b>	<b>% Change</b>
Total 1260 · Prepaid Expense Conference	47,927.09	21,847.85	26,079.24	119.37%
Total Other Current Assets	58,217.09	45,353.13	12,863.96	28.36%
Total Current Assets	978,514.52	971,131.01	7,383.51	0.76%
Other Assets				
1500 · CSMFO/SMA Database AR	108,000.00	0.00	108,000.00	100.0%
Total Other Assets	108,000.00	0.00	108,000.00	100.0%
<b>TOTAL ASSETS</b>	<b>1,086,514.52</b>	<b>971,131.01</b>	<b>115,383.51</b>	<b>11.88%</b>
<b>LIABILITIES &amp; EQUITY</b>				
Liabilities				
Current Liabilities				
Accounts Payable				
2000 · Accounts payable	4,156.00	6,085.55	(1,929.55)	(31.71%)
Total Accounts Payable	4,156.00	6,085.55	(1,929.55)	(31.71%)
Other Current Liabilities				
2003 · A/P Other- SMA Conference	14,283.00	10,183.50	4,099.50	40.26%
2005 · Distinguished Service Awards	0.00	500.00	(500.00)	(100.0%)
Total Other Current Liabilities	14,283.00	10,683.50	3,599.50	33.69%
Total Current Liabilities	18,439.00	16,769.05	1,669.95	9.96%
Total Liabilities	18,439.00	16,769.05	1,669.95	9.96%
Equity				
3020 · Retained earnings	779,157.79	786,842.30	(7,684.51)	(0.98%)
3100 · Net Assets-Chapters	38,847.01	21,133.39	17,713.62	83.82%
Net Income	250,070.72	146,386.27	103,684.45	70.83%
Total Equity	1,068,075.52	954,361.96	113,713.56	11.92%
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>1,086,514.52</b>	<b>971,131.01</b>	<b>115,383.51</b>	<b>11.88%</b>

	Aug 17	Jan-Aug 17	YTD Budget	\$ Over Budget	% of Budget	Annual Budget	Jan -Aug17	Jan-Aug 16	\$ Change	% Change
<b>OPERATING REVENUES</b>										
4100 · Membership Dues	1,605.00	236,072.25	222,127.00	13,945.25	106.28%	223,200.00	236,072.25	215,685.00	20,387.25	9.45%
4200 · Interest Income	0.00	5,238.97	2,250.00	2,988.97	232.84%	3,000.00	5,238.97	2,780.86	2,458.11	88.39%
4302 · Website Magazine Ads	17,812.50	107,800.62	105,811.50	1,989.12	101.88%	151,000.00	107,800.62	101,916.00	5,884.62	5.77%
4306 · Website Ads	0.00	0.00	0.00	0.00	0.0%	0.00	0.00	0.00	0.00	0.00%
4490 · Budget/CAFR Fees	2,100.00	2,950.00	1,750.00	1,200.00	168.57%	16,100.00	2,950.00	2,050.00	900.00	43.90%
<b>TOTAL OPERATING REVENUES</b>	<b>21,517.50</b>	<b>352,061.84</b>	<b>331,938.50</b>	<b>20,123.34</b>	<b>106.06%</b>	<b>393,300.00</b>	<b>352,061.84</b>	<b>322,431.86</b>	<b>29,629.98</b>	<b>109.19%</b>
<b>OPERATING EXPENSES</b>										
6255 · GFOA Reception	0.00	15,438.65	10,000.00	5,438.65	154.39%	10,000.00	15,438.65	5,452.59	9,986.06	0.00%
6105 · Marketing/Membership	0.00	375.00	0.00	375.00	100.0%	0.00	375.00	0.00	375.00	0.00%
6106 · Storage Expense	72.51	545.86	390.16	155.70	139.91%	589.16	545.86	284.30	261.56	0.00%
6110 · President's Expense	100.00	2,236.85	4,700.00	(2,463.15)	47.59%	6,000.00	2,236.85	3,299.91	(1,063.06)	0.00%
6115 · Board of Directors	0.00	2,477.21	3,066.64	(589.43)	80.78%	4,600.00	2,477.21	2,174.45	302.76	0.00%
6120 · Committee/Chapter Support	707.05	902.86	1,666.64	(763.78)	54.17%	2,500.00	902.86	0.00	902.86	0.00%
6125 · Board Planning Session-Retreat	0.00	0.00	700.00	(700.00)	0.0%	31,700.00	0.00	670.00	(670.00)	0.00%
6140 · Management Services	12,537.58	147,465.94	138,689.43	8,776.51	106.33%	268,479.00	147,465.94	138,566.24	8,899.70	6.42%
6150 · Office Supplies	14.40	146.68	200.00	(53.32)	73.34%	300.00	146.68	192.21	(45.53)	0.00%
6155 · Merchant Fees/Bank Chgs.	1,131.98	18,516.51	18,672.49	(155.98)	99.17%	25,000.00	18,516.51	19,783.49	(1,266.98)	-6.40%
6160 · Awards	0.00	4,661.98	5,000.00	(338.02)	93.24%	5,000.00	4,661.98	5,793.15	(1,131.17)	0.00%
6165 · Printing	5.31	10,358.32	13,372.68	(3,014.36)	77.46%	13,500.00	10,358.32	13,095.53	(2,737.21)	0.00%
6170 · Magazine	0.00	7,808.78	8,453.11	(644.33)	92.38%	15,000.00	7,808.78	11,389.94	(3,581.16)	0.00%
6175 · Postage	11.80	3,137.52	1,847.64	1,289.88	169.81%	2,000.00	3,137.52	1,530.25	1,607.27	0.00%
6185 · Telephone/Bridge Calls	522.69	1,677.64	3,164.89	(1,487.25)	53.01%	5,100.00	1,677.64	2,864.14	(1,186.50)	0.00%
6190 · Web and Technology	26.00	9,390.95	12,666.64	(3,275.69)	74.14%	19,000.00	9,390.95	14,490.00	(5,099.05)	-35.19%
6200 · Travel/Staff Expenses	0.00	0.00	666.64	(666.64)	0.0%	1,000.00	0.00	0.00	0.00	0.00%
6220 · Audit & Tax Filing	0.00	7,650.00	9,500.00	(1,850.00)	80.53%	9,500.00	7,650.00	9,400.00	(1,750.00)	0.00%
6230 · Insurance	0.00	1,160.00	1,450.00	(290.00)	80.0%	2,000.00	1,160.00	1,690.00	(530.00)	0.00%
6240 · Taxes	6,233.00	14,593.00	17,720.00	(3,127.00)	82.35%	20,000.00	14,593.00	18,876.38	(4,283.38)	-440.69%
6250 · Miscellaneous	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	0.00	0.00	0.00%
<b>TOTAL OPERATING EXPENSES</b>	<b>21,362.32</b>	<b>248,543.75</b>	<b>251,926.96</b>	<b>(3,383.21)</b>	<b>98.66%</b>	<b>441,268.16</b>	<b>248,543.75</b>	<b>249,552.58</b>	<b>(1,008.83)</b>	<b>99.60%</b>
<b>NET OPERATING REVENUE</b>	<b>155.18</b>	<b>103,518.09</b>	<b>80,011.54</b>	<b>23,506.55</b>	<b>129.38%</b>	<b>(47,968.16)</b>	<b>103,518.09</b>	<b>72,879.28</b>	<b>30,638.81</b>	<b>142.04%</b>



	Aug 17	Jan-Aug 17	YTD Budget	\$ Over Budget	% of Budget	Annual Budget	Jan -Aug17	Jan-Aug 16	\$ Change	% Change
<b>PROGRAM REVENUES</b>										
4503 · Contributions and Donations	0.00	1,237.80	2,500.00	(1,262.20)	49.51%	5,000.00	1,237.80	0.00	1,237.80	0.00%
4505 · Webinar	175.00	2,450.00	2,000.00	450.00	122.5%	3,000.00	2,450.00	1,475.00	975.00	66.10%
4520 · Weekend Training	5,495.00	6,095.00	3,800.00	2,295.00	160.4%	20,000.00	6,095.00	3,800.00	2,295.00	0.00%
4570 · Intro to Government	150.00	10,950.00	19,420.00	(8,470.00)	56.39%	19,800.00	10,950.00	17,775.00	(6,825.00)	0.00%
4580 · Presentation/Fiscal Policy	(150.00)	1,950.00	11,400.00	(9,450.00)	17.11%	12,000.00	1,950.00	13,125.00	(11,175.00)	0.00%
4590 · Intermediate Government Acct	2,250.00	35,325.00	33,000.00	2,325.00	107.05%	49,500.00	35,325.00	38,775.00	(3,450.00)	-8.90%
4594 · CMTA/CSMFO Course	0.00	1,859.02	3,750.00	(1,890.98)	49.57%	3,750.00	1,859.02	3,420.00	(1,560.98)	-45.64%
4595 · Revenue Fundamentals I	3,200.00	5,600.00	5,000.00	600.00	112.0%	15,000.00	5,600.00	4,350.00	1,250.00	0.00%
4596 · Revenue Fundamentals II	0.00	0.00	2,333.34	(2,333.34)	0.0%	7,000.00	0.00	0.00	0.00	0.00%
4597 · Developing Supervisory Skills	2,000.00	4,600.00	0.00	0.00	100.0%	0.00	4,600.00	0.00	4,600.00	0.00%
<b>TOTAL PROGRAM REVENUES</b>	13,120.00	70,066.82	83,203.34	(17,736.52)	774.52%	135,050.00	70,066.82	82,720.00	(12,653.18)	-15.30%
<b>PROGRAM EXPENSES</b>										
6494 · Webinar Expenses	0.00	0.00	833.34	(833.34)	0.0%	2,500.00	0.00	0.00	0.00	0.00%
6594 · CMTA/CSMFO Course Exp	0.00	0.00	1,300.00	(1,300.00)	0.0%	1,300.00	0.00	1,300.34	(1,300.34)	0.00%
6420 · Weekend Trainings	0.00	0.00	0.00	0.00	0.0%	25,000.00	0.00	0.00	0.00	0.00%
6430 · Intro to Government	0.00	12,018.88	9,140.00	2,878.88	131.5%	19,200.00	12,018.88	3,854.35	8,164.53	0.00%
6450 · Presentation/Fiscal Policy	0.00	2,201.04	12,474.61	(10,273.57)	17.64%	16,792.00	2,201.04	10,799.28	(8,598.24)	0.00%
6480 · Intermediate Governmental Acct.	3,636.12	25,266.33	27,027.70	(1,761.37)	93.48%	41,700.00	25,266.33	26,934.07	(1,667.74)	0.00%
6490 · Government Acctg	737.77	2,537.94	0.00	0.00	100.0%	0.00	2,537.94	0.00	2,537.94	0.00%
6595 · Revenue Fundamental I	468.00	468.00	8,442.64	(7,974.64)	5.54%	12,664.00	468.00	0.00	468.00	0.00%
6596 · Revenue Fundamental II	0.00	0.00	0.00	0.00	0.0%	0.00	0.00	0.00	0.00	0.00%
<b>TOTAL PROGRAM EXPENSES</b>	4,841.89	42,492.19	59,218.29	(19,264.04)	3.48	169,156.00	42,492.19	42,888.04	(395.85)	0.00
<b>NET PROGRAM REVENUE</b>	8,278.11	27,574.63	23,985.05	3,589.58	114.97%	(34,106.00)	27,574.63	39,831.96	(12,257.33)	-30.77%
<b>OTHER Revenue</b>										
4999 · Unknown/Unallocated	0.00	0.00	0.00	0.00	0.0%	0.00	0.00	2,345.00	(2,345.00)	-100.00%
<b>TOTAL OTHER Revenue</b>	0.00	0.00	0.00	0.00	0.0%	(34,106.00)	0.00	2,345.00	(2,345.00)	0.00%
<b>OTHER EXPENSES</b>										
6970 · Branding & Style Guide	0.00	0.00	0.00	0.00	0.0%	0.00	0.00	6,600.00	(6,600.00)	-100.00%
6990 · Database Development	0.00	0.00	0.00	0.00	0.0%	0.00	0.00	0.00	0.00	0.00%
9950 · Prior Period Adjustment	0.00	2,246.38	0.00	2,246.38	100.0%	0.00	2,246.38	877.05	1,369.33	0.00%
<b>TOTAL OTHER EXPENSES</b>	0.00	2,246.38	0.00	2,246.38	100.0%	0.00	2,246.38	7,477.05	(6,600.00)	0.00%
<b>CHAPTER REVENUE</b>	7,145.00	66,500.00	57,838.00	8,662.00	114.98%	90,000.00	66,500.00	58,353.00	8,147.00	13.96%
<b>CHAPTER EXPENSES</b>	7,748.49	63,652.28	47,411.56	16,240.72	134.26%	80,000.00	63,652.28	45,974.12	17,678.16	38.45%
<b>NET CHAPTER REVENUE</b>	(603.49)	2,847.72	10,426.44	(7,578.72)	0.0%	10,000.00	2,847.72	12,378.88	(9,531.16)	-77.00%

	Aug 17	Jan-Aug 17	YTD Budget	\$ Over Budget	% of Budget	Annual Budget	Jan -Aug17	Jan-Aug 16	\$ Change	% Change
TOTAL CONFERENCE REVENUE	0.00	825,475.49	722,925.00	102,550.49	114.19%	722,925.00	825,475.49	862,465.00	(36,989.51)	-4.29%
TOTAL CONFERENCE EXPENSES	0.00	707,098.83	754,795.00	(47,696.17)	93.68%	754,795.00	707,098.83	836,036.80	(128,937.97)	0.00%
NET CONFERENCE REVENUE	0.00	118,376.66	(31,870.00)	150,246.66	140.96%	(31,870.00)	118,376.66	26,428.20	91,948.46	347.92%
TOTAL NET REVENUE	7,829.80	250,070.72	82,553.03	167,517.69	302.92%	(53,944.16)	250,070.72	146,386.27	103,684.45	70.83%

	<u>Jan - Aug 17</u>
Ordinary Income/Expense	
Income	
4500 · PROGRAM REVENUES	
4501 · Chapter Income	
4501.04 · Sacramento Valley	2,300.00
Total 4501 · Chapter Income	<u>2,300.00</u>
Total 4500 · PROGRAM REVENUES	<u>2,300.00</u>
Total Income	<u>2,300.00</u>
Gross Profit	2,300.00
Expense	
6400 · PROGRAM EXPENSES	
6401 · Chapter Expenses	
6401.04 · Sacramento Valley	644.94
6401.54 · Prior Period Sacramento Valley	70.00
Total 6401 · Chapter Expenses	<u>714.94</u>
Total 6400 · PROGRAM EXPENSES	<u>714.94</u>
Total Expense	<u>714.94</u>
Net Ordinary Income	<u>1,585.06</u>
Net Income	<u><u>1,585.06</u></u>

	<u>Jan - Aug 17</u>
<b>Ordinary Income/Expense</b>	
<b>Income</b>	
<b>4500 · PROGRAM REVENUES</b>	
<b>4501 · Chapter Income</b>	
4501.05 · East Bay (SF)	2,265.00
<b>Total 4501 · Chapter Income</b>	<u>2,265.00</u>
<b>Total 4500 · PROGRAM REVENUES</b>	<u>2,265.00</u>
<b>Total Income</b>	<u>2,265.00</u>
<b>Gross Profit</b>	2,265.00
<b>Expense</b>	
<b>6400 · PROGRAM EXPENSES</b>	
<b>6401 · Chapter Expenses</b>	
6401.05 · East Bay (SF)	2,265.27
6401.55 · Prior Period East Bay	60.00
<b>Total 6401 · Chapter Expenses</b>	<u>2,325.27</u>
<b>Total 6400 · PROGRAM EXPENSES</b>	<u>2,325.27</u>
<b>Total Expense</b>	<u>2,325.27</u>
<b>Net Ordinary Income</b>	<u>(60.27)</u>
<b>Net Income</b>	<u><u>(60.27)</u></u>

	<u>Jan - Aug 17</u>
Ordinary Income/Expense	
Income	
4500 · PROGRAM REVENUES	
4501 · Chapter Income	
4501.06 · Central Valley	1,835.00
Total 4501 · Chapter Income	1,835.00
Total 4500 · PROGRAM REVENUES	1,835.00
Total Income	1,835.00
Gross Profit	1,835.00
Expense	
6400 · PROGRAM EXPENSES	
6401 · Chapter Expenses	
6401.06 · Central Valley	1,382.03
6401.56 · Prior Period Central Valley	20.00
Total 6401 · Chapter Expenses	1,402.03
Total 6400 · PROGRAM EXPENSES	1,402.03
Total Expense	1,402.03
Net Ordinary Income	432.97
Net Income	<u>432.97</u>

	<u>Jan - Aug 17</u>
Ordinary Income/Expense	
Income	
4500 · PROGRAM REVENUES	
4501 · Chapter Income	
4501.07 · Peninsula	4,020.00
Total 4501 · Chapter Income	4,020.00
Total 4500 · PROGRAM REVENUES	4,020.00
Total Income	4,020.00
Gross Profit	4,020.00
Expense	
6400 · PROGRAM EXPENSES	
6401 · Chapter Expenses	
6401.07 · Peninsula	3,151.39
6401.57 · Prior Period Peninsula	120.00
Total 6401 · Chapter Expenses	3,271.39
Total 6400 · PROGRAM EXPENSES	3,271.39
Total Expense	3,271.39
Net Ordinary Income	748.61
Net Income	<u>748.61</u>

	<u>Jan - Aug 17</u>
<b>Ordinary Income/Expense</b>	
<b>Income</b>	
<b>4500 · PROGRAM REVENUES</b>	
<b>4501 · Chapter Income</b>	
4501.08 · Monterey Bay	4,099.00
<b>Total 4501 · Chapter Income</b>	<u>4,099.00</u>
<b>Total 4500 · PROGRAM REVENUES</b>	<u>4,099.00</u>
<b>Total Income</b>	<u>4,099.00</u>
<b>Gross Profit</b>	<u>4,099.00</u>
<b>Expense</b>	
<b>6400 · PROGRAM EXPENSES</b>	
<b>6401 · Chapter Expenses</b>	
6401.08 · Monterey Bay	3,736.25
<b>Total 6401 · Chapter Expenses</b>	<u>3,736.25</u>
<b>Total 6400 · PROGRAM EXPENSES</b>	<u>3,736.25</u>
<b>Total Expense</b>	<u>3,736.25</u>
<b>Net Ordinary Income</b>	<u>362.75</u>
<b>Net Income</b>	<u><u>362.75</u></u>

	<u>Jan - Aug 17</u>
Ordinary Income/Expense	
Income	
4500 · PROGRAM REVENUES	
4501 · Chapter Income	
4501.09 · South San Joaquin	1,650.00
Total 4501 · Chapter Income	1,650.00
Total 4500 · PROGRAM REVENUES	1,650.00
Total Income	1,650.00
Gross Profit	1,650.00
Expense	
6400 · PROGRAM EXPENSES	
6401 · Chapter Expenses	
6401.09 · South San Joaquin	689.28
Total 6401 · Chapter Expenses	689.28
Total 6400 · PROGRAM EXPENSES	689.28
Total Expense	689.28
Net Ordinary Income	960.72
Net Income	<u>960.72</u>



	<u>Jan - Aug 17</u>
<b>Ordinary Income/Expense</b>	
<b>Income</b>	
<b>4500 · PROGRAM REVENUES</b>	
<b>4501 · Chapter Income</b>	
4501.10 · Central Coast	56.00
<b>Total 4501 · Chapter Income</b>	<u>56.00</u>
<b>Total 4500 · PROGRAM REVENUES</b>	<u>56.00</u>
<b>Total Income</b>	<u>56.00</u>
<b>Gross Profit</b>	56.00
<b>Expense</b>	
<b>6400 · PROGRAM EXPENSES</b>	
<b>6401 · Chapter Expenses</b>	
6401.60 · Prior Period Central Coast	28.00
<b>Total 6401 · Chapter Expenses</b>	<u>28.00</u>
<b>Total 6400 · PROGRAM EXPENSES</b>	<u>28.00</u>
<b>Total Expense</b>	<u>28.00</u>
<b>Net Ordinary Income</b>	<u>28.00</u>
<b>Net Income</b>	<u><u>28.00</u></u>

	<u>Jan - Aug 17</u>
Ordinary Income/Expense	
Income	
4500 · PROGRAM REVENUES	
4501 · Chapter Income	
4501.11 · Channel Counties	4,525.00
Total 4501 · Chapter Income	<u>4,525.00</u>
Total 4500 · PROGRAM REVENUES	<u>4,525.00</u>
Total Income	<u>4,525.00</u>
Gross Profit	4,525.00
Expense	
6400 · PROGRAM EXPENSES	
6401 · Chapter Expenses	
6401.11 · Channel Counties	4,679.87
6401.61 · Prior Period Channel Counties	125.00
Total 6401 · Chapter Expenses	<u>4,804.87</u>
Total 6400 · PROGRAM EXPENSES	<u>4,804.87</u>
Total Expense	<u>4,804.87</u>
Net Ordinary Income	<u>(279.87)</u>
Net Income	<u><u>(279.87)</u></u>

	<u>Jan - Aug 17</u>
<b>Ordinary Income/Expense</b>	
<b>Income</b>	
<b>4500 · PROGRAM REVENUES</b>	
<b>4501 · Chapter Income</b>	
<b>4501.12 · San Gabriel Valley</b>	5,500.00
<b>Total 4501 · Chapter Income</b>	<u>5,500.00</u>
<b>Total 4500 · PROGRAM REVENUES</b>	<u>5,500.00</u>
<b>Total Income</b>	<u>5,500.00</u>
<b>Gross Profit</b>	5,500.00
<b>Expense</b>	
<b>6400 · PROGRAM EXPENSES</b>	
<b>6401 · Chapter Expenses</b>	
<b>6401.12 · San Gabriel Valley</b>	6,377.56
<b>Total 6401 · Chapter Expenses</b>	<u>6,377.56</u>
<b>Total 6400 · PROGRAM EXPENSES</b>	<u>6,377.56</u>
<b>Total Expense</b>	<u>6,377.56</u>
<b>Net Ordinary Income</b>	<u>(877.56)</u>
<b>Net Income</b>	<u><u>(877.56)</u></u>

	<u>Jan - Aug 17</u>
Ordinary Income/Expense	
Income	
4500 · PROGRAM REVENUES	
4501 · Chapter Income	
4501.13 · Central Los Angeles	3,465.00
Total 4501 · Chapter Income	<u>3,465.00</u>
Total 4500 · PROGRAM REVENUES	<u>3,465.00</u>
Total Income	<u>3,465.00</u>
Gross Profit	3,465.00
Expense	
6400 · PROGRAM EXPENSES	
6401 · Chapter Expenses	
6401.13 · Central Los Angeles	931.13
6401.63 · Prior Period Central LA	60.00
Total 6401 · Chapter Expenses	<u>991.13</u>
Total 6400 · PROGRAM EXPENSES	<u>991.13</u>
Total Expense	<u>991.13</u>
Net Ordinary Income	<u>2,473.87</u>
Net Income	<u><u>2,473.87</u></u>

	<u>Jan - Aug 17</u>
<b>Ordinary Income/Expense</b>	
Income	
4500 · PROGRAM REVENUES	
4501 · Chapter Income	
4501.14 · South Bay (LA)	715.00
Total 4501 · Chapter Income	715.00
Total 4500 · PROGRAM REVENUES	715.00
Total Income	715.00
Gross Profit	715.00
Expense	
6400 · PROGRAM EXPENSES	
6401 · Chapter Expenses	
6401.14 · South Bay (LA)	5,109.30
Total 6401 · Chapter Expenses	5,109.30
Total 6400 · PROGRAM EXPENSES	5,109.30
Total Expense	5,109.30
Net Ordinary Income	(4,394.30)
Net Income	<u><u>(4,394.30)</u></u>

	<u>Jan - Aug 17</u>
<b>Ordinary Income/Expense</b>	
<b>Income</b>	
<b>4500 · PROGRAM REVENUES</b>	
<b>4501 · Chapter Income</b>	
<b>4501.16 · Orange County</b>	11,500.00
<b>Total 4501 · Chapter Income</b>	<u>11,500.00</u>
<b>Total 4500 · PROGRAM REVENUES</b>	<u>11,500.00</u>
<b>Total Income</b>	<u>11,500.00</u>
<b>Gross Profit</b>	11,500.00
<b>Expense</b>	
<b>6400 · PROGRAM EXPENSES</b>	
<b>6401 · Chapter Expenses</b>	
<b>6401.16 · Orange County</b>	10,948.31
<b>Total 6401 · Chapter Expenses</b>	<u>10,948.31</u>
<b>Total 6400 · PROGRAM EXPENSES</b>	<u>10,948.31</u>
<b>Total Expense</b>	<u>10,948.31</u>
<b>Net Ordinary Income</b>	<u>551.69</u>
<b>Net Income</b>	<u><u>551.69</u></u>

	<u>Jan - Aug 17</u>
Ordinary Income/Expense	
Income	
4500 · PROGRAM REVENUES	
4501 · Chapter Income	
4501.17 · Inland Empire	20,120.00
Total 4501 · Chapter Income	<u>20,120.00</u>
Total 4500 · PROGRAM REVENUES	<u>20,120.00</u>
Total Income	<u>20,120.00</u>
Gross Profit	20,120.00
Expense	
6400 · PROGRAM EXPENSES	
6401 · Chapter Expenses	
6401.17 · Inland Empire	17,271.74
6401.67 · Prior Period Inland Empire	60.00
Total 6401 · Chapter Expenses	<u>17,331.74</u>
Total 6400 · PROGRAM EXPENSES	<u>17,331.74</u>
Total Expense	<u>17,331.74</u>
Net Ordinary Income	<u>2,788.26</u>
Net Income	<u><u>2,788.26</u></u>

	<u>Jan - Aug 17</u>
<b>Ordinary Income/Expense</b>	
<b>Income</b>	
<b>4500 · PROGRAM REVENUES</b>	
<b>4501 · Chapter Income</b>	
<b>4501.18 · Coachella Valley</b>	2,650.00
<b>Total 4501 · Chapter Income</b>	<u>2,650.00</u>
<b>Total 4500 · PROGRAM REVENUES</b>	<u>2,650.00</u>
<b>Total Income</b>	<u>2,650.00</u>
<b>Gross Profit</b>	2,650.00
<b>Expense</b>	
<b>6400 · PROGRAM EXPENSES</b>	
<b>6401 · Chapter Expenses</b>	
<b>6401.18 · Coachella Valley</b>	2,750.52
<b>6401.68 · Prior Period Coachella</b>	150.00
<b>Total 6401 · Chapter Expenses</b>	<u>2,900.52</u>
<b>Total 6400 · PROGRAM EXPENSES</b>	<u>2,900.52</u>
<b>Total Expense</b>	<u>2,900.52</u>
<b>Net Ordinary Income</b>	<u>(250.52)</u>
<b>Net Income</b>	<u><u>(250.52)</u></u>



	<u>Jan - Aug 17</u>
Ordinary Income/Expense	
Income	
4500 · PROGRAM REVENUES	
4501 · Chapter Income	
4501.19 · San Diego County	1,800.00
Total 4501 · Chapter Income	<u>1,800.00</u>
Total 4500 · PROGRAM REVENUES	<u>1,800.00</u>
Total Income	<u>1,800.00</u>
Gross Profit	1,800.00
Expense	
6400 · PROGRAM EXPENSES	
6401 · Chapter Expenses	
6401.19 · San Diego County	2,996.69
6401.69 · Prior Period San Diego	25.00
Total 6401 · Chapter Expenses	<u>3,021.69</u>
Total 6400 · PROGRAM EXPENSES	<u>3,021.69</u>
Total Expense	<u>3,021.69</u>
Net Ordinary Income	<u>(1,221.69)</u>
Net Income	<u><u>(1,221.69)</u></u>



## **CSMFO BOARD REPORT**

---

DATE: September 15, 2017

FROM: Ernie Reyna, Membership Committee Chair

SUBJECT: Budget for CSMFO Marketing Purposes

### **DISCUSSION**

CSMFO maintains a presence in the exhibit hall during the annual conferences. The intent is to make conference attendees aware of the array of offerings that CSMFO membership brings to an individual. Items that are displayed and given away include various CSMFO items such as pins, rulers, and pens. With an expanded booth and a prime location in the exhibit hall during last year's annual conference, many attendees visited the booth, and the CSMFO giveaways proved to be very popular. The budget that is being requested will replenish the current inventory in preparation for the 2018 Annual Conference.

Additionally, the Membership Committee has completed updating the municipal and commercial brochures. The brochures share the organization's mission and values, and focus on the benefits that a membership would bring. Brochures can be displayed and distributed at the booth, along with the CSMFO giveaways. The budget that is being requested will get the brochures printed and ready for the 2018 Annual Conference. For reference, the draft municipal and commercial brochures are attached to this report.

Any extra inventory can be stored away for future events. Aside from the annual conferences, CSMFO giveaways and brochures can also be used for other outreach events as deemed appropriate.

### **RECOMMENDATION**

It is recommended that the Board of Directors approve a budget appropriation in the amount of \$10,000 from reserves for marketing purposes. This action would increase the total 2017 CSMFO operating budget by \$10,000. Sufficient reserves are available to take this action.

## How To Join

Don't wait to become part of this dynamic, powerful group of finance professionals. Current membership pricing can be found on the application page at [www.csmfo.org](http://www.csmfo.org). Membership in CSMFO is based on a calendar year. New members joining between July and September will receive a half-price first year of membership. Members joining between October and December will have their payment applied to the following year's membership.

You can sign up for membership through the website at [www.csmfo.org](http://www.csmfo.org), under "Membership" then "Join CSMFO."

## Volunteer Opportunities

Those who volunteer to support the CSMFO vision and mission—on a committee or at the chapter level—will tell you the value they receive from their active involvement with CSMFO is immeasurable. We invite you to consider volunteering for one of the many opportunities available within CSMFO. Fill out a Volunteer Interest Form online at [www.csmfo.org](http://www.csmfo.org), under "Membership" then "Get Involved."

## Contact Us

Questions about membership, or CSMFO in general? Contact our office.

[info@staff.csmfo.org](mailto:info@staff.csmfo.org)

p 877.282.9183

f 916.231.2141

700 R Street, Suite 200  
Sacramento, CA 95811  
[www.csmfo.org](http://www.csmfo.org)

## About Us

Founded in 1957, the California Society of Municipal Finance Officers (CSMFO) is a statewide organization serving all California local government finance professionals.

The purpose of CSMFO is to improve the knowledge, skills, and performance of individuals responsible for municipal and other local government fiscal policy and management. Employees of all levels and elected/appointed officials involved in government finance for cities, counties and special districts in California are excellent candidates for CSMFO membership. Students who have an interest in local government are also encouraged to join and participate in CSMFO. Membership includes commercial finance professionals as well, such as brokers, bankers, auditors, and specialized financial consultants.

The organization reinforces the professionalism in financial management and provides a method for meeting the challenges of change and solving problems relating to government finance. CSMFO is the only organization bringing together all city, county and special district finance professionals in California.



# MEET YOUR PROSPECTS

## MEET YOUR GOALS

## **Vision Statement**

The California Society of Municipal Finance Officers is the preeminent resource for promoting excellence in government finance.

## **Mission Statement**

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

## **Guiding 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 local governments and the profession.

### **Transparency**

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

### **Creating a Positive Legacy**

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

## **About Us**

CSMFO promotes excellence in financial management through continuing education. We offer training opportunities year-round and throughout the state.

## **Annual Conference**

With as many as 1,300 attendees and over two full days of continuing education offerings, the CSMFO Annual Conference is the premier event for California local government finance officers. In addition to the always-impressive line-up of speakers and presentations, CSMFO provides plenty of opportunities to visit with the local government CFOs, finance directors, treasurers and staff—both in the Exhibit Hall and during our annual networking extravaganza. Commercial members receive discounted registration pricing.

## **Chapter Meetings**

CSMFO is subdivided into twenty (20) geographical regions, known as chapters. The chapters regularly hold valuable educational and networking events, allowing attendees to keep their drive-time at a minimum. Network with local government professionals as an attendee, or shine the spotlight on your company by becoming a chapter meeting speaker or sponsor!

## **CSMFO Committees**

CSMFO is subdivided into twenty (20) geographical regions, known as chapters. The chapters regularly hold valuable educational and networking events, allowing attendees to keep their drive-time at a minimum. Network with local government professionals as an attendee, or shine the spotlight on your company by becoming a chapter meeting speaker or sponsor!

## **Members-Only Listserve**

The listserv connects you instantaneously with members across the state. Municipal members use this tool regularly to get sample RFPs, advice on a problem, consultant recommendations—anything they need. While solicitations are discouraged, you can be on the lookout for when a municipal member needs a service you can provide!

## **CSMFO Magazine**

A bi-monthly online periodical designed especially for public finance personnel, with messages from the Board, informative articles on relevant and current topics written by peers and field experts, job listings and event information. Learn what your contacts find important, or submit an article for publication!

## **Annual Membership Directory**

Contains contact information for all members, including a listing of the current Board of Directors, committee members, chapter chairs, bylaws and code of ethics. Use this publication for referencing your contacts, or to be seen by the municipalities as a supporter and member of CSMFO.

## **Webinars**

CSMFO hosts free webinars throughout the year on a myriad of topics. Some recent past topics include: GASB Update; Finance Professional's Role in Collective Bargaining; Interviewing Skills to Advance Your Finance Career; Best Practices in Budgeting; Managing Pension and OPEB Liabilities; Best Practices in Upgrading Financial Systems.

## **And More!**

CSMFO is constantly looking for new and innovative ways to bring you the education you need to do your job most effectively. Visit us at [www.csmfo.org](http://www.csmfo.org) for our current offerings!





## **CSMFO BOARD REPORT**

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Date: September 28, 2017

FROM: Kate Zawadzki, Administration Committee  
Joan Michaels Aguilar, Communications Committee

SUBJECT: Updates to the CSMFO Policy and Procedures Manual

### **DISCUSSION**

Following the review of the Policy and Procedures Manual, the following list represents the substantive updates are that recommended to align the manual with current organizational practices:

- 1) Section III – Addition of the Communications Committee
- 2) Section X – Addition of guidelines regarding use of the CSMFO logo
- 3) Section XVI – Modifying the mininews information to the CSMFO Magazine

Additionally, the Board had requested a new policy directing the response of CSMFO to requests for the organizational viewpoint on issues and potential policies. This new policy has been added to section XV – Cooperation With Others.

### **RECOMMENDATION**

It is recommended that the Board of Directors approve the amendment of the Policy and Procedures Manual as represented by attachment A.

CALIFORNIA SOCIETY OF  
MUNICIPAL FINANCE OFFICERS



**Policy and Procedures  
Manual**

Revised July, 2015

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## Policy and Procedures Manual

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## Policy and Procedures Manual

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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 co-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 region. Board members should attend at least one meeting 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) 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.
  - b) Assisting the Annual Conference Host Committee with Conference preparation, as requested.
  - c) Maintaining, and updating as necessary, the Annual Conference Handbook.
- 3) 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) Plan and execute annual Legislative Symposium, if held.
  - e) Coordinate coaching program and professional development services.
  - f) Undertake special projects as directed by the Executive Committee or Board of Directors.
- 4) Membership Benefits 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.

- 5) 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.
- 6) 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.
- 7) 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) Undertake special projects as directed by the Executive Committee or Board of

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Directors.

8) Communications Committee, whose primary objectives are to:

- a) Enhance the communications between CSMFO leadership and its member's through the CSMFO Magazine, website, email, and other common forms of communication.
- b) Work to ensure Provide a common branding experience for all CSMFO members.
- c) Develop policies, guidelines, and procedures related to CSMFO Magazine, publications and other communication materials.
- d) Coordinate with CSMFO leadership and Board on consistent messaging.
- e) Undertake special projects as directed by the Executive Committee or Board of Directors.

B. Committee Structure

The President shall appoint the Chair, Vice-Chair(s), Senior Advisor(s) and Board Liaison of each committee. Retired members may be appointed to serve as Senior Advisors, but all other committee positions should be held by active municipal members, with the exception that commercial members may serve on Annual Conference Host Committees. To assure broad participation on each committee, the President shall make every effort to have representation from across the state where functionally practical. The Chair shall recruit additional committee members from among the active municipal membership. Each Chair shall advise the Secretary, in writing, of the names of committee members. All committee members are encouraged to attend various 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 15<sup>th</sup> for inclusion in the President'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, 2 Chapter Chairs, and 2 members at large (not a current Board member). 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 Board of Directors

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2. Selecting recipients for Special CSMFO Awards
3. Review 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 the position of co-chair. If that person is not a member or turns down the position, the President-Elect

shall designate a co-chair of his or her choosing, although it is recommended that person be in the general vicinity of the Annual Conference host city. The chair and co-chair may designate as many other members of the committee as they deem 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 four in-person Board meetings:

- (1) In conjunction with the Annual Conference.
- (2) At a Legislative Symposium in May or June.
- (3) In the Fall, at a site chosen by the President-Elect.
- (4) In conjunction with the League of California Cities Financial Management Conference in December.

The President determines the agenda for each Board meeting, and the Secretary is responsible for e-mailing or posting on the website copies of the agenda to Board members in advance of the meeting. The preliminary agenda should be e-mailed to the Executive Committee. The agenda packet should be made available on our website one week prior to the meeting so members may review materials. New business may be brought before the Board at the conclusion of the regular agenda.

All Board meetings are open to all members and meeting times and places should be published in advance in the monthly newsletter. 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 the hosted dinner. Those invited include: Officers, Board Members, Chapter Chairs, Committee Officers (chairs, vice chairs, senior advisors), League Policy Committee Appointees, up to three (3) Staff.

## VI. EXPENSE REIMBURSEMENT

A. Travel Expenses

1. General

As hereby described, the President, Board members, committee chairs, committee

vice-chairs, members involved in GFOA activities 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 out-of-state 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.

3. CSMFO Board Member Expenses

Subject to the annual CSMFO budget process, CSMFO Board members other than the President shall be entitled to reimbursement of eligible expenses not borne by his/her agency associated with attendance at official Board meetings, chapter meetings and Board retreats. The CSMFO Board shall establish a pool in the annual budget from which Board member reimbursements will be funded. Board members 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 Board member for that fiscal year.

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 his/her agency 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.

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. The cost of postage and other miscellaneous expenses associated with the chapter meetings should be included in the cost of the meeting and not borne by the chapter chairs' agency.

## VII.ELECTIONS

The Nominating Committee shall strive to nominate two candidates for each vacancy of President-Elect and Board of Directors. The informal policy of north-south balance of representation of officers and directors shall be maintained whenever possible.

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.

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 municipal government (out-of-state municipal experience as a finance director may be included if applicable).
4. List of CSMFO activities.
5. Other professional affiliations related to municipal 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 by letter, fax, telephone or in any other manner, 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, ballots returned to the Secretary by December 1, and ballots canvassed by the Secretary and at least one member appointed by the President by December 15 of each year.

## **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 municipal 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 convene an "Awards Committee" for judging. The award will consist of a suitable plaque, presented at the Annual Conference, along with an award of \$500 to be used at the honoree's discretion for training and/or educational purposes for some member/members of his or her staff. This award of \$500 shall be established on the books of CSMFO as a liability in an appropriate account to be disbursed by the Secretary upon demand of the recipient with supporting expenditure, and any other information deemed necessary. The liability for that recipient shall remain open for three (3) years from the date of the award and any unused balance shall then revert to the surplus. If a recipient is not employed with a California agency, the Board shall decide the disposition of the \$500 award after weighing all the circumstances and gaining input from the recipient.

## **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 provide up to eight \$1,000 scholarships each year to upper division and graduate students of public administration with an emphasis in finance. This determination of this amount will be at the Board's discretion.

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 (typically covers the cost of food).

## X.MEMBERSHIP

### A. Status

The Bylaws in Article II, Section A, specify the qualifications for municipal, 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 municipal 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~~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 finance, accounting or public administration studies.
3. Retired. This classification is open to former municipal members who retire from public service. Retired members must have been a municipal member in good standing for at least three (3) of the previous five (5) years prior to transitioning to retired member status.
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.
5. Temporary. Upon approval of the Secretary, a six (6) month temporary membership may be extended to any municipal 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 printed in March and 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.

1. New municipal 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 will lapse for any person should dues remain unpaid on December 31<sup>st</sup>.
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 – Discussion on Branding**

Members in good standing with CSMFO may post the CSMFO logo on their city/agency/company websites advertising their affiliation with our association. 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.

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## **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 two and one-half years in advance. Site presentations are made to the Annual Conference Committee, which then makes a recommendation to the Board; no site presentations are made to the Board unless specifically requested. The Annual Conference Committee will utilize the site selection criteria adopted by the Board in weighing alternative sites.

The Municipal Finance Officer of the selected site's agency or a Municipal Finance Officer from the geographic area shall be offered the role of Annual Conference Host Committee Co-Chair in conjunction with the President-Elect. The Host Co-Chairs may appoint such other persons as deemed necessary to the Annual Conference Host Committee.

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 TASK FORCE**

**A. Mission**

With their acknowledged expertise in administration and finance, the membership of the 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. The 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 will 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 that time.
- 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, with amendment, reject it, or they will 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 may be published in the CSMFO MagazineMiniNews, on the CSMFO website and to the email group listserv at the discretion of the Executive Committee and/or Board of Directors.
- 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.

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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 a specific area 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 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 15<sup>th</sup>. The Past President acts as the Chapter Coordinator and is available to provide assistance.

In the event that a Chapter Chair is no longer eligible for Active Municipal Member status, the Chapter will seek a new Chapter Chair. For the benefit of the Chapter's continuity, the non-Municipal 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 membersinterested parties-only~~. Regular meetings of each Chapter provide the membership with opportunities for personal and professional development that can only be accomplished at the local level. ~~Meeting data shall be forwarded to the CSMFO Association staff for posting to the CSMFO website and publication within the monthly email blast.~~ Meeting data shall

be forwarded to the Secretary by the 25<sup>th</sup> of the month prior to the meeting to be noticed in the monthly MiniNews.

CSMFO membership carries with it automatic membership in the local chapter. Chapters are not authorized to collect dues or to have their own newsletter. Meeting notices shall be advertised with a common authorized style. 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 which are not authorized in the budget.

CSMFO checks shall require two signatures for execution. CSMFO shall have as its check signers the current Executive Committee, comprised of the President, Past-President and President-Elect, and the chair of the Administration Committee. 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 which 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.

League of California Cities. The League director representing the Fiscal Officers Department shall serve as an ex officio member of the CSMFO Board of Directors.

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 encouraged 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. CSMFO will encourage the League president to appoint the Chair of the CSMFO Professional Standards and Recognition Committee to serve as a member of the California Committee on Municipal Accounting. 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.

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## B. Press

All press ~~inquires~~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 of 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.

## C. CSMFO Policy Position

CSMFO may receive inquiries regarding the viewpoint of the organization on an issue or potential policy. As a general policy, CSMFO will not respond to these requests and will defer to the positions of relevant statewide and national associations with active legislative advocacy programs, such as the League of California Cities or the Government Finance Officers Association. However, the Board of Directors may authorize the Executive Committee to write a letter of position when it is determined to be beneficial to the membership.

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## XVI. MININEWS CSMFO MAGAZINE

CSMFO publishes ~~the CSMFO Magazine on a regular schedule, as established by the Board of Directors, a~~  
~~monthly newsletter to all members called MiniNews. The MiniNews~~magazine is intended to be a grassroots-newsletter~~professional publication with relevant articles related to the government finance profession, and will include~~~~information, input, articles, letters from the current President, President-Elect and Executive Director, news clips, listing of current job changes opportunities, Chapter highlights from local chapters and members and other relevant information, etc.~~ The deadline for publication is the 25<sup>th</sup> of the month. The Communications Committee will be responsible for ~~administrating~~coordinating the publication of the CSMFO Magazine. The Board of Directors has adopted a separate Communication and Magazine Editorial Policy / Guidelines, along with an organizational style guide related to branded communications.

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~~Classified Job Ads are listed as a benefit to municipal finance directors, and other government members. No classified ads advertising commercial jobs are accepted, but classified ads advertising finance jobs may be accepted from commercial ad agencies or employment agencies. With permission of the Secretary or President, ads for nationally recognized charities may be accepted for posting. The format shall be: job title, entity, agency, salary, position description, and apply by date. Fees are set by the Board and are invoiced to the agency the month after the ad appears in print.~~

~~Professional Square Ads are displayed for the benefit of CSMFO's commercial members and are accepted from members only. The cost for professional squares is set by the Board and is 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 MiniNews will be held responsible for the information contained therein. Only minor changes to the ads will be accepted, however advertisers may provide new artwork each month should they choose to change their ad. Professional squares will be placed throughout the newsletter in random fashion to avoid the appearances of favoritism.~~

~~Failure to pay any MiniNews invoice in a timely manner may result in the agency or commercial~~



~~vendor being precluded from placing further classified job ads or professional square ads in the MiniNews 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 an agency or commercial vendor on pre-paid cash only payment plan.~~

~~The President's message The President may author a column in the CSMFO MiniNews each month. The subject of the column shall be at the discretion of the President.~~

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

~~Because the CSMFO President also represents the organization as a whole, the column 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 column to the Secretary by the 25th of each month. In the event the column contains a focus on any of the above items, the Secretary shall forward draft column 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.~~

~~Electronic mailing lists of the CSMFO membership may be purchased for the purpose of mailing job announcements; invitations to commercial conferences; professional commercial brochures, change of address postcards, etc. The fee charged for the mailing labels is set by the Board of Directors.~~

~~List requests from CSMFO chapter chairs for meeting notification and from the Board of Directors are exempt from payment.~~

## **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 newsletter and/or on the organization's web page for the benefit of the general membership, if appropriate.

## **XVIII.MINIMUM NET ASSETS**

It is the 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 will maintain a balanced budget. This means that:

1. Operating revenues must 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**

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Date: September 28, 2017

FROM: Stephen Parker, Administration Committee Vice-Chair

SUBJECT: Strategic Goal Planning Session Invited Attendees

### **DISCUSSION**

CSMFO has always invited all members to attend the annual Planning Session, but will pay for lodging costs for certain members. These members include “Officers, Board Members, Chapter Chairs, Committee Officers (chairs, vice chairs, senior advisors), League Policy Committee Appointees, up to three (3) Staff.” In a recent invitation to attend the planning meeting, an additional group was accidentally invited to attend with their costs covered by CSMFO – the Chapter Vice Chairs. When Executive Director Melissa Dixon informed the Executive Committee about this mistake, some discussion regarding who was invited to be covered by CSMFO took place. If there is a change to the policy, the Administration Committee would be making that change. As such, Melissa Dixon brought the issue to the Administration Committee’s attention at their July 6<sup>th</sup> Committee Meeting.


Discussion regarding the purpose of attendance took place between the Committee Members, and the Committee recommended making two changes to the existing policy. First, to remove League Policy Committee Appointees from the list of members who have their lodging covered by CSMFO. Second, to add Chapter Vice Chairs as having their lodging covered, as they are a group that have their fingers on the pulse of CSMFO membership and are designed to include up-and-comers in the organization.

In addition, Executive Director Dixon informed the Committee that she had communicated with the Executive Committee regarding staff attendance. She requests that verbiage be adjusted to allow SMA staff as well as conference planning staff to attend.

As a result of the discussion, the Administration Committee recommends revising the Policies and Procedures Manual to reflect the two changes identified above.

### **RECOMMENDATION**

It is recommended that the Board of Directors amend the end of Section V Meetings and subsection C. Strategic Goal Planning Session of the Policy and Procedures Manual to read: “Those invited include: Officers, Board Members, Chapter Chairs and Vice Chairs, Committee Officers (chairs, vice chairs, senior advisors) and Staff (staff determined at the discretion of the executive director).”





## CSMFO BOARD REPORT

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Date September 28, 2017

FROM: Scott Catlett for the Annual Conference Host Committee

SUBJECT: Proposed Changes to the Conference Scholarship Program

### Background:

The Annual Conference Host Committee has reviewed the current criteria for awarding scholarships for attending the Annual Conference and is recommending that the Board consider several changes to the policy and application form. In an effort to increase the number of applications received and target scholarships toward groups identified as part of CSMFO's current strategic plan, the Committee recommends the following changes:

1. In an effort to encourage new conference attendees and new members of CSMFO, it is proposed that first-time conference attendees and additional attendees from an agency with at least once conference attendee already registered by given priority for receiving a scholarship.
2. While financial hardships continue to be relevant to applicants for scholarships, financial hardship would no longer be the primary criteria for scholarship awards.
3. It is proposed that non-members be eligible to receive a scholarship, and that they receive a complimentary one-year membership in CSMFO if they receive a scholarship. It is anticipated that this option would primarily be targeted to lower-level staff members from agencies who have one or more active CSMFO members, but who may not have been previously exposed to the conference or the benefits of membership. It is hoped that these new members would renew their membership and become lifelong contributors to CSMFO as a result of their experience attending the Annual Conference.
4. Prohibitions against repeat scholarships for recent scholarship recipients and providing multiple scholarships for an agency would be eliminated in an effort to increase the pool of applicants and provide flexibility to the Host Committee in awarding scholarships.
5. The requirement for scholarship recipients to provide volunteer service at the conference remains, but the language as proposed is less specific to provide flexibility as to what type of service they provide.

6. The policy would be modified to make it clear that scholarship recipients will be housed at the conference overflow hotel, not at the primary conference hotel.

The Host Committee is optimistic that these changes, particularly opening up the scholarship program to multiple attendees per agency, will result in an increased pool of applicants and expose existing members, as well as some new members, to the benefits associated with attending the Annual Conference. Accordingly, 25 scholarships have been included in the budget for this year's conference.

Given the impact of some of these changes on the area of responsibility of the Membership Committee, these changes were reviewed by the Membership Committee at their meeting on September 21, 2017. The Membership Committee endorsed the proposed changes, with the caveat that they be tasked to follow up with any non-members who are provided with a complementary membership through the award of a scholarship. This follow-up would include information regarding local chapter meetings, trainings, webinars, and future conferences to ensure that they receive the full benefits of membership in their first year and are likely to renew their membership.

Also attached is a proposed revised application form for the scholarship program for the Board's information, illustrating what will be collected from prospective applicants.

Recommendation:

That the CSMFO Board of Directors review and approve the changes proposed to the criteria for awarding Annual Conference scholarships.

Attachments:

1. Proposed Changes to Scholarship Guidelines
2. Revised Scholarship Application

## CONFERENCE SCHOLARSHIPS

The Host Committee shall identify an individual from within the committee to coordinate Conference scholarships. Such individual shall work with CSMFO staff to create the necessary forms, post said forms on the website, and solicit applications from the membership.

1. Funding for a minimum of 10 full scholarships is to be included in the Annual Conference Budget with additional funding at the discretion of the Host Committee based on Annual Conference Budget approved by the Board.

2. Priority for receiving a scholarship should be given to first-time conference attendees and additional attendees from an agency, with first-time conference attendees receiving the highest priority.

3. The Host Committee will manage the scholarship process and selection of the recipients.

4. The scholarship application period shall run from initial registration date to a date previous to the early-bird registration deadline, as determined by the Host Committee. Host Committee is to provide notice to all applicants within two weeks.

5. Only government members of CSMFO are eligible for scholarships. Scholarship recipients ~~must~~ may be an existing government member of CSMFO in the year the conference is to be held. If the recipient is not a current member of CSMFO, a complimentary one-year membership will be awarded with the scholarship.

~~6. Recipient must not have received a scholarship from CSMFO in the past 18 months.~~

~~7. An agency shall not receive scholarship more than 3 times in 5 years.~~

~~6. Applicants must make a financial hardship statement on the application.~~

~~7. Scholarship recipient must be the only attendee from their Agency to attend.~~

6. To encourage involvement in CSMFO Committee and Chapters, applicants are to express their involvement or desired involvement with CSMFO on the application form.

7. Scholarship recipient may be assigned as a will be a room monitor for ~~2 break-out~~ concurrent sessions or otherwise be required to volunteer ~~at least 3 hours~~ at the Annual Conference as identified by the Host Committee.

8. Scholarship recipient is eligible to receive conference registration and up to two nights of hotel accommodations at the conference's overflow hotel (Wednesday and Thursday nights only). The recipient or his/her agency will be responsible for travel to/from conference, additional nights of hotel accommodations, pre-conference sessions, and all other incidentals.

9. Should more applications be received than budgeted, the Host Committee will provide preference for first time attendees, first time applicants and/or the potential recipient's involvement with CSMFO.

10. At the Host Committee's discretion, the application period can be extended if all scholarships have not been awarded.

11. Should the applicant live within 30 miles of conference, they will be encouraged by the Host Committee to commute to conference to provide additional funding for other scholarships.





## 2018 Conference Scholarship Application

The CSMFO Board of Directors has created a Scholarship Fund in order to subsidize conference attendance for government members who otherwise could not attend. The requirements are listed below.

**Deadline:** December 8, 2017

**Notification to Recipients:** December 22, 2017

Name:			
Title:			
Organization:			
Mailing Address:			
Work Phone:			
E-mail Address:			
	<b>Registration</b>	<b>Wednesday Hotel (1)</b>	<b>Thursday Hotel (1)</b>
Please indicate your request:			

(1) CSMFO will pay for two nights at the Conference overflow hotel. Recipient is responsible for travel, other hotel nights, and incidentals.

### Please complete **ALL** of the following:

- ☐ Yes ☐ No I will need to travel more than 30 miles to attend the Annual Conference  
☐ Yes ☐ No I am a current CSMFO government member or eligible for government membership  
☐ Yes ☐ No I agree to be a room monitor for concurrent sessions or otherwise volunteer at the Conference  
☐ Yes ☐ No I am a first-time Conference attendee  
☐ Yes ☐ No I will be the only conference attendee from my Agency this year

Please indicate your involvement in CSMFO or how you would like to be involved:

Please indicate why you wish to attend the CSMFO Conference and why your agency cannot or will not pay for your attendance (attach additional sheets, as necessary).

**Signature of Applicant:** \_\_\_\_\_

Please e-mail application to the Scholarship Committee member listed below:

**Scott Catlett, Finance Director / City Treasurer**  
 City of Yorba Linda  
 scatlett@yorba-linda.org

## **CSMFO BOARD REPORT**

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DATE: September 28, 2017

FROM: Damien Charléty, Technology Committee Chair  
Matt Pressey, Technology Committee Vice Chair

SUBJECT: Teleconferencing Upgrade to Video Conference Software Service

### **DISCUSSION**

As part of its 2017 Workplan, the Technology Committee has tested, reviewed and is reporting on upgraded teleconferencing software to replace the current conference line used for Board and Committee meetings. The primary tool considered is the addition of video conferencing to the audio capabilities of the current conference line solution.

Combining video and audio conferencing capabilities will increase the ease, functionality, and professionalism of conducting CSMFO meetings. With broadband availability now widespread, technological barriers to adoption have disappeared, and implementation, with some light training for new users, should be seamless.

### **Recommendation**

The Technology Committee recommends that the Board selects Zoom as the new teleconferencing solution and subscribes at the Enterprise level. Training provided by Technology Committee members would then be scheduled to coincide with previously scheduled meetings over the next few months and full implementation would begin in 2018.

### **Background**

The Technology Committee scheduled on its 2017 workplan a review of possible improvements to the current audio-only teleconferencing solution currently used by CSMFO. With technological capabilities improving, broadband access spreading, and improvements in both the quality and features of software solutions, a significant upgrade to a video and call service is possible.

### **Software Services Reviewed**

1. Join Me (April 3)
2. GoToMeeting (May 4)
3. Zoom (June 8 and September 7)
4. WebEx (August 3)

## **Key Features**

1. Documents
  - a. Meeting documents will be available at all time to all participants (no more looking through emails for it)
  - b. Everyone will look at the same document while discussing it (no more referencing page numbers or appendix numbers and waiting while everyone literally gets on the same page)
  - c. Call lead can annotate or highlight certain aspects of the document (no more taking notes and going back to try to remember what was said)
2. Participation
  - a. Connecting via video improves communication (no more guessing who is speaking when)
  - b. Global or individual chat can be helpful
  - c. You can see who is in the meeting/on the conference call (whether video or just calling in)
  - d. Hand raising feature can help avoid two or more individuals starting to talk at the same time
3. Additional functionality
  - a. Polling of board votes on action items
  - b. Meetings can be recorded, archived and conveniently watched later
4. Access available on smartphone (iOS or Android)

## **Review**

All services we reviewed were comparable, with most including all of the basic features you would expect from your video conferencing software, such as a dedicated conference line, one-click meetings, URL invites, screen sharing, the ability to record meetings, and text-based chat. The main difference was ease of use and on this score, Zoom was a step above, with an easier-to-navigate interface, intuitive options, including easy transfers of the meeting controls to a new speaker, and a seamless ability to edit the on-screen documents.

On the G2Crowd.com web site, the surveyed results from between 620 and 1,352 reviews also showed that Zoom rated higher than other solutions (which were much more grouped in their ranking level, a cut below Zoom). Please see attached Exhibit A for rating results and the link below from G2Crowd.com:

<https://www.g2crowd.com/compare/gotomeeting-vs-join-me-vs-webex-vs-zoom#>

## **Pricing**

Pricing among the different solutions varied greatly but all were on a per-month basis. Zoom offers a variety of pricing packages that are highly configurable to meet the need of their customers. For CSMFO, the Technology Committee recommends that the Board approve the Pro package of \$14.99 per month per host and only purchase one host that will be shared across the organization. This pricing option compares favorably to the entry-level subscriptions rates from competitors.

At this level, in additions to a variety of features, shown in the table below, unlimited meeting duration and 1GB of MP4 recording storage is included, allowing retention of meeting recording for a time.

Basic Personal Meeting <b>Free</b>	Pro Great for Small Teams <b>\$14.99</b> /mo/host	Business Small & Med Businesses <b>\$19.99</b> /mo/host	Enterprise Large Enterprise-Ready <b>\$19.99</b> /mo/host
<b>SIGN UP, IT'S FREE</b>	<b>Buy Now</b>	<b>Buy Now</b>	<b>Contact Sales</b>
Host up to 100 participants	<b>All Basic features +</b>	<b>All Pro features +</b>	<b>All Business features +</b>
Unlimited 1 to 1 meetings	Includes 100 participants <a href="#">Need more participants?</a>	Includes 100 participants <a href="#">Need more participants?</a>	Includes 200 participants <a href="#">Need more participants?</a>
40 mins limit on group meetings	Unlimited meeting duration for all meeting sizes	Dedicated phone support	Unlimited Cloud Storage
Unlimited number of meetings	User management	Admin dashboard	Dedicated Customer Success Manager
Online support	Admin feature controls	Vanity URL	Executive Business Reviews
+ Video Conferencing Features	Reporting	Option for on-premise deployment	Bundle discounts on Webinars and Zoom Rooms
+ Web Conferencing Features	Custom Personal Meeting ID	Managed domains	
+ Group Collaboration Features	Assign scheduler	Single sign-on	
+ Security	1GB of MP4 or M4A cloud recording	Company branding	
	<a href="#">REST API</a>	Custom emails	
	Skype for Business (Lync) interoperability	LTI integration	
	+ Optional Add-on Plans		

## Next Steps





With Board approval, a subscription will be purchased and hands-on training with members of the Technology Committee will be scheduled with Zoom during one of the Committee's next few meetings.

Following the training, the Committee will develop quick, 5-minutes, "how-to" mock-up to use to train members of the Board and other committee members. This training will then be made available to current Board and Committee members.

Once the new CSMFO year starts, Technology Committee members will fan out across all initial scheduled meetings to introduce the new tool, so that adoption can be widespread and immediate.

## Technology Committee Members

- |                      |            |                   |                |
|----------------------|------------|-------------------|----------------|
| • Damien Charl  ty   | Chair      | • Justin Lewis    | SMA            |
| • Matt Pressey       | Vice-Chair | • Amanda Smith    | SMA            |
| • Pamela Arends-King | Vice-Chair | • Jesse Takahashi | Senior Advisor |
| • Andrew Thompson    | Member     | • John Adams      | Senior Advisor |
| • Gloriann Sasser    | Member     |                   |                |





 <p>GoToMeeting</p> <p>★★★★★</p> <p>Based on 1352 reviews</p>	 <p>join.me</p> <p>★★★★★</p> <p>Based on 620 reviews</p>	 <p>WebEx</p> <p>★★★★★</p> <p>Based on 1027 reviews</p>	 <p>Zoom</p> <p>★★★★★</p> <p>Based on 1028 reviews</p>
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## Pricing

<b>Free</b> \$0 /month	<b>join.me PRO</b> \$20 user/month (billed annually)	<b>Webex Free</b> Free	<b>Basic</b> Free
<b>Starter</b> \$19 per month/ billed annually	<b>BUSINESS</b> \$25 user/month (billed annually)	<b>PREMIUM 8</b> \$24 per month	<b>Pro</b> \$14.99 per host per month
<b>Pro</b> \$29 per month/ billed annually	<b>join.me FREE</b> Free	<b>PREMIUM 25</b> \$49 per month	<b>Business</b> \$19.99 per host per month
<b>Plus</b> \$49 per month/ billed annually	-	<b>PREMIUM 100</b> \$89 per month	<b>Enterprise</b> \$19.99 per host per month
Free Trial	Free Trial	Free Trial	Free Trial

## Ratings

Meets Requirements	8.9 (Based on 1269 reviews)	8.6 (Based on 586 reviews)	8.8 (Based on 976 reviews)	9.2 (Based on 976 reviews)
Ease of Use	8.7 (Based on 1270 reviews)	8.8 (Based on 584 reviews)	8.4 (Based on 979 reviews)	9.2 (Based on 975 reviews)
Ease of Setup	8.5 (Based on 383 reviews)	8.8 (Based on 182 reviews)	8.1 (Based on 225 reviews)	9.1 (Based on 425 reviews)
Ease of Admin	8.4 (Based on 353 reviews)	8.8 (Based on 171 reviews)	8.3 (Based on 210 reviews)	9.1 (Based on 414 reviews)
Quality of Support	8.3 (Based on 857 reviews)	8 (Based on 344 reviews)	8.2 (Based on 639 reviews)	9 (Based on 649 reviews)
Ease of Doing Business With	8.6 (Based on 323 reviews)	8.6 (Based on 158 reviews)	8.3 (Based on 177 reviews)	9.3 (Based on 383 reviews)
Product Direction (% positive)	7.4 (Based on 1260 reviews)	7.3 (Based on 584 reviews)	7.3 (Based on 962 reviews)	8.8 (Based on 966 reviews)

	 GoToMeeting	 join.me	 WebEx	 Zoom
<b>Features</b>				
<b>Basics</b>				
Audio Calls	8.7 (Based on 967 reviews)	8.2 (Based on 379 reviews)	8.7 (Based on 758 reviews)	9.2 (Based on 692 reviews)
Video Conferencing	8.6 (Based on 900 reviews)	8.4 (Based on 387 reviews)	8.7 (Based on 745 reviews)	9.4 (Based on 791 reviews)
Scheduling	8.7 (Based on 877 reviews)	8.2 (Based on 297 reviews)	8.6 (Based on 673 reviews)	8.9 (Based on 668 reviews)
Meeting Initiation and Joining	8.6 (Based on 1020 reviews)	8.6 (Based on 459 reviews)	8.6 (Based on 820 reviews)	9 (Based on 782 reviews)
Muting	9.1 (Based on 986 reviews)	8.8 (Based on 375 reviews)	8.9 (Based on 786 reviews)	9.3 (Based on 763 reviews)
Recording	8.6 (Based on 717 reviews)	8.3 (Based on 261 reviews)	8.4 (Based on 613 reviews)	9.2 (Based on 626 reviews)
Screenshare	9 (Based on 980 reviews)	9.1 (Based on 470 reviews)	9.1 (Based on 792 reviews)	9.3 (Based on 745 reviews)
Follow-Up and Breakout Meetings	8.3 (Based on 453 reviews)	8 (Based on 167 reviews)	8.4 (Based on 391 reviews)	8.8 (Based on 314 reviews)
<b>Content</b>				
Slideshow	8.8 (Based on 675 reviews)	8.7 (Based on 247 reviews)	8.7 (Based on 600 reviews)	9.1 (Based on 423 reviews)
Rich Media	8.4 (Based on 528 reviews)	8 (Based on 188 reviews)	8.3 (Based on 465 reviews)	8.9 (Based on 322 reviews)
Annotation	8.4 (Based on 468 reviews)	8 (Based on 168 reviews)	8.3 (Based on 404 reviews)	8.9 (Based on 302 reviews)
<b>Interaction</b>				
Chat	8.7 (Based on 936 reviews)	8.6 (Based on 378 reviews)	8.7 (Based on 753 reviews)	8.9 (Based on 680 reviews)
Polling	8.5 (Based on 479 reviews)	8 (Based on 123 reviews)	8.5 (Based on 449 reviews)	8.7 (Based on 225 reviews)
Q&A	8.7 (Based on 599 reviews)	8.3 (Based on 156 reviews)	8.7 (Based on 505 reviews)	9 (Based on 271 reviews)
File Share	8.7 (Based on 559 reviews)	8.6 (Based on 214 reviews)	8.6 (Based on 485 reviews)	9.1 (Based on 309 reviews)

	 GoToMeeting	 join.me	 WebEx	 Zoom
<b>Platform</b>				
Mobile	8.4 (Based on 524 reviews)	8.1 (Based on 186 reviews)	8.2 (Based on 405 reviews)	9 (Based on 565 reviews)
Performance and	8.4 (Based on 979 reviews)	8.3 (Based on 451 reviews)	8.5 (Based on 793 reviews)	9.3 (Based on 771 reviews)
Bandwidth Usage	8.2 (Based on 866 reviews)	8.2 (Based on 401 reviews)	8.2 (Based on 680 reviews)	8.8 (Based on 709 reviews)
Participant	8.7 (Based on 824 reviews)	8.4 (Based on 381 reviews)	8.6 (Based on 663 reviews)	9.1 (Based on 630 reviews)
Security	8.8 (Based on 792 reviews)	8.6 (Based on 343 reviews)	8.7 (Based on 636 reviews)	9.2 (Based on 582 reviews)
Enterprise Scalability	8.6 (Based on 642 reviews)	8.2 (Based on 260 reviews)	8.8 (Based on 581 reviews)	9.2 (Based on 472 reviews)
<b>Reviewers' Company Size</b>				
Small Business (50 or fewer emp.)	36.40%	46.80%	15.30%	51.20%
Mid-Market (51-1000 emp.)	38.20%	35.50%	28.20%	33.10%
Enterprise (> 1000 emp.)	25.40%	17.70%	56.50%	15.70%
<b>Reviewers' Industry</b>				
	Computer Software 15.10%	Computer Software 14.50%	Info Tech. and Services 15.20%	Info Tech. and Services 11.60%
	Info Tech. and Services 11.60%	Internet 13.90%	Computer Software 10.40%	Internet 8.30%
	Marketing and Advertising 6.70%	Info Tech. and Services 11.90%	Hospital & Health Care 6.00%	Higher Education 7.80%
	Internet 5.80%	Marketing and Advertising 11.40%	Higher Education 5.70%	Computer Software 6.40%
	Hospital & Health Care 4.30%	Hospital & Health Care 2.90%	Financial Services 4.80%	Marketing and Advertising 5.00%
	Other 56.50%	Other 45.50%	Other 57.90%	Other 60.80%
Source: <a href="https://www.g2crowd.com/compare/gotomeeting-vs-join-me-vs-webex-vs-zoom#">https://www.g2crowd.com/compare/gotomeeting-vs-join-me-vs-webex-vs-zoom#</a>				