

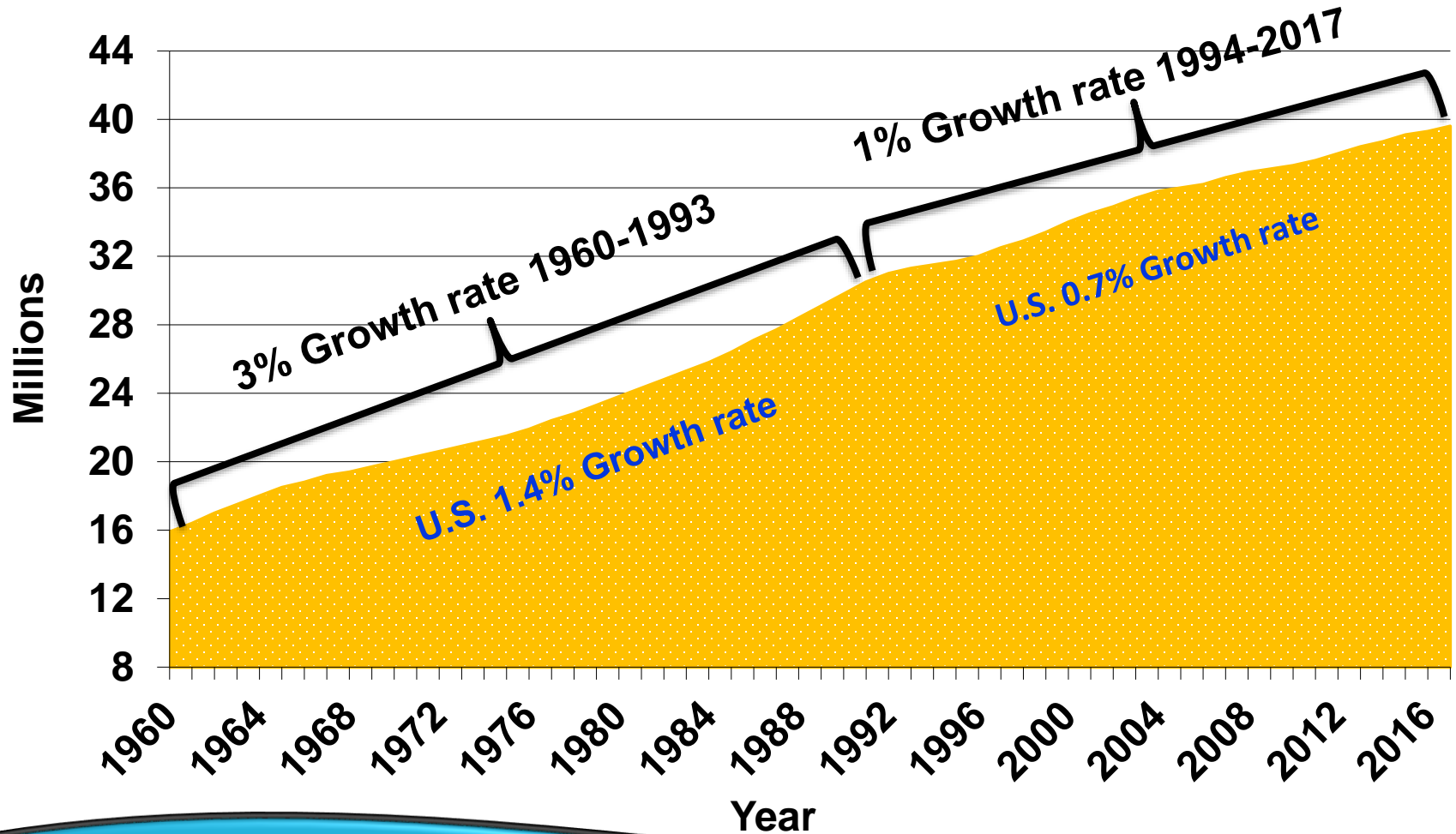
THE CHANGING DEMOGRAPHICS OF THE FINANCE DEPARTMENT



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Golden People Growth

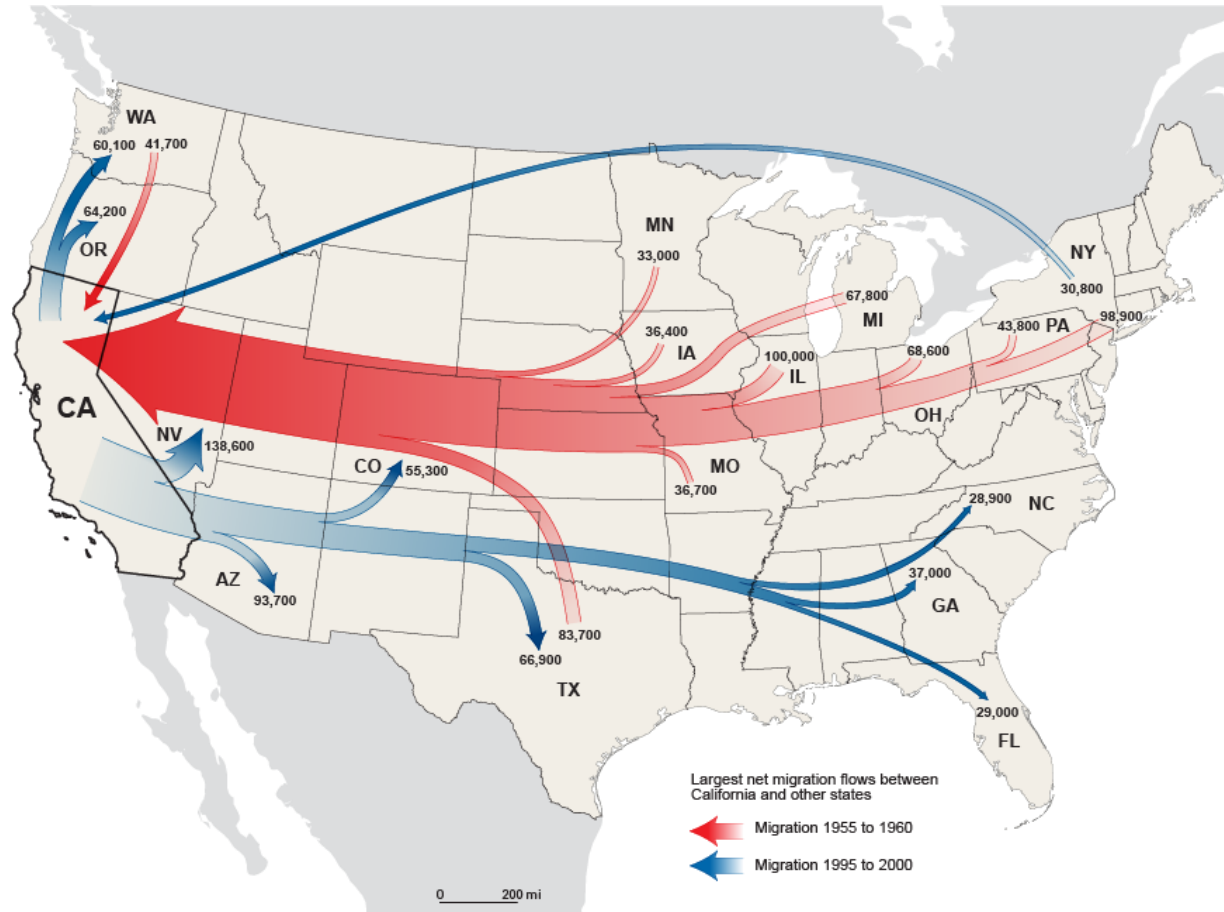
California Population 1960 - 2017



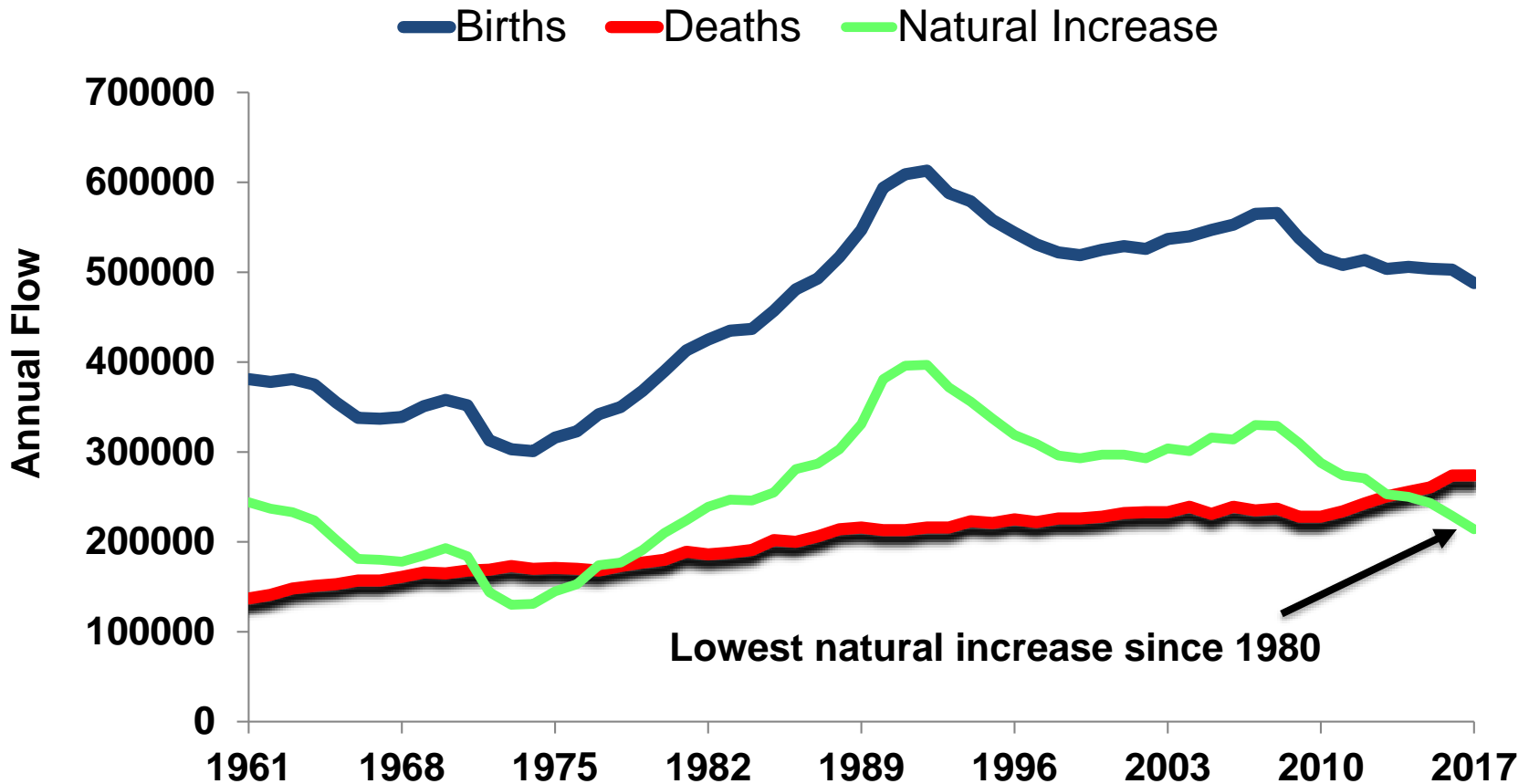
Net Migration Between California and Other States:

Gold Rush: 1955-1990, 1999-2000

Exodus: 1991-1998, 2001-2017



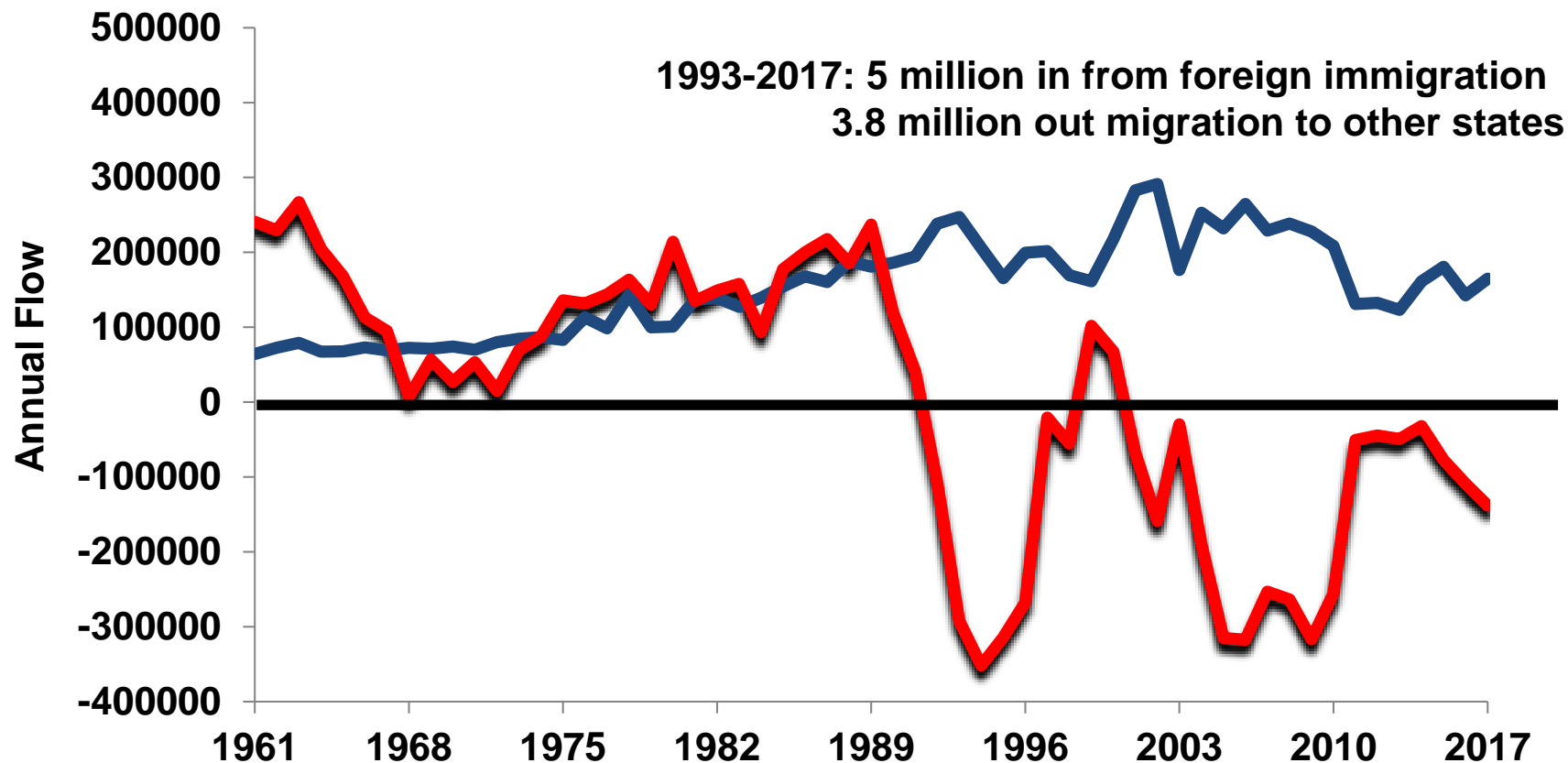
Natural Change in CA Population 1960-2017



CA Immigration and Migration

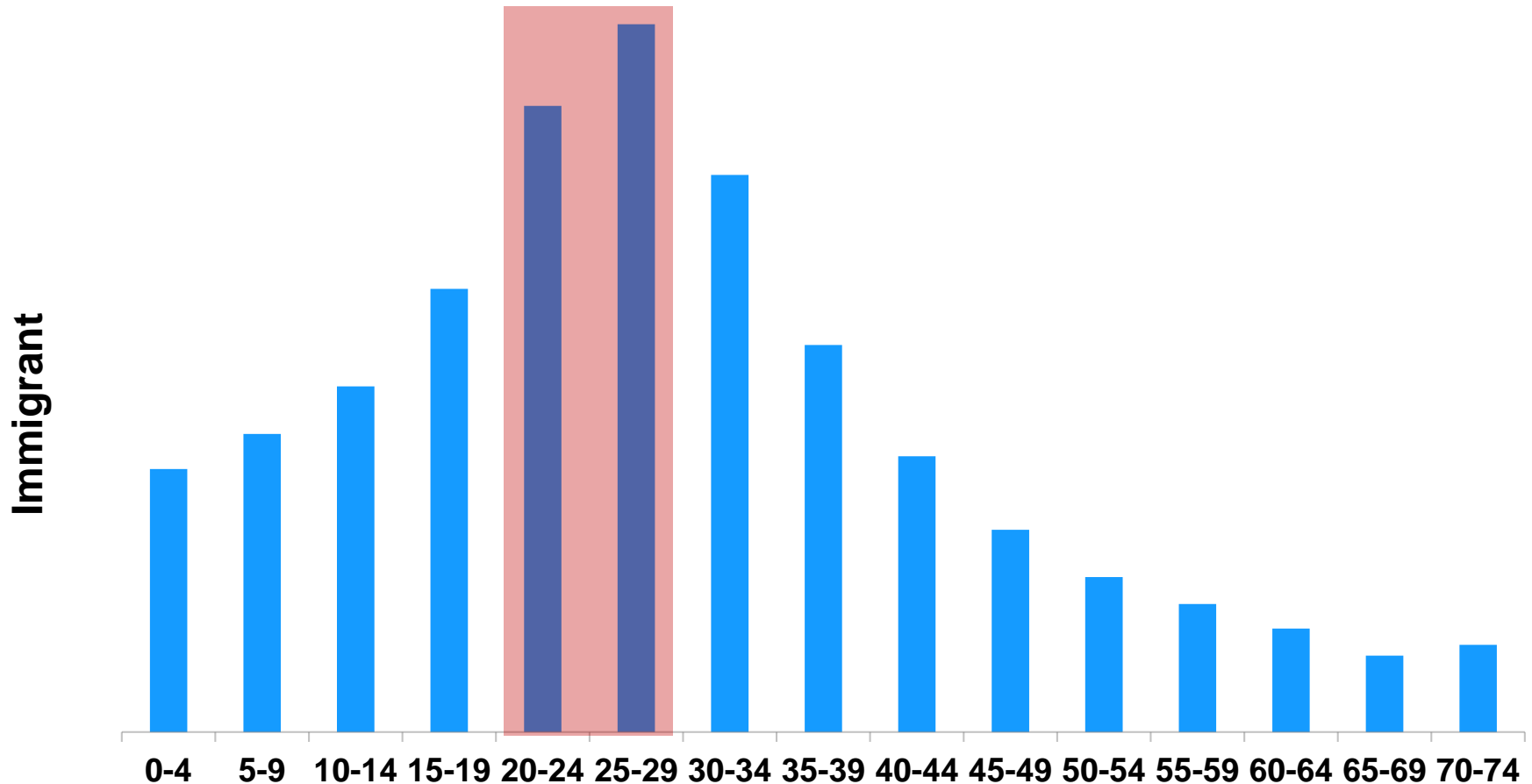
1960-2017

— Foreign Immigration — Domestic Migration

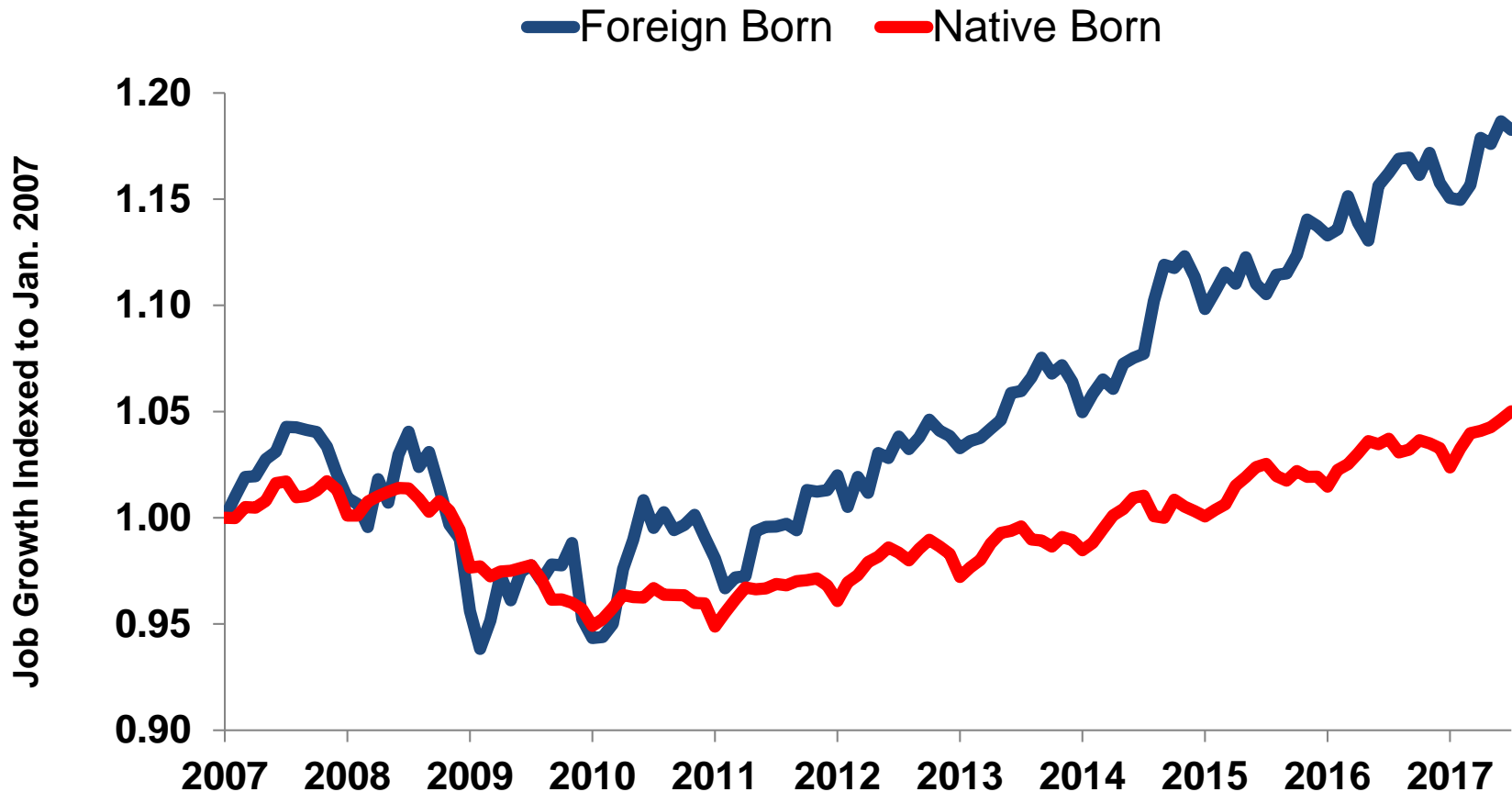


Historic Average Age of Immigrant

Most in their 20s and Ready to Work

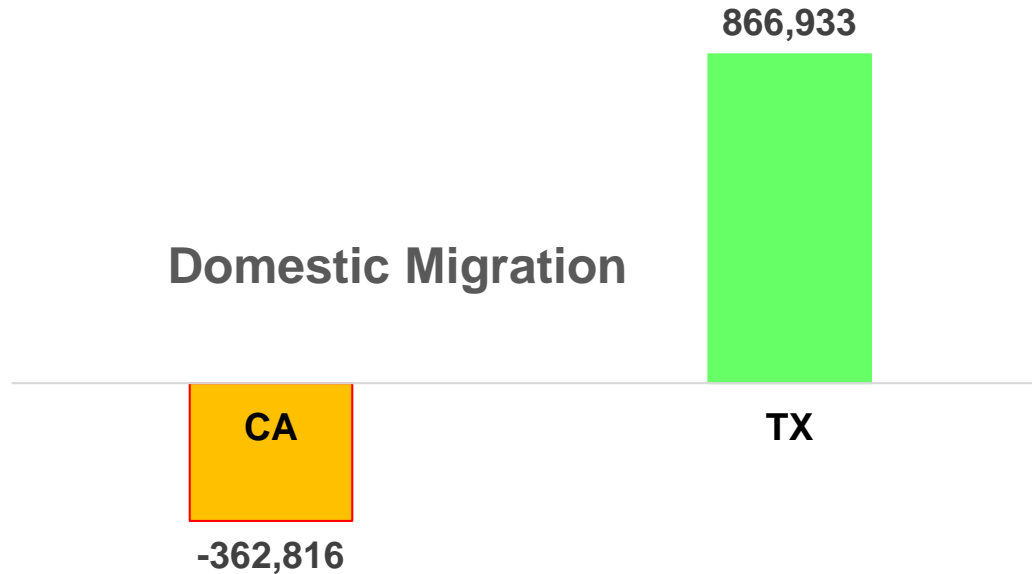


Employment Growth Since 2007



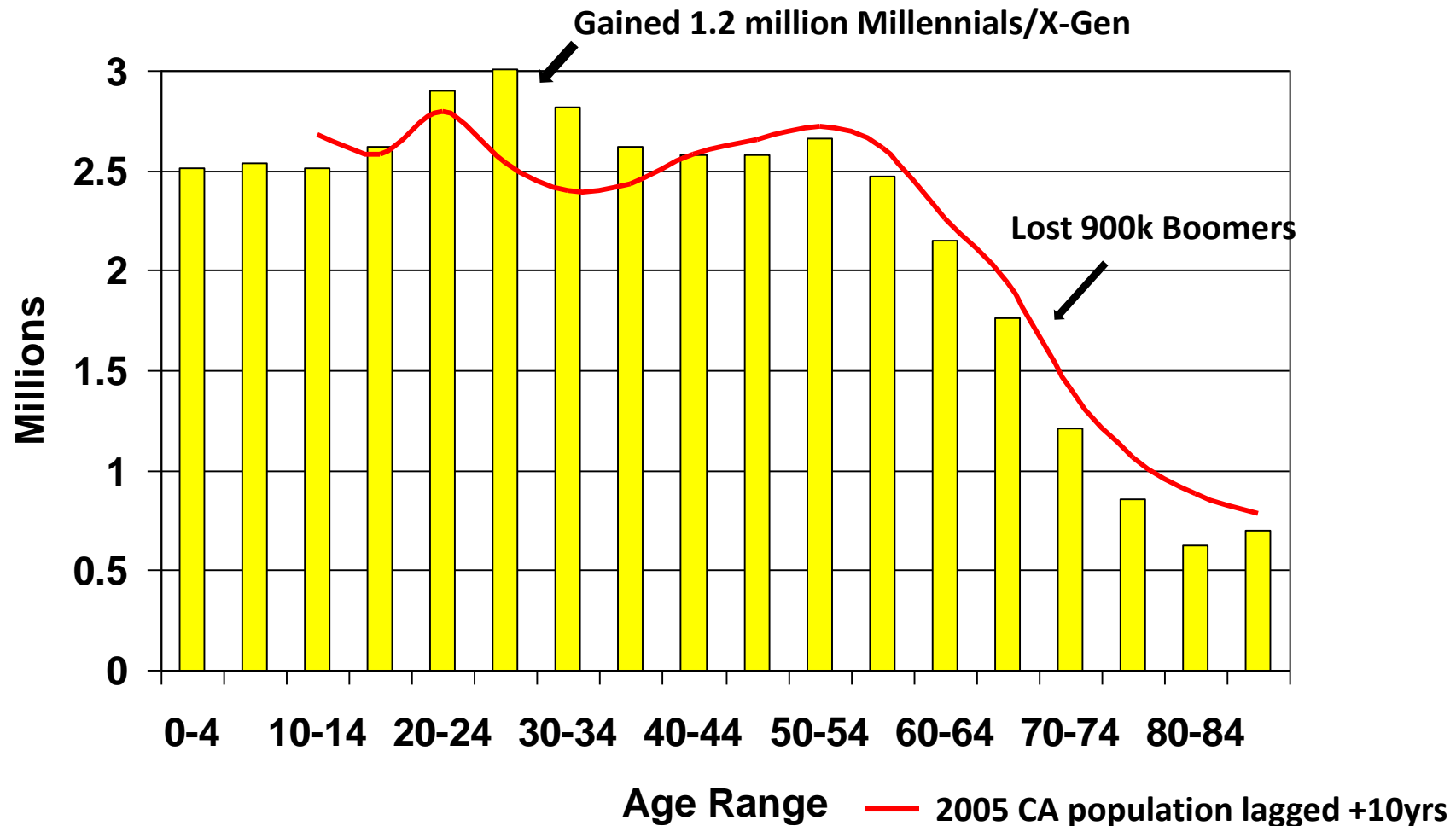
Golden State versus the Lone Star

Migration 2010-2016



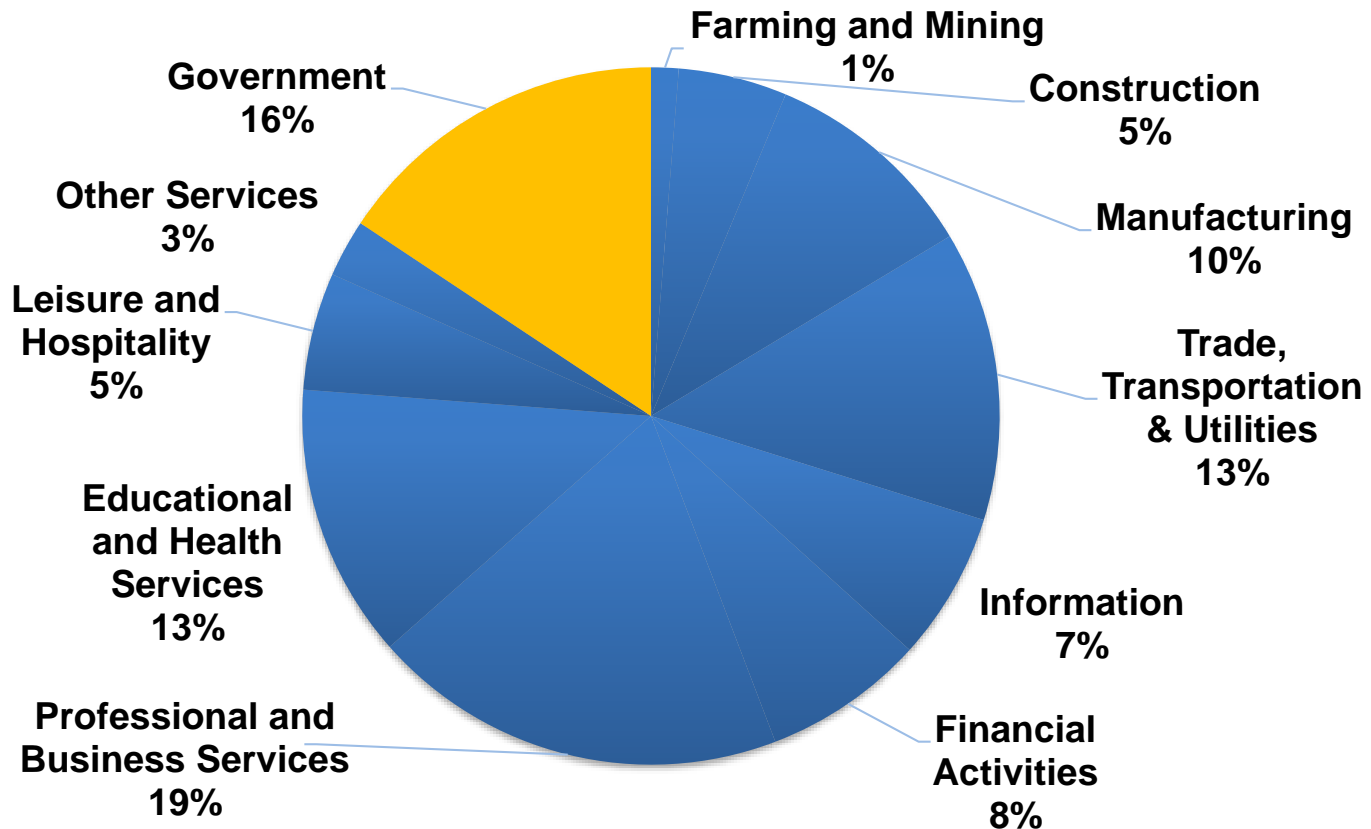
	Births	Deaths	Natural Increase	Foreign Immigration	Domestic Migration	Net Migration	Change
CA	3,037,890	1,517,721	1,520,169	871,330	-362,816	508,514	2,023,565
TX	2,437,794	1,117,880	1,319,914	508,843	866,933	1,375,776	2,716,496

California Population 2005 vs 2015

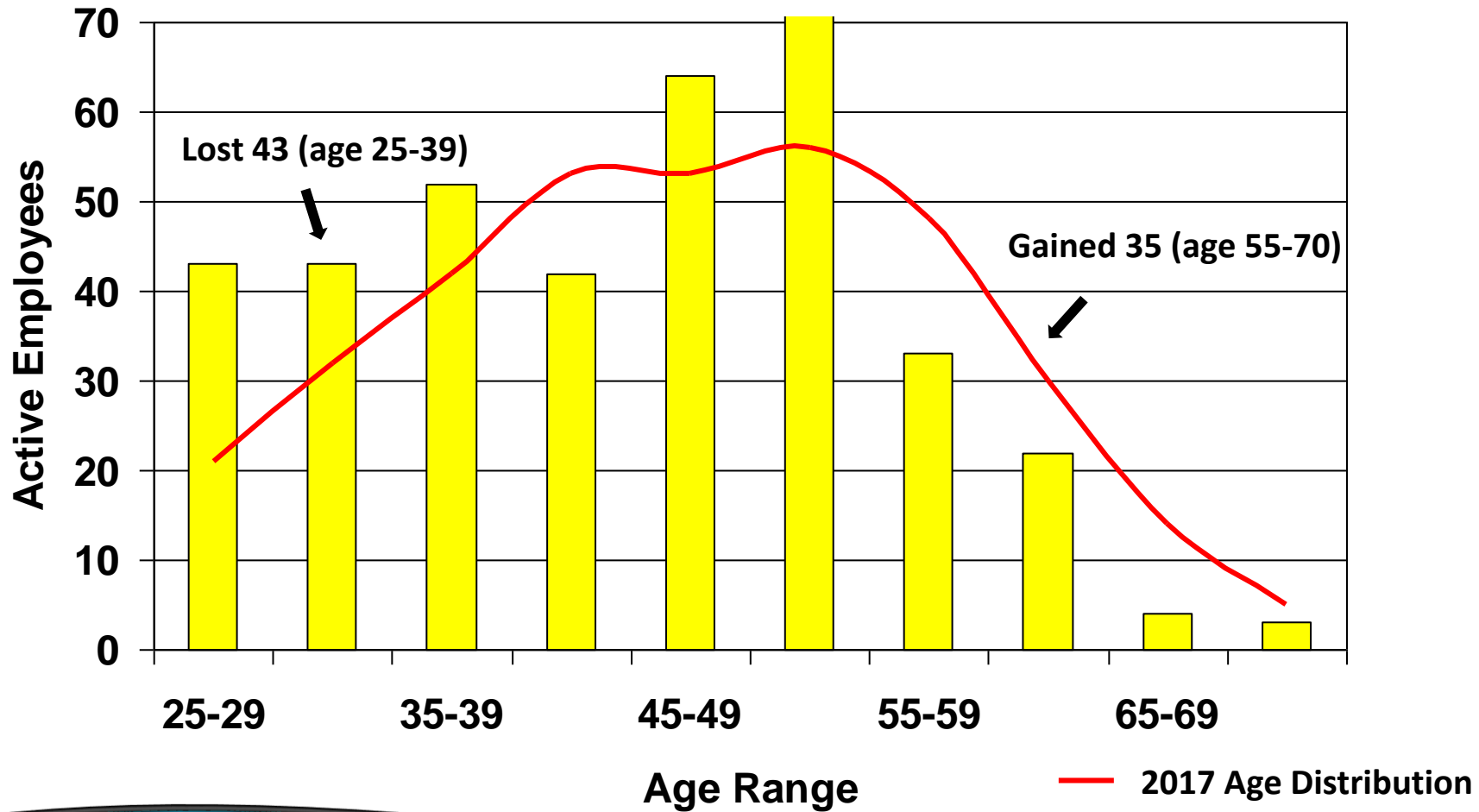


CA Labor Force Wages

85% of wages and salaries from services sector



Sampled California City 2011 vs 2017



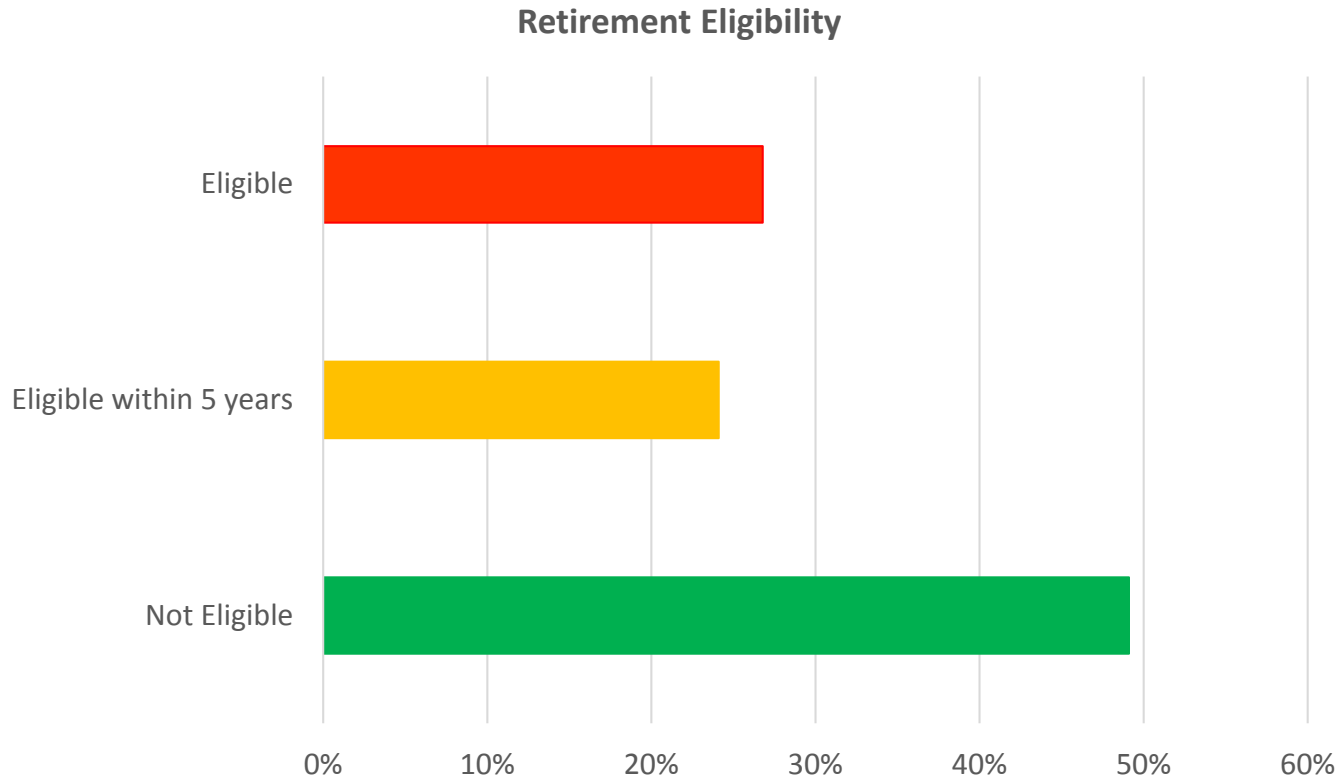
How to Get Started

- What is Succession Planning and What do you want to accomplish?
- Review the Organization
- Develop a Plan

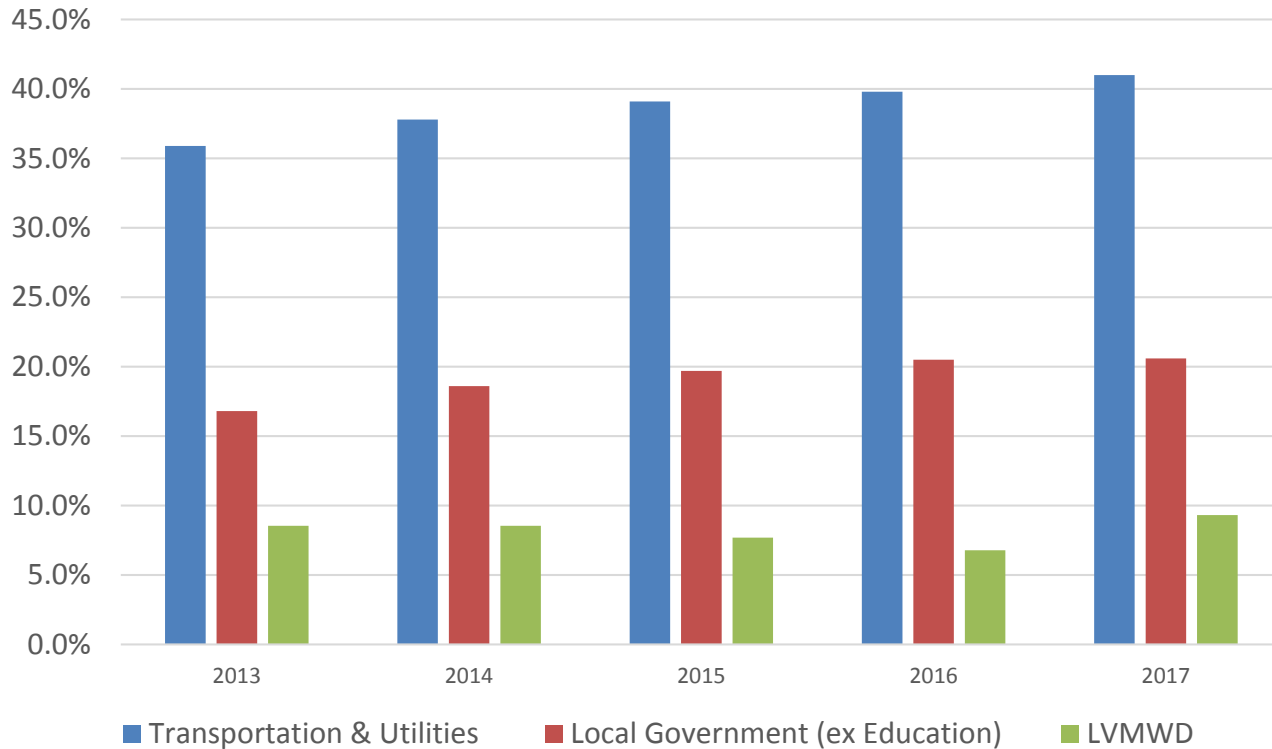
Review Organization

- What are your demographics?
- What are your attrition trends?
- What is your agency's culture?
- What are your career paths?
- What are your resources?

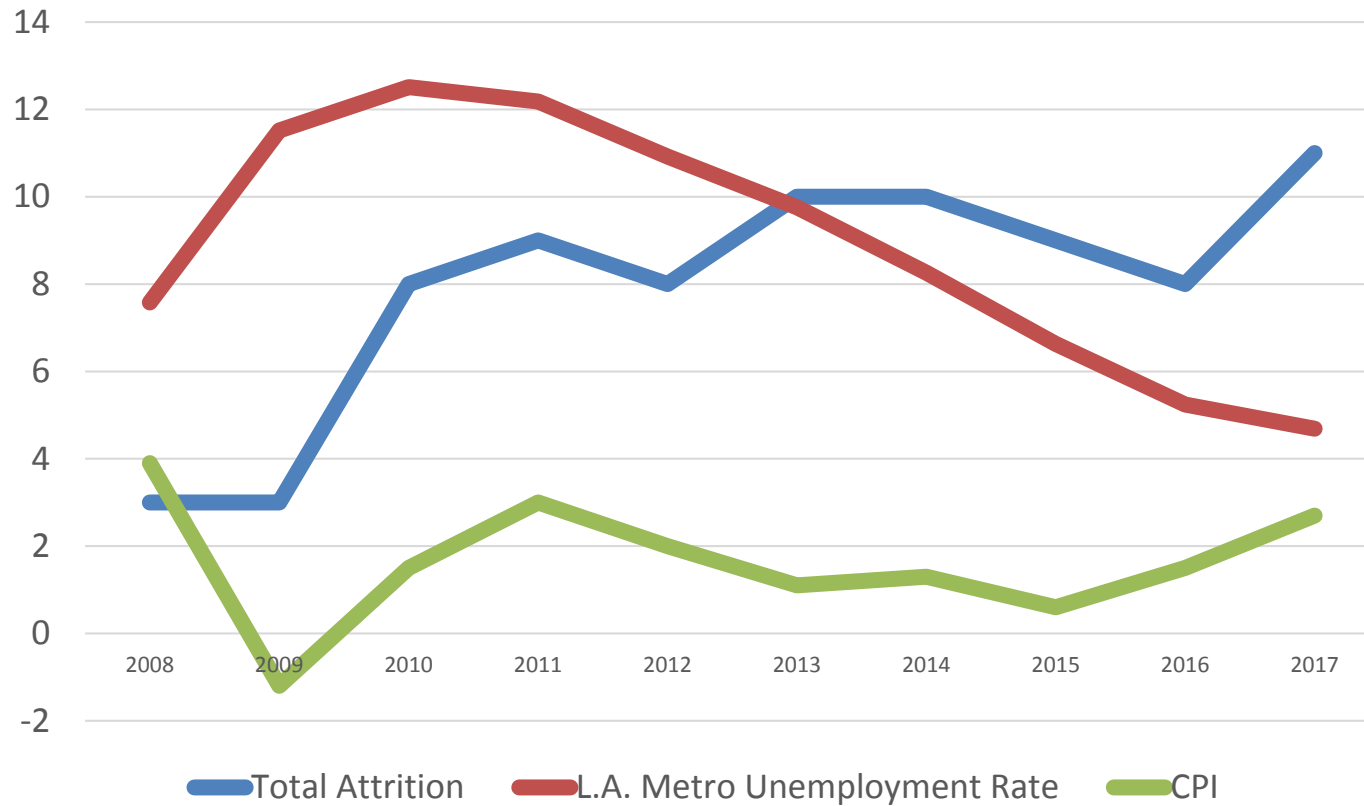
Organization Review



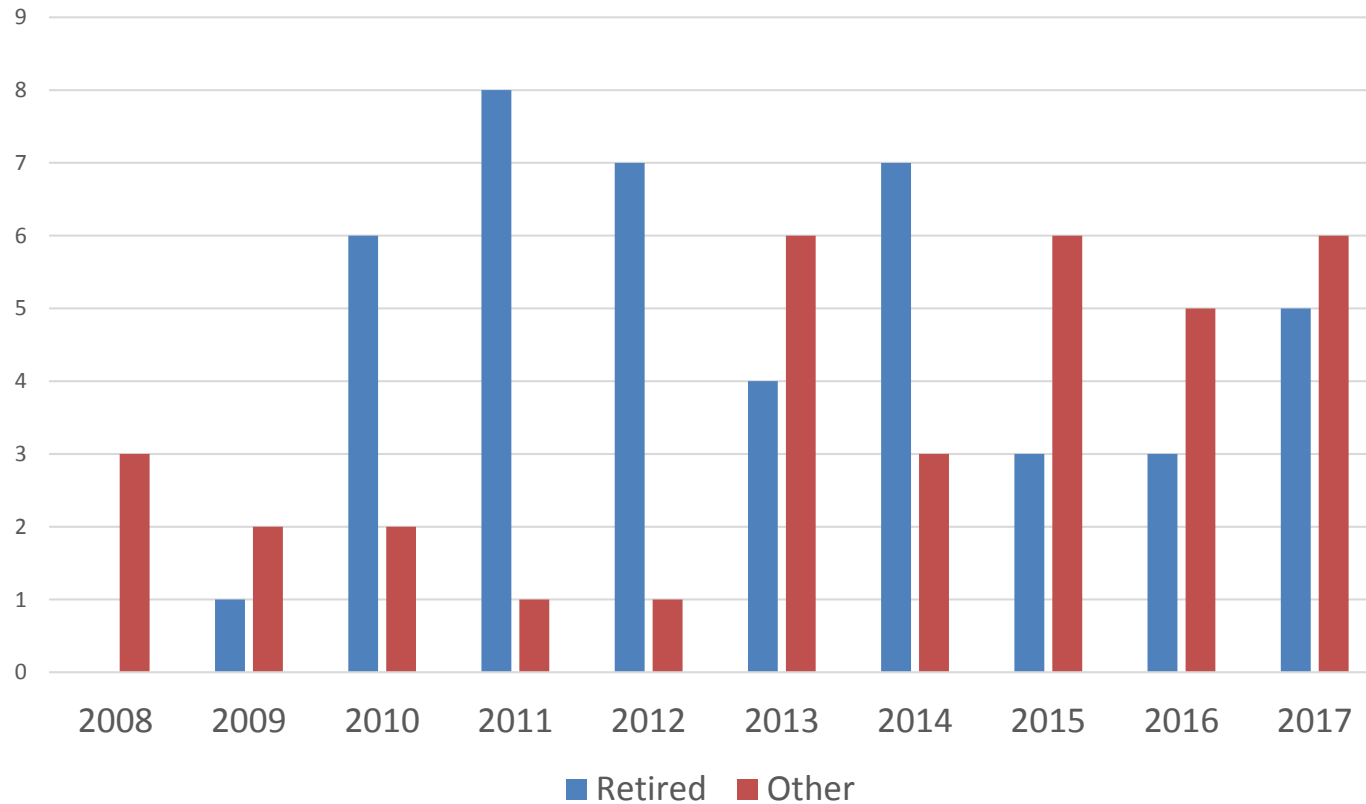
Organization Review



Organization Review

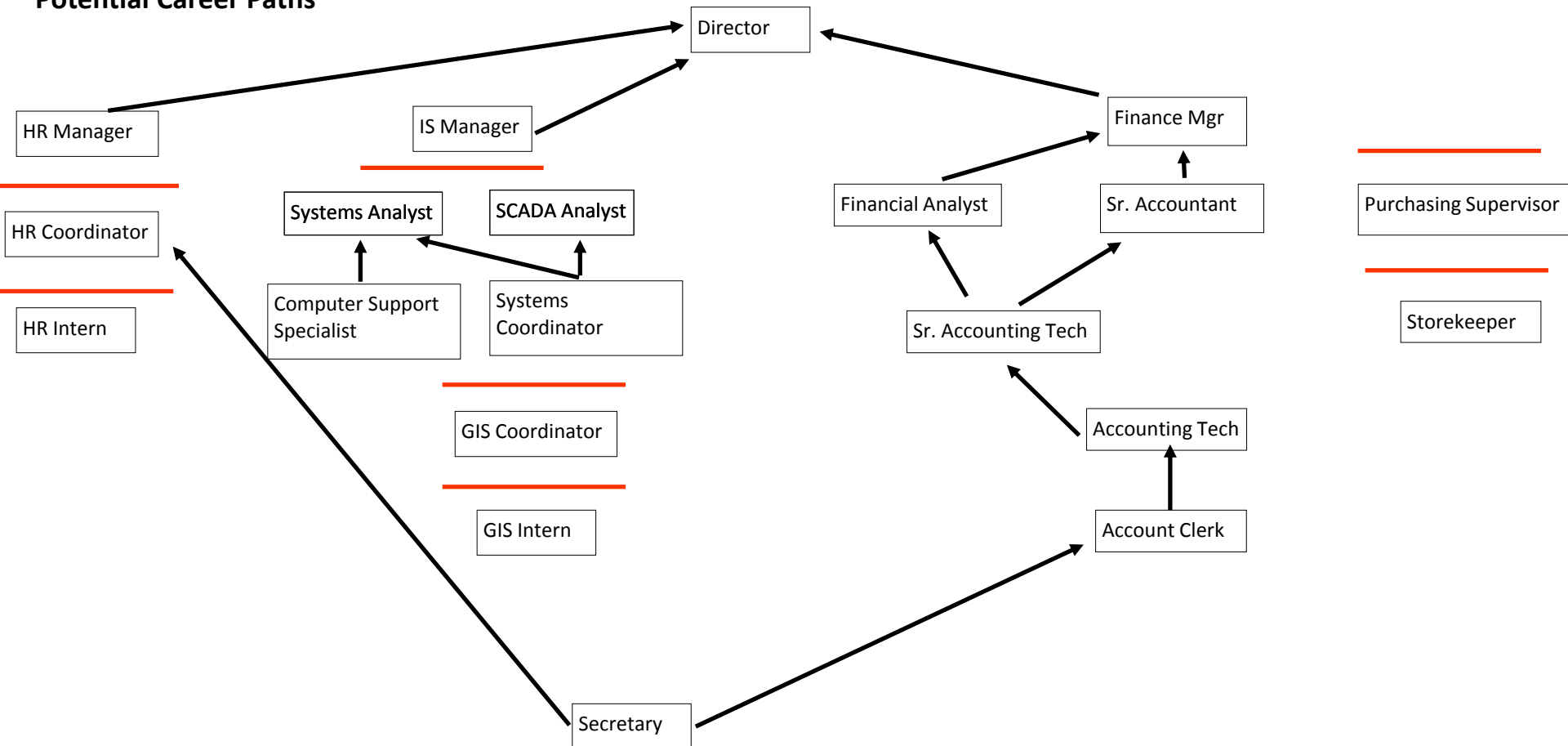


Organization Review



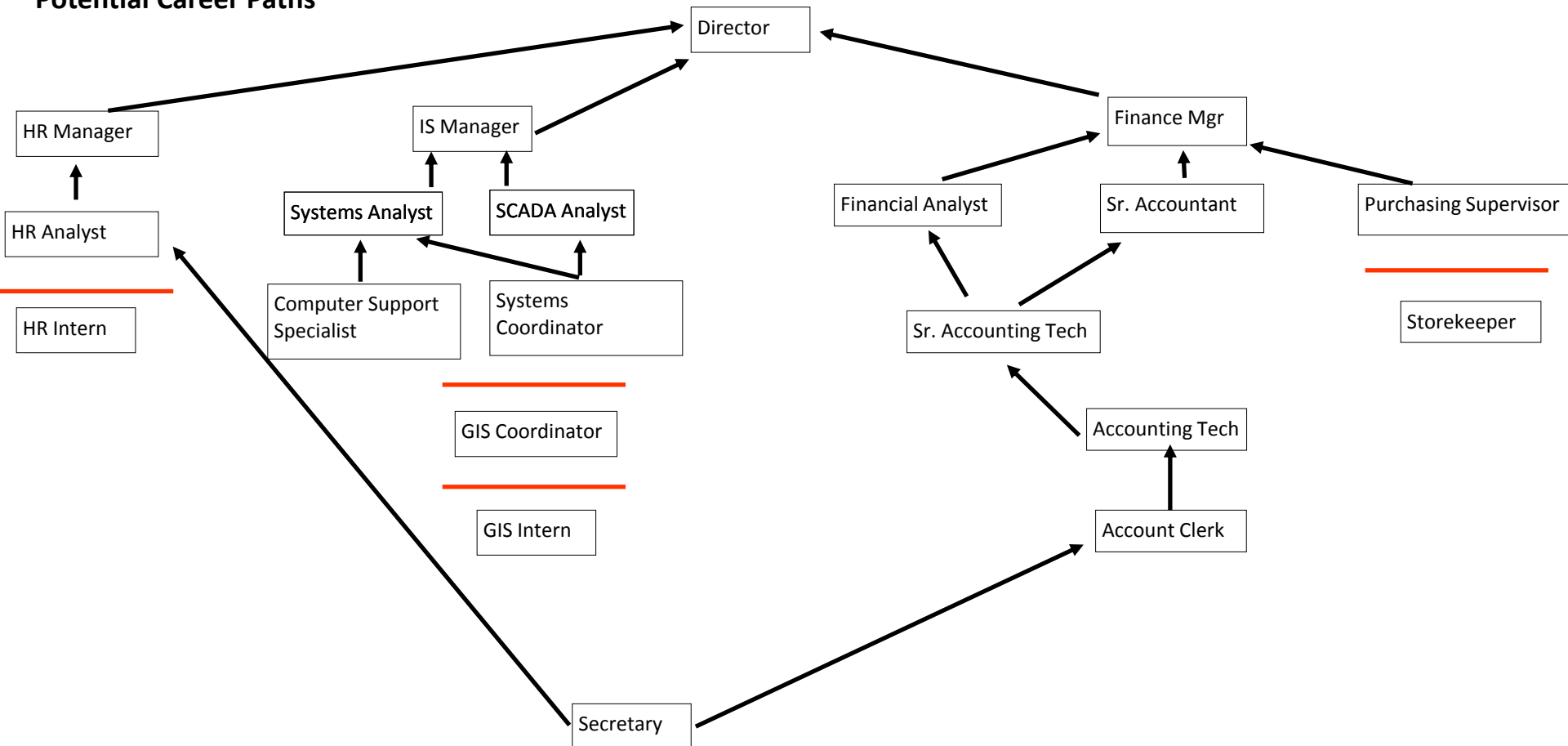
Review Organization

Potential Career Paths



Review Organization

Potential Career Paths



Organization Review Take Aways

- Attrition is cyclical and has a relation to the economy.
- Succession Planning needs to prepare for more than retirements.
- Some positions had no career path.

Succession Planning Strategies

- Attraction
- Retention
- Knowledge Transfer

Succession Planning Strategies

- Attraction Initiatives
 - Promote a Positive Reputation
 - How can we promote and enhance our reputation?
 - Maintain and Enhance Proactive Outreach
 - How do we engage prospective employees to join the organization?
 - Promote Benefits of the District
 - How do we remain competitive and attractive to job seekers?

Succession Planning Strategies

- Retention Initiatives
 - Provide a Positive Workplace Culture
 - What is workplace culture?
 - How do we create a positive workplace culture?



Succession Planning Strategies

- Retention Initiatives
 - Provide Staff Development Opportunities
 - What is the need for professional development?
 - How can we achieve this when we have so much to do?



Succession Planning Strategies

- Retention Initiatives
 - Workplace Benefits
 - Competitive, Tangible, and Intangible



Succession Planning Strategies

- Knowledge Sharing Initiatives
 - Formalize Program to Transfer Knowledge
- Implement processes and programs to ensure that knowledge is shared and transferred between employees.

Power is gained by
sharing knowledge,
not hoarding it.

Succession Planning Strategies

- Knowledge Sharing Initiatives
 - Provide Opportunities for Training
 - Ensure adequate employee training opportunities
 - Employee Onboarding
 - Create a formalized onboarding process to familiarize the new employee with the District, it's benefits, history, and other important information.



Succession Plan Takeaways

- Succession planning involves everyone
- Be honest about what you can accomplish
- Make succession planning part of your culture
- Succession Planning = Life Long Learning

Succession Planning = Life Long Learning



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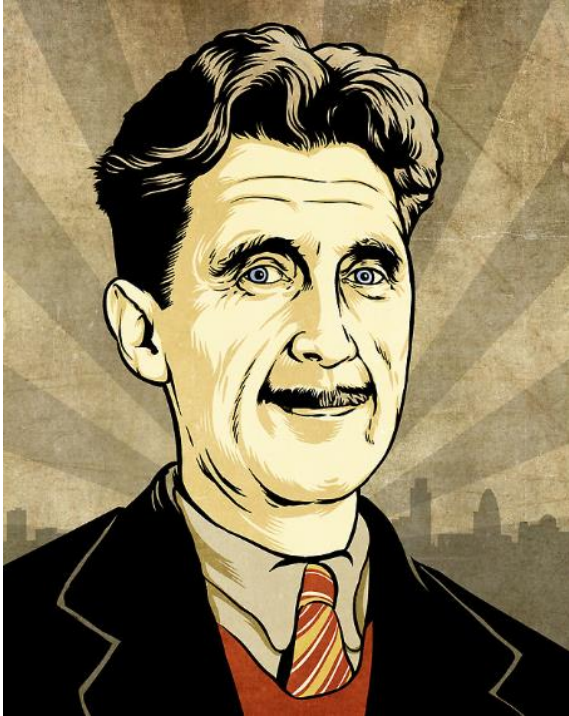
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lifelong learning

noun

1. the provision or use of both formal and informal learning opportunities throughout people's lives in order to foster the continuous development and improvement of the knowledge and skills needed for employment and personal fulfilment

www.dictionary.com



**"Each generation imagines
itself to be more intelligent
than the one that went
before it, and wiser than
the one that comes after it."**

George Orwell

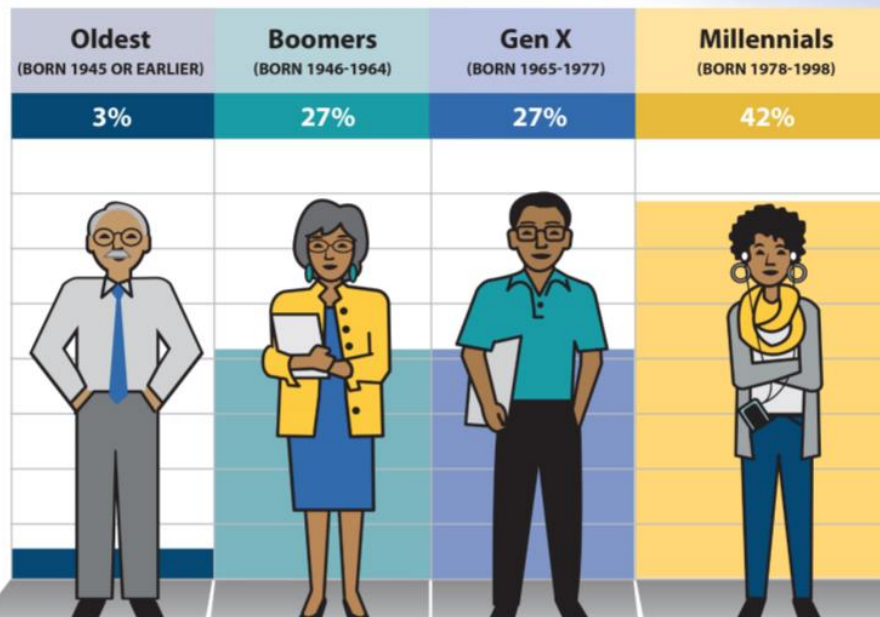
So Much More than Workforce Development!

Successful learning plans are:

- Holistic
- Supported by senior management
- Dedicated resources
- Ingrained in the organizational culture



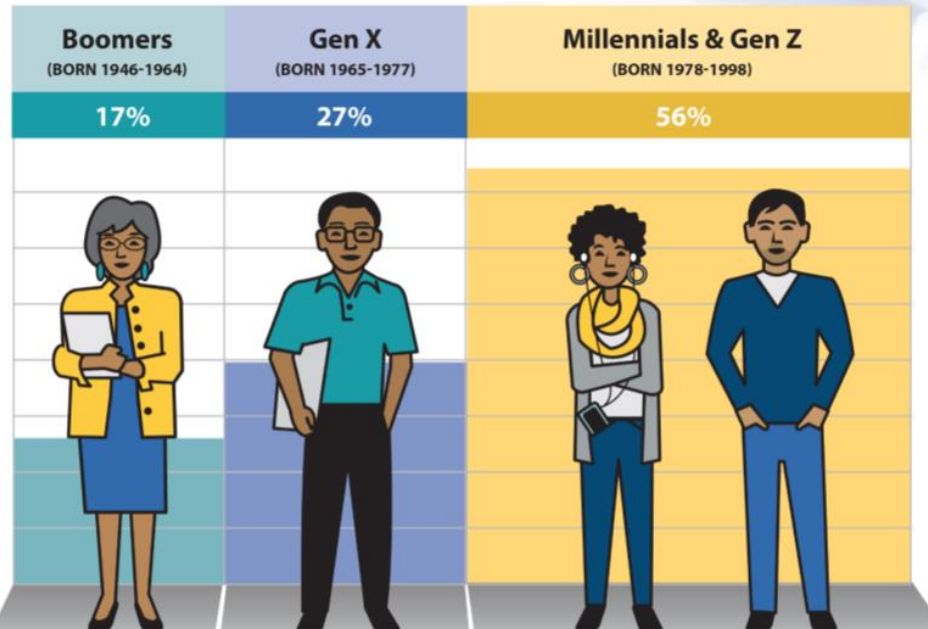
2016 U.S. Working Population Demographics



Kellar, Elizabeth, "Why Local Governments Are Talking about Millennials," *LGR: Local Government Review*, ICMA, December 2016

Source: Center for State & Local Government

2020 U.S. Working Population Demographics



Source: Center for State & Local Government

Education versus Training...



- Need to have versus nice to have
- Verifiable versus honor system
- Initial information versus keeping skills sharp

Professional Education...

- CPE – Continuing Professional Education
- CE – Continuing Education
- Certifications
- Designations
- Badges



“Just in Time” Resources...

- MSRB, FINRA, SIFMA, SEC
- Trade Associations i.e. CSMFO, GFOA, CACTTC, CMTA
- CDIAC

Curated Programs...

- CFA Investment Foundations Program™
- CMTA, GFOA, GIOA, APTUS&C
- **Fixed Income Academy** (note: Susan is the founder of FIA and current Advisory Board Chair)

Case Study



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City of Sunnyvale

Key Takeaways:

- Adopt a Learning Culture
- Coordinate Regionally
- Provide Flexible Benefits

Goal One - Become the place people WANT to work!!

Become the Place People Want to Work

Some tactics include:

- Flex Schedules
- Tap into technology
- Pay for performance

Embrace the change!!

Let's Get Started!!

Three ideas you can take with you today...

- #1 - Work with HR to identify training resources
- #2 – Increase collaboration between departments
- #3 – Help spread the word about jobs and internships

No better time than now to start the conversation.

Links to Resources

Center for SLGE – Talent Race

<https://slge.org/wp-content/uploads/2017/05/Talent-Race-Kellar-ASPA-3-25-17.pdf>

Center for SLGE – Succession Planning Case Studies

<https://slge.org/wp-content/uploads/2017/10/Succession-Planning-October-2017.pdf>

We Would Love to Hear From You!

Call us with questions or for additional information:

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