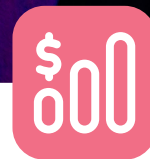




CSMFO ANNUAL REPORT 2020



The CSMFO Annual Report is provided annually to the membership to give an overview of the organization's activities and efforts. Approximately 150 volunteers donate their time and considerable talents each year to help make CSMFO run.



EXECUTIVE DIRECTOR REPORT

Melissa Manchester, MBA, CAE

Welcome to the CSMFO 2020 Annual Report. What a year, huh? We started strong with the largest-to-date Annual Conference in January at the Disneyland Hotel—and then the world shut down. There was confusion and uncertainty and anxiety. When it became clear that the prohibition on in-person gatherings would not be brief, the CSMFO Board met and regrouped. All offerings became virtual. The Career Development Committee created a COVID-19 webinar series practically overnight. We developed virtual membership engagement activities, to try to keep you feeling connected even in isolation. And perhaps the biggest shift of all, we moved our seminal annual event to a virtual experience. We asked a lot of our volunteer leadership in 2020, and their dedication and focus and optimism far exceeded my expectations.

In a normal year, the Board of Directors for CSMFO meets monthly, but it's not just the Board members in attendance. It's the Board, plus the committee chairs and vice chairs and senior advisors and members. It's the chapter chairs and vice chairs, and the League Policy Committee representatives. All come together once a month to keep this organization moving forward. In addition, in 2020, we also held several closed session/special meetings of just the Board, primarily to discuss how to move forward with a virtual event while being contracted with venues and hotels for an in-person one.

Here's a brief summary of those activities.

January

The Board approved appointing the Administration Committee Board Liaison as the Secretary/Treasurer; a Bylaws amendment; a contract extension for Bill Statler regarding a potential certification program; formalizing the Past Presidents Advisory Council (PPAC); and the 2020 Strategic Plan.

February

The Board approved a new disbursement approval and check signer policy, as well as a new investment policy.

March Closed Session

The Board met to discuss COVID-19, and suspended all in-person events through the end of April 2020.

April

The Board renewed the contract with Michael Coleman through December 31, 2022 and suspended all in-person events through July 5, 2020. They also passed a resolution providing the Executive Committee with acting authority under extraordinary circumstances, and approved writing a recommendation to the AICPA opposing the removal of state and local government content from CPA exams.

May Closed Session

The Board discussed whether to hold the Planning Session in person; agreed that the Weekend Training program would be deferred to Spring 2021; and decided chapters would be allowed to hold in-person events based on the regulations in their respective counties.

May

The Board approved a policy manual update; approved a revision to the 2020 operating budget; approved contracts and a budget for virtual classes; and approved the letter to AICPA as referenced at the April meeting.

July Closed Session

The Executive Committee had engaged the services of legal counsel to review CSMFO's potential liabilities in canceling the 2021 venue and hotel contracts. Counsel's opinion was shared with the Board.

July

The Board approved the 2019 financial audit, the Innovation Award news release template and the 2020 virtual engagement activities.

August

The Board approved a new student listserv policy and a template for consistent membership tracking.

September Closed Session

The Board met to receive an update regarding the 2021 Annual Conference. No action was taken.

September

The Board approved extending the existing management contracts through April 30, 2022, as well as development of a management RFP due January 2021.

October

The Board approved the 2021 Annual Conference budget and utilizing the project management tool Basecamp.

November

The Board approved revisions to the policy manual, and the budget allocation of up to \$75,000 for the Pathable virtual conference platform.

December

The Board approved opening a new account with Bank of America; a new “Early Career” membership classification; and the 2021 operating budget.

I also had the opportunity this year to co-facilitate the Board Strategic Planning Session with Smith Moore & Associates CEO Catherine Smith. While I’ve facilitated many sessions in the past, this was my time doing this virtually. Quite a different experience, but the leadership remained engaged and focused regardless! It was a pleasure serving CSMFO in this new capacity.





2020 PRESIDENT REPORT

Steve Heide, Chino Valley Fire District

For obvious reasons, 2020 will not be soon forgotten. In spite of the tremendous public health and associated economic and other challenges brought on by the COVID-19 pandemic, as the preeminent resource for promoting excellence in government finance, CSMFO continues to deliver high-quality services for its members. This 2020 Annual Report reflects a summary of our association's accomplishments this past year, in spite of the numerous obstacles we've all faced during this difficult time. I am immensely proud of the continuing efforts of our CSMFO member volunteers and our dedicated staff.

Our 2020 Annual Conference, Yesterday, Tomorrow and Finance, took place at the Disneyland Hotel in late January. Although bigger is not always better, we enjoyed record-setting participation, topping out at just over 2,000 attendees. Including our Tuesday preconference classes, we offered nearly 60 educational sessions and welcomed in excess of 400 first-time conference attendees over four action-packed days. By all objective measures, the conference was a huge success.

In a typical year, as the CSMFO president I would have represented our association at a number of west coast municipal association conferences, as well as at the national Government Finance Officers Association (GFOA) conference, but as we all know, 2020 was anything but typical. Just before the pandemic declaration, I was able to attend the Oregon Government Finance Officers Association conference in picturesque Seaside at the beginning of March, joining close to 300 conference attendees over the course of three days.

Both the California Municipal Treasurers Association and the Alaska Government Finance Officers Association opted to cancel their respective 2020 annual conferences. However, GFOA and the Washington Finance Officers Association (WFOA) elected to go virtual, and I was able to attend those remotely on behalf of CSMFO.

GFOA held its virtual conference in May and June, spreading content delivery over the course of some five weeks, and in September, I also participated in the first-ever GFOA Virtual State/Provincial Representatives and Presidents Forum. The forum provided an interactive opportunity for discussion with GFOA President Marion Gee, GFOA Executive Director Chris Morrill, and members of the GFOA leadership team, regarding issues of collaboration and synergy between state associations and GFOA.

GFOA pledged to continue to work closely with state associations and intends to host future association leadership forums. I am particularly pleased to report that CSMFO had already begun partnering with GFOA in 2020 for the delivery of our highly successful webinar program. Additionally, our Career Development Committee will be working closely with GFOA in 2021 to explore opportunities to develop a California-centric add-on to the GFOA Certified Public Finance Officer (CPFO) program. We value our working relationship with GFOA and look forward to continuing to find innovative ways to leverage this professional collaboration for the benefit of our members.

The WFOA conference, originally slated for Tacoma, was held virtually in September and included in excess of 500 municipal and commercial participants over two days. In addition to virtually attending conference sessions, I provided comment on behalf of CSMFO in the opening session and also had the opportunity to join the WFOA Board of Directors in a virtual preconference social hour.

Among many labels, 2020 may come to be known as the year of the screen (as in phone, tablet, computer), and I'm pleased that CSMFO was quickly able to pivot to exclusively virtual member engagement platforms. From our COVID-19 webinar series, to virtual chapter meetings and other remotely delivered trainings, to our Zoom social engagement opportunities (happy hours, fitness challenges, thankful challenge, and pumpkin carving/decorating contest), members had ample opportunity for timely and highly relevant distance learning, as well as for virtual member interaction and networking. While certainly no substitute for in-person gatherings, nevertheless, I believe that CSMFO met the pandemic challenges this last year with creativity and determination.

Included in a myriad of significant accomplishments for 2020, the CSMFO Board approved the creation of a California Public Employees Retirement System

(CalPERS) Ad Hoc Committee to monitor PERS investment strategies in the context of efforts to achieve a 7% long-term rate of return on pension fund investments for participating local governments. Outgoing CSMFO Board Member Richard Lee, Finance Director from the City of San Mateo, was appointed as Ad Hoc Committee Chair and is also serving as a CSMFO liaison to CalPERS for purposes of monitoring PERS ongoing Asset Liability Management process.

I would be remiss if I did not take this opportunity to thank our dedicated CSMFO volunteers and highly professional staff for always striving to deliver more, better, best for our members, even under highly adverse circumstances in 2020. To our standing and ad hoc committee leaders and members, our chapter chairs and vice chairs, and all those who volunteered their time and expertise on behalf of CSMFO for the benefit of our members, I offer a heartfelt thank you.

Special thanks to our CSMFO 2020 Board of Directors for their support and tireless efforts over this past year on behalf of the association, as well as to Melissa Manchester of MMM Management and Catherine Smith and the team at Smith Moore & Associates for all of their staff support and expert guidance. It really does take a village to support CSMFO's dynamic operations.

I'd also like to thank the membership for this humbling opportunity to serve as your 2020 CSMFO President. It has truly been an honor. As I suspect is the case for many of you, CSMFO is at the very top of my list of highly valued professional memberships. It is a delightful privilege to be part of the leadership team of this great organization, and I look forward to supporting 2021 CSMFO President Marcus Pimentel as I transition to my role as Past President in the new year.





2020 PRESIDENT-ELECT REPORT

Marcus Pimentel, County of Santa Cruz

Service. Gratitude. Pride. Joy. Family. These are the first five words that are pulled into this report when I think about serving as your President-Elect during the 2020 pandemic year.

As CSMFO's President-Elect, my largest responsibility was appointing and leading the 2021 Conference Host Committee. Other responsibilities included developing and implementing our 2020 CSMFO Strategic Planning session, developing the 2021 CSMFO Budget, and leading the President's nominating committee to fill out the annual ballot for the upcoming President-Elect position and to replace the two outgoing Board of Directors.

Another set of responsibilities revolved around appointing members to the leadership positions for CSMFO's nine (9) standing committees and appointing a CSMFO representative to each of the League of California Cities seven (7) Policy Committees. As a last action item of my year, I had the pleasure to consider candidates for CSMFO's highest award, the Distinguished Service Award.

In addition to these typical responsibilities, I also helped form then led the new CSMFO Ad Hoc COVID-19 Advisory Team. All the successes we achieved in these and other endeavors were done collectively by CSMFO's family, guided by our purpose to serve today's and tomorrow's members. I'm so proud and joyful for all we achieved together.

2021 ANNUAL CONFERENCE

CSMFO's plans, like all of ours, were recast in 2020 as California public health officials created a new playbook in response to the COVID-19 pandemic. A major part of this playbook included shutting down most of our economic and societal social engagement activities. Of the many impacts on CSMFO, the biggest single impact might have been on our 2021 Together Toward Tomorrow annual conference in San Jose.

As was well chronicled in CSMFO's 2020 President and President-Elect messages throughout the year, the 15-member Host Committee willingly added on a historical new level of effort and planning. On top of developing the typical in-person format, the committee also developed a hybrid conference model with a small in-person footprint mixed with virtual content along with a full virtual conference framework. In support of the Host Committee were the team of our Executive Director Melissa Manchester, M&AMS, Harriet Commons, and SMA staff.

Ultimately, CSMFO adapted to the pandemic and developed a virtual conference for 2021. Our pre-conference and conference agenda was guided by a July 2020 member survey and lessons learned from other 2020 virtual conferences (like GFOA). The result was a new format using different days and times but retaining the core of our prior conferences.

For example, our pre-conference sessions were moved to the week prior to the conference to increase participation and avoid having attendees in full-day virtual sessions. Similarly, the conference was scheduled for Tuesday through Thursday with formal content starting at noon each day and eliminating the traditional morning and Friday half-day content. Gone were all our on-site engagement activities like Golf, Tennis, Pickleball, all attendee lunches, VIP events, special dinners, and traditional Thursday night social events.

Following are a few of the new and highlighted features of our virtual conference:

- All Preconference sessions were scheduled the week prior to the conference
- The conference shifted to a Tuesday through Thursday format with sessions starting at noon
- Nearly 1,300 registered for our virtual conference
- A new membership promotion was introduced to encourage government attendees to become a member for only \$50 (a \$60 savings).
- 60 commercial partners sponsored the conference with 9 participating at the highest Premier sponsorship level
- A special conference opening national anthem by CSMFO's leadership
- A new declaration that the whole conference served as our annual meeting
- As a bonus feature, all 48 concurrent sessions were available for attendees to view for 6 months

- The conferences keynote speakers were:
 - Rabia Siddique who provided a call to action to recognize the gifts the crisis gave us
 - CalPERS update from the CalPERS Chief Investment Officer, Chief Financial Officer, and Deputy Chief Actuary
 - Futurist Rebecca Ryan retuned as our closing keynote speaker to guide us through the Messy Middle
 - Rebecca Ryan also provided a bonus concurrent session for a deeper learning opportunity
- A new virtual Exhibit Hall was developed with interactive meet & greet opportunities
- A new “gamification” element was used that awarded points for interacting with exhibitors and other attendees
- CalPERS provided one-on-one meeting with an agency’s CalPERS actuary
- Daily meditative 10-minute moments
- Tuesday night social event: CSMFO Jeopardy
- Wednesday 8:30am virtual yoga
- Wednesday night social event: Dueling Pianos & Mixology

I’m so grateful to all those that joined together in 2020 toward developing tomorrow’s 2021 Conference. It began with President Steve Heide who let me shadow him during the 2020 Anaheim conference and who offered guidance throughout 2020. It continued with the Program Committee who worked seemingly daily in 2020 to develop and whittle down to the 48 conference sessions. And it was the staff who brought it to life, beginning with our Executive Director Melissa Manchester who co-hosted our conference with CSMFO’s Creative Director David Garrison (SMA). And then there was the M&AMS team led by Teri and Marisa Anticevich, as well as Harriet Commons who collectively gave us so much more than their existing contractual asks. They shaped our virtual platforms (Pathable and Remo) and supported onboarding all the presenters. And then there were those remaining members of the SMA team who supported all the logistical elements of our conference.

But I’m forever in debt to the volunteer Host Committee members who gave us more time and effort than any of us planned. On top of our already intensive sub-committees, we created new ones such as researching conference virtual systems, recommending member friendly timeframes and agendas, developing right-sized sponsorship and exhibit hall packages, and preparing various versions of a proposed balanced budget. Nonetheless, despite all this work, their passion, joy, and commitment to making it happen the right way never wavered.

Our 2021 Conference Host Committee

John Adams (Eastern Municipal Water District)
 Craig Boyer (Alameda County)
 Mary Bradley (Fremont)
 David Cain (Retired)
 Grace Castaneda (Belmont)
 James Russell-Field (Fairfield-Suisun Sewer District)
 Wing-See Fox (UFI)
 Steve Heide (Chino Valley Fire District)
 David McPherson (HdL Companies)
 Joan Michaels Aguilar (Retired)
 Lily Ng (Bank of the West)
 Margaret O’Brien (Oakland)
 Terry Shea (RAMS CPA)
 Jesse Takahashi (Mountain View)
 Jennifer Wakeman (Lafayette)

Our 2020 Program Committee

Mary Bradley (Fremont)
 Harriet Commons (Retired)
 Scott Catlett (Newport Beach)
 Viki Copeland (Hermosa Beach)
 Dennis Kauffman (Roseville)
 Rich Lee (San Mateo)
 Margaret Moggia (West Basin Municipal Water District)
 Laura Nomura (Eastern Municipal Water District)
 Karan Reid (Concord)

CSMFO Conference Supporting Cast

Marisa Anticevich (M&AMS)

Teri Anticevich (M&AMS)

Harriet Commons

Sarah Erck (SMA)

David Garrison (SMA)

Melissa Manchester (MMM Management)

Beth Ramirez (M&AMS)

Janet Salvetti (M&AMS)

Zach Seals (SMA)

2020 STRATEGIC PLANNING SESSION

Annually, CSMFO hosts a strategic planning session in the fall guided by a facilitator. Rather than rely on an outside facilitator, we amended our contracts with our Executive Director Melissa Manchester and SMA CEO Catherine Smith to co-facilitate this event at a reduced budget. Originally, the session was scheduled as an in-person event in Monterey. But it was converted to a virtual event due to in-person restrictions and to maximize participation. To further direct the session, a survey was sent to CSMFO leadership and left open September 3, 2020 through September 28, 2020 and closed with 45 respondents. The event spanned three days with an opening greeting and social hour Sunday night, a full agenda on Monday with breakout sessions from 9am until 2:30pm and a mental wellness hour at 6pm, followed by a recap and forward-looking discussion Tuesday morning.

The event highlights included:

1. 27 attendees each day from across CSMFO leadership
2. A review of the existing Strategic Plan
3. Deep dive breakout session with attendees randomly grouped into small teams focused on one of three prompts:
 - Breakout 1: What are we doing that we don't need to be doing?
 - Breakout 2: What benefits does a member receive?
 - Breakout 3: Are CSMFO's revenue streams and existing expenses appropriate and sustainable?

Like many new approaches CSMFO took in 2020, the virtual format proved to be a big success when combined with the small team breakout groups. It allowed for more attendees to participate, provided significantly reduced costs, and still allowed the capability for attendees to connect personally with each other.

CSMFO COVID-19 Advisory Team

The impacts from the COVID-19 Pandemic rippled through local government and disrupted many CSMFO service lines. Out of an abundance of caution to protect members, the CSMFO Executive Committee discussed how to implement a consistent response and ultimately supported the President's March 12, 2020 declaration cancelling all in-person meetings through April 30, 2020. This provided the opportunity for CSMFO committees and chapters to shift their attention to how to support members in a safe, virtual space.

To provide consistent messaging and guidance, the CSMFO Executive Committee on April 8, 2020 recommended that the President-Elect form and chair an ad-hoc leadership group. On April 16, 2020, the Board confirmed the formation of the CSMFO COVID-19 Advisory Team (CCAT) led by the President-Elect. In addition to the President-Elect, the team included President Steve Heide, CSMFO Executive Director Melissa Manchester, Board Member Rich Lee, Executive Committee member and Past President Margaret Moggia, Career Development Committee Chair and Past President Laura Nomura, Communication Committee Chair Karla Romero, and Technology Committee Chair Matt Pressey.

The primary areas of focus for the team were:

- Supporting Career Development Committee content and delivery
- Supporting chapters with resources for more virtual meetings
- Reviewing how COVID-19 related topics might be grouped in the knowledge base/resource room
- Consider development of a COVID-19 specific website
- Pushing out consistent messaging through CSMFO News

The major actions of the team included:

1. Creating and conducting an all-members survey to guide CSMFO's pandemic responses. The survey was open April 22, 2020 through May 4, 2020 and closed with 245 responses. The survey results were reviewed by the team and shared across CSMFO, guiding the Host Committee, Career Development Committee and Communication Committee.

a. The survey results were summarized as follows:

- i. Members prefer to get COVID information by email or webinars
- ii. Webinars ideal length is 60 minutes
- iii. Members want to learn more about:
 1. Budget and cash flow projections for next year and 5-years out
 2. Revenue Loss projections
 3. FEMA and other reimbursements, including eligibility criteria and documenting claims
 4. Labor issues (around downsizing, encouraging voluntarily reductions, and paid leave options)
 5. Impacts to our budgets from CalPERS returns
 6. Remote work solutions for monitoring progress, maintaining internal controls, and supporting employee morale and engagement
 7. What resources are available from other partners (like GFOA and CSAC)

7. Recommending the extension of the prohibition of in-person CSMFO sessions through the calendar year 2020, but allowing Chapters flexibility after July 5, 2020 to meet in person if they so desire and only if it was done in accordance with local health department guidance and limitations.

Together Toward Tomorrow

In addition to developing the annual conference and strategic planning session, an equally heavy obligation came from selecting committee appointments for standing committees as well as the seven League of California City Policy Committee representatives. For the nine CSMFO standing committees, the Chair, Vice Chair(s), Senior Advisor(s), and Board Liaison positions were re-evaluated. I'm grateful for the support of the existing Committee Chairs, the Executive Committee and Past Presidents from the nomination committee who together helped recruit the new CSMFO leaders to fill in many of these roles.





2019 PAST PRESIDENT REPORT

Margaret Moggia, West Basin Municipal Water District

At the start of the year, Joan Michaels Aguilar handed the gavel to our next CSMFO President, Steve Heide at the 2020 Annual Conference at the Disneyland Hotel. She immediately went to work as Past President by engaging with the chapters at the very successful Chapter Chair mixer that took place on Thursday night of the conference. Current CSMFO Board Members and CSMFO President Steve Heide also attended to network and share ideas.

Due to a change in her employment status, Joan stepped down from her role on the Executive Committee, but continued her engagement with CSMFO by playing a vital role in the 2021 Annual Conference Host Committee.

Thank you, Joan, for your continued commitment to CSMFO.

At Steve's request I stepped back into the role of Immediate Past President on the Executive Committee. I am so blessed to continue the work to be the liaison to the chapter chairs and serve once again as an officer with CSMFO. The chapters are the cornerstone of connecting members together, and so I welcomed the opportunity to be a part of the conversation.

And what a year has been! We started the year with high hopes of increasing our chapter engagement including those chapters that had been dormant. But then the announcement of the pandemic and stay-at-home orders stopped us in our forward momentum. All in-person meetings were suspended for several months and during this time the chapter chairs and I discussed how to stay engaged. We turned to Zoom meetings and while there was a slow start in late summer, CSMFO was able to offer over 30 meetings throughout the state to over 1300 participants by the end of the year.

In the fall our discussions evolved into how we can improve the experience and better engage our commercial members. After all, the virtual world is our current reality. While we miss the in-person connection, one of the most wonderful side benefits is the ability to travel the state while not leaving one's home or work office. A couple of clicks on the computer and I was able to travel to Northern California or the Desert Mountains and connect with fellow members.

What I have learned is that CSMFO members want to learn and grow in their role as finance professionals. Thankfully we have colleagues across the government and commercial sectors who are ready to share their knowledge. While we may not know exactly when we can safely gather in person, we can still connect across the screen.

Thank you again to our chapter leadership and to Zach Seals at the CSMFO office who helped us members pivot to a new way to connect. I leave you in good and steady hands with Steve Heide to assume the role of Past President for 2021.

I hope to see you at a future event and if you want to experience the joy of paying it forward, connect with me to see where you can get involved. It will truly be more rewarding than you think.







CORE STRATEGIES, GOALS & PRIORITY ACTIONS

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

Core Strategy: Strategic Growth Goal: CSMFO will leverage and invest resources to ensure the organization supports its volunteer efforts to forward the mission, vision and values.				
Goal/Objective	Action Plan & Deliverable	Responsible Parties	Target Dates	Progress
1. Formalize Chapter Structures	1. Define standard policy for transition and introduction of Chapter Chairs 2. Generate standardized evaluations for Chapter meetings	Past President	2020	This goal will be discussed at the next Chapter Chair call in August 2020.
2. Engage Past Presidents	Establish Past Presidents Advisory Committee with purpose and goals	Margaret Moggia/John Adams	2020	Board Item for January 2020 Completed
3. Update Bylaws	Review/Revise Bylaws	Working Group	January 2020	Draft Bylaws Prepared Completed, approved by membership
4. Professional Services	1. Communications Committee support 2. Other Committee support	1. Communications Committee 2. President/ Committee Chairs	December 2019 for Board proposal 2020	Board Approved December 2019 President will continue to inquire of Committee Chairs on their bi-monthly calls if other support is needed
5. Knowledge Base	Knowledge Base Transition from Listserve- Continue training members on utilizing KB capabilities	Technology Committee	2020	"How to" materials in progress
6. Succession Planning	1. Define pathways to leadership (chapter chairs, committee chairs, board, officers)	Executive Committee/PPAC	2020 2021	Executive Committee is scheduled to
	2. Establish succession plans for Committee leadership 3. Establish succession plans for Chapter leadership	President & Committee Chairs Past President & Chapter Chairs	2021	review in the second half of year.
7. Management services agreement	Scope of services and timing/process for possible contract renewal or organizational restructure	Executive Committee/Ad Hoc	October 2020	Ad Hoc group to provide update in January 2020 Ad Hoc did report and subsequently has conducted interviews with leadership. Ad Hoc is developing a report to bring by September 2020 and then discuss at October 2020 Planning meeting
8. Long-term financial planning	Establish a financial strategy that includes identifying what membership dues should pay for, non-dues revenue streams and strategies for sustaining the current and growing level of services	Ad Hoc Group?	2021	Executive Committee discussed that this goal should be discussed at the October Planning meeting and begin to review long term financial planning strategy.

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

Goal/Objective	Action Plan & Deliverable	Responsible Parties	Target Dates	Progress
1. Student engagement committee structure	Develop various documents in support Student Engagement as a standing committee 1. Appoint committee leadership 2. Recruit committee members 3. Update policy and procedures manual 4. Update Roles & Responsibilities document 5. Create committee handbook	1. President 2. Committee Chair 3. Admin/Staff 4. Admin/Staff 5. Student Engagement Committee		1. Completed January 2020 2. Completed January 2020 June 2020 June 2020 December 2020 5. Committee will begin addressing in July to meet December 2020 deadline
2. Engage small and large agencies	Establish a strategy to target and involve small and large agencies that do not currently participate in CSMFO activities	Membership	2020	Committee is currently performing an outreach effort to current members who have not participated in an annual conference, training or chapter meeting in the last year. With the feedback from effort, we are hoping to target particular programs/areas for modification so that we can get greater participation from these agencies.



CORE STRATEGIES, GOALS & PRIORITY ACTIONS

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

Goal/Objective	Action Plan & Deliverable	Responsible Parties	Target Dates	Progress
1. Develop and copyright training materials as appropriate	Evaluate content of Introductory course to ensure alignment with Intermediate course. Incorporate CSMFO style guide. If curriculum changes needed, request assistance from instructor or other professional.	Career Development Committee	December 2020	Intermediate course we have purchased the materials from Susan Mayer. A refresh to the materials is underway and will be used for two upcoming Intermediate Governmental & Financial Reporting courses. Beginning Course materials have been reviewed and flows effectively into the intermediate course. Board approved purchasing materials from Ahmed Badawi for beginning course.
2. Create and execute succession transition plan for Michael Coleman	1. Discuss with Coleman his plans for 2021/beyond 2. Provide public policy guidance to all members	President President	March 2020 June 2020	Coleman has renewed through 2022. President will contact him to discuss Coleman's plans beyond '22.
3. Develop CSMFO Certification Program	1. Develop RFP to develop coursework for a certification program 2. Board Approve and Contract Execution 3. Program Development Plan	Working Group	TBD	Board approved item to be brought back at January meeting for further discussion. Certification working group presented to Board/leadership in January 2020 and did approve a new agreement with Bill Statler. This agreement has been placed on hold as more discussions happen with Certification working group with GFOA. An initial discussion has begun, and now Margaret Moggia has been appointed to GFOA Certification committee.
4. Create easy-to-use references for members of current course offerings	1. Evaluate effectiveness of all current core courses to determine whether to continue offerings 1. Develop a catalog of core courses with a cadre of qualified instructors	Career Development	2020 2021	Completed for 2020 for in-person courses. With COVID-19, all in-person classes canceled for 2020 after March. We have converted to Virtual training with the first course executed in July 2020. We have several more offerings through the end of the year which are being advertised and very well received. Considering developing a catalog of virtual training options for 2021 which we would complete by November 2020 to provide to membership.
5. Create opportunities for one-on-one member interactions	Renew/revitalize mentor/coaching program. "Leadership Exchange"?	Membership/PPAC	2020	Committee has enjoyed several robust conversations around the topics of the stigmas of asking for help, the coach's gallery, speed coaching and limited bandwidth, to name just a few. The idea that rose to the top and that we are beginning to frame out is that of CSMFO cohorts. This may be a group of 10 CSMFO members from municipal, commercial and education fields who make up a more intimate network. This group could attend trainings or webinars together and hold de-briefs after.

COMMUNICATIONS: CSMFO will improve internal and external communications to promote transparency and inclusion.

Goal/Objective	Action Plan & Deliverable	Responsible Parties	Target Dates	Progress
1. Increase Internal Communications	Develop Executive Committee roles and responsibilities, to include guidelines on internal communications (which items at the Executive Committee are shared with the Board and when; which Board items shared with committees/chapters; etc.)	Executive Committee	2020	Executive Director is to develop and share with Executive Committee and will then provide an update to the Board.
	Provide Committee minutes to the Board in meeting packets	All Committees	2020	Committee Chairs are beginning to submit committee meeting minutes for inclusion into Board packet.
2. Increase External Communications	Establish standard reporting for chapters (conference updates, significant CSMFO initiatives, membership renewals, etc.)	Past President & Chapter Chairs	2020	Past President to discuss with Chapter Chairs at next bi-monthly call in August 2020
	Implement "state of the association" regular updates in the CSMFO News (Quarterly? Monthly?)	Communications Committee Chair	2020	
3. Formalize Board, Committee and Chapter Orientation	Develop orientation for new Board members, Committee and Chapter leaders	Executive Committee/PPAC	February 2021 (Annual Conference)	Executive Committee to begin developing orientation materials, but also are looking at ways to explore how knowledge base or other shared drives can be used to store CSFMO board and committee reports







ADMINISTRATION COMMITTEE

Chair: Scott Catlett, City of Newport Beach
 Vice Chairs: Alberto Preciado, Citrus Heights Water District
 Thomas Hays, Eastern Municipal Water District
 Senior Advisor: Bob Biery, City of Westlake Village
 Board Liaison: Rich Lee, City of San Mateo

The Administration Committee is charged with administering CSMFO's contracts, issuing requests for proposals or requests for bids, maintaining the various policy and procedures documents of the organization, and reviewing monthly financial statements and tax returns. The Committee is also responsible for miscellaneous special projects at the direction of the Board of Directors.

During 2020, the Committee continued to perform its core functions, primarily consisting of drafting various contracts and amendments and the monthly review of the CSMFO financial statements. Special projects undertaken in 2020 included:

- Evaluating CSMFO's insurance coverages and making recommendations for additional policies
- Initiating the annual focus group process with the Membership Committee
- Investigating changes to CSMFO's bank account type and online bill pay
- Analyzing possible modifications to the CSMFO records retention policy

Members

Kim Sao, City of South Gate
 Jeannine Thrash, City of Roseville

CAREER DEVELOPMENT COMMITTEE

Chair: Laura Nomura, Eastern Municipal Water District
 Vice Chairs: Pamela Arends-King, South Coast Water District
 Scott Catlett, City of Newport Beach
 Senior Advisor: Mary Bradley, City of Fremont
 Board Liaison: Grace Castaneda, City of San Mateo

One of the core elements of the CSMFO's mission is to provide continuing education and professional development. Each year hundreds of members take advantage of high quality, low cost, and CPE-qualified professional training. In 2020 the Career Development Committee continued to support CSMFO's mission by providing a variety of training opportunities to our members.

During 2019, the committee had a strategic goal to have our 2020 calendar of in-person core courses scheduled by the end of the year, which we accomplished, posted and were ready to go January 1, 2020. We were able to offer three in-person classes before the COVID-19 pandemic hit and the Governor's Order for a state shutdown was put in place. The Board of Directors directed that all in-person events be canceled until further notice. The Career Development Committee (CDC) had to pivot relatively quickly to a virtual environment to offer our core courses. The class structure also needed to change in a virtual environment. Previously the CDC would hold one-day in person training, now with a virtual class we offer the same class typically over a two-day period with 3 hours training per day. And for the Intermediate course now we do virtually over 3 days with 3 hours of training per day. The virtual core courses have been wildly successful, with most selling out with class sizes of 50-60, due to the ease of accessibility and minimal cost of professional training.

In 2020, we were able to offer three in-person training courses for Introduction to Governmental Accounting before the shutdown. It took the committee about three months to coordinate pivoting to a virtual environment which included selecting the Zoom platform as our medium for training, training our instructors on how to utilize the technology effectively, and providing enough time to schedule classes. Our first core course that we transitioned to virtual was our Intermediate Accounting Course which the first of three sessions started on July 22, 2020. During 2020, we offered three Intermediate Accounting (Intermediate) Courses virtually. With the success of the Intermediate course, we then rolled out two more virtual trainings, our Budget Course in September 2020, and Investment Accounting in

November 2020. For 2021, we plan to add to our virtual core course offerings, Fundamentals of Tax Revenues and Fundamentals of Fees, Rates, Charges and Land-Based Financing Tools. We will be also evaluating how best we can accommodate virtually our core courses that lend themselves to in-person learning and networking which are Developing Successful Supervisory Skills and Successful Skills for Finance Directors.

The CSMFO Webinar Program was successfully executed in 2020 with the help of our new business partner, Government Finance Officers Association. Craig Lesner from GFOA is our new moderator for our webinar program replacing long-tenured, Don Maruska. With the pandemic hitting in March, we knew there would be a lot of questions on finance and other administrative topics, therefore the Committee jumped into action to develop a COVID-19 webinar series providing valuable content to our membership, in addition to our normal webinar programming. During 2020, the committee executed 12 CSMFO webinars and co-sponsored four webinars for other organizations. 2020 was a banner year in providing webinar content to our membership, we estimate participation in our CSMFO executed webinars reached over 4,600 locations. The following were the 2020 webinar offerings:

- How do California Pensions Measure-Up Nationally? Strategies to Manage Increasing Pension Costs
- Disaster Cost Recovery & Finance Caucus (CSMFO co-sponsored with International Assn. of Emergency Managers Disaster Cost Recovery & Finance Caucus Congratulations, You Are a Finance Director! Now What?
- COVID-19: Acting Early to Flatten the Financial Curve Reserves: How Much is Enough?
- COVID-19: Best Practices for Analyzing Revenues and Cash Flows Making the FLSA Work for You!
- Navigating Investor Disclosures During COVID-19 (CSMFO Co-sponsor with CDIAC) A Reinvention of GFOA's Approach to Ethics
- COVID-19: Forecasting and Managing Expenditures
- COVID-19: Resetting your Agency's Budget and Long-Term Plan
- COVID-19: Local Governments – The Road Ahead with Michael Coleman and Nick Romo
- COVID-19 and Getting Reimbursements from FEMA
- COVID-19: Navigating your Investment Portfolio through Tumultuous Times
- CalPERS Investment Returns (CSMFO co-

sponsored with CalPERS)

- COVID-19: California's Economic Outlook
- CA Local Public Finance Virtual Forum (CSMFO Co-sponsored with CDIAC)
- COVID-19: Managing a Remote Workforce
- Interpreting and Communicating CalPERS Actuarial Reports
- California Revenue Update – Preparing for the Coming Fiscal Year and Beyond

In addition, as part of the Career Development Committee, in January, the Coaching Program offered our successful Speed Coaching session at the 2020 Annual Conference in Anaheim which was solidly attended.

The Weekend Training takes place in mid-November and alternates annually between locations in Northern and Southern California. Due to state restrictions for in-person gatherings due to the pandemic, in 2020 we were not able to offer this program. For 2021, weekend training is a “wait and see” depending on where COVID-19 takes us. Should we get half-way through the year with continued restrictions, we will consider the possibility of providing some form of virtual program in lieu of in-person training.

Several years ago, the CDC launched an exciting, new professional development resource called “Quick Hits.” Quick Hits are short 10-15 minute videos on a variety of focused areas ranging from hot topics to technical information. During 2020, the Career Development Committee featured two Quick Hits which included a Market Update by Carlos Oblites from Chandler Asset Management and GASB 84 & 87 – Fiduciary Activity and Leases by David Alvey, CPA from Maze and Associates.

In addition to these programs, the Committee continued the planning and implementation of the three-year strategic goals established by the Board. Some multi-year projects that are progressing through evaluation include a revamped coaching program, consideration of a Certified Professional Finance Officer Program and possible partnering with GFOA to utilize a learning management system to streamline CDC course administration. Implementation of these strategic objectives will carry into the new strategic plan adopted by the Board in January 2021.



In closing, I would like to thank all the members of the CDC committee, Craig Lesner (GFOA), Zach Seals (SMA), and our core course instructors for your tireless work to pivot our CDC programs during this challenging year. I would also like to thank the Board of Directors for their support in executing the changes needed to have successful programs during this pandemic.

Members

Harriet Commons, Retired
 Brad Farmer, City of Pittsburgh
 Nick Kurns, Scotts Valley Water District
 Margaret Moggia, West Basin Municipal Water District
 Lorena Quijano, City of West Hollywood
 Terri Willoughby, Douglas County, Nevada
 Grace Zheng, City of Sunnyvale

COMMUNICATIONS COMMITTEE

Chair/Editor: Karla Romero, City of La Quinta
 Vice Chair: James Russell-Field, Fairfield Suisun Sewer District
 Nitish Sharma, Cosumnes Community Services District
 Senior Advisor: David Cain, Retired
 Board Liaison: Ernie Reyna, City of Perris

During 2020 we leaned heavily on one another as finance professionals for guidance and best practices. As the pandemic unfolded so did new reporting requirements, leadership challenges, remote work environments increased. While the pandemic brought about much hardship and heartache, it also propelled innovation, efficiencies, and new communication methods.

On December 5, 2019, the CSMFO Board approved a contract supplement with SMA to serve as CSMFO's News Professional Manager. With this added assistance CSMFO News was able to continue timely publications at a time when volunteers were under much strain.

In 2020, CSMFO News increased its use of social media and add the use of LinkedIn in November with the first ever daily challenge, which increase member engagement during a time of social distancing. Proving a popular use of social media, the daily challenges shall continue using other social media platforms.

CSMFO leadership member spotlights were increased and included all 2020 CSMFO Board Members, Committee Chairs and a few Chapter Chairs. The genuine and charismatic personalities of each contributing member was showcased in their own words and provided leadership skills through storytelling and sharing of life experiences.

Recognizing that not all members can attend CSMFO Board meetings; CSMFO News began highlighting agenda topics and actions taken in brief articles with the full board agendas available online for more details.

Measuring What We Treasure

- **\$1,400** in approximate ad revenue
- **14k Users** - This is how many unique devices went to the web site
- **25k Sessions** - This is how many times a device went to the website.
- Most clicked articles included:
 - Conference Registration Is Open **995 Views**
 - Conference Week – Monday **953 Views**
 - President's March Message **657 Views**

Committed to Getting It Published

The continued success of CSMFO News is due to the commitment from every team member and contributing authors. We thank our 2020 Communications Committee members for their hard work, dedication to gathering and editing content, attending meetings, and engaging with CSMFO vendors and members.

And to the numerous authors, thank you for sharing your knowledge with CSMFO members by contributing to the News. Your dedication to government agencies and CSMFO's continued success is greatly appreciated.

Members

Maria Blanco, City of Ontario
Wing-See Fox, Urban Futures, Inc.
Darrylenn Prudholme-Brockington, Riverside County Flood Control & Water Conservation District
Andrew Ruiz, Western Riverside Council of Governments
Matt Schenk, March Joint Powers Authority

Contributing Authors

Neil Kupchin, Michael Coleman, Ernie Reyna, Marcus Pimentel, Natish Sharma, Melissa Manchester, David Garrison, Matthew Schenk, James Russell-Field, Steve Heide, Joan Michael Aguilar, David Cain, Wing-See Fox, Jeff Chang, Karla Romero, Charles Frances, Raymond Cheung, Daniel Berger, Margaret Moggia, Cindy Navaroli, Carlos Diaz, Molly McGee, Bob Hall, Mia Corral Brown, Daniel Buffalo, Daphine Harris, Craig Boyer, Grace Castaneda, Will Fuentes, Carrie Guarino, Stephen Parker, Bryan Gruber, Alberto Preciado, Lily Ng, Rich Lee, Jason Alimam, Marisa Anticevich, Yolanda Rodriguez, Nicole Kissam, Tim Seufert, Scott Catlett, Janet Salvetti, Sarah Erck, Matt Pressey, Debbie Rosales, Wesley Lee, and GFOA.

MEMBERSHIP COMMITTEE

Chair: Jennifer Wakeman, City of Lafayette
Vice Chairs: Stephanie Reimer, Monte Vista Water District
Kate Zawadzki, City of Dixon
Senior Advisor: Margaret Moggia, West Basin Municipal Water District
Board Liaison: Stephen Parker, City of Upland

The 2020 Strategic Plan called for the Membership Committee to engage small and large agencies and to create opportunities for one-on-one member interactions.

To improve the engagement of small and large agencies with CSMFO the committee launched two efforts. Early in the year, committee members reached out to 161 CSMFO members whose accounts showed no participation in webinars, classes nor the annual conference for a full year. Attempts to reach these members were made via phone calls, emails and/or surveys and resulted in responses from 24 of those members who provided information regarding their experiences. Many members referenced time away from the office and the cost of travel as reasons for not attending CSMFO events. Some of the things that these members liked from previous conferences and training sessions were the informative sessions and networking. They felt that ensuring that lunch was a networking opportunity and early access to presenter presentations would improve the conference. One member requested more overall Finance Director training sessions. Members responded that they are not attending webinars as the topics are not relevant to their jobs. For webinars that they had attended in the past, they liked the convenience, cost, and informative speakers. Recommended improvements for webinars were to provide the presentation in advance and they would like them to be longer and more in-depth. Overall, the members felt that the CSMFO membership was a good value.

In the second half of the year, the committee worked with the Administration Committee on development of a focus group held in December 2020. Members on the potential participant list were members who attended just one event last year. The focus group saw good participation and the committee hopes to bring back the results and recommendations in early 2021.

The committee had a lot of robust discussion around ways for CSMFO to create opportunities for one-on-one member interactions. Among the ideas discussed were consideration of a "Leadership Exchange", development of member cohorts, one-on-one coaching opportunities, updating the coach's gallery, and speed coaching events.



The committee decided to pursue the development of member cohorts and received approval from the Board to pilot a program in 2021.

While not on the 2020 Strategic Plan, member retention was a topic that was often discussed at Committee meetings. Ideas included physically distant opportunities for socializing, member counts, consideration of what are other professional organizations are doing for retention, tying member account updates to job postings, formalizing volunteer recognition, membership scholarships, cleaning up bad data, maintaining contact with members who retire or change jobs by including a personal email in the CSMFO profile, advertising membership renewals directly to the agencies in addition to the individual members, commercial member roundtables, and the use of mentorship circles. Of these ideas three ideas were acted upon by the committee: physically distant opportunities for socializing, member counts, and commercial member roundtables.

- Historically, an informal count of members at various points in the year had been used to track membership. Given the recent growth in our membership numbers, the Committee felt it was important to have consistent counts that could be evaluated each year. At the Board's August 2020 meeting, they adopted a template for continues tracking of consistent membership counts.
- Beginning in September 2020, the Membership Committee began implementing virtual socializing opportunities with a step challenge. This was followed by a pumpkin carving contest in October and a gratitude challenge in November. A calendar of events for 2021 has already been developed and anticipates member activities every other month.
- The Committee felt it was important to recognize and engage the organization's commercial members and thought that a commercial member roundtable would be a good opportunity for leadership to connect with this member group. For the committee's first event in January 2021, a panel of commercial members will share tips on how they have gotten value out of their CSMFO membership and how to successfully connect with municipal members.

Another accomplishment of the Membership Committee this year was the approval of an Early Career membership classification. In 2019, CSMFO made the decision to be intentional about creating a pathway for students from college into the public finance profession. However, the pandemic environment of economic uncertainty and high unemployment hampered this effort as recent graduates were finding it challenging to gain employment, let alone employment with government agencies. To maintain this pathway, the Membership Committee proposed an Early Career membership classification, which would be open to college graduates actively working to secure a municipal finance position and would be good for up to two years from their date of graduation. The Membership Committee would be charged with mentoring these members by sharing the benefits of CSMFO's networking and educational resources to facilitate placement in a municipal finance position. At their December 2020 meeting, the Board approved this new classification.

Looking to 2021, the Membership Committee will be focused on implementation of 2020 initiatives, exploration of 2021 Strategic Plan items, and development of a member benefits session for the 2021 Annual Conference.

Members

Margaret O'Brien, City of Oakland
Mark Petrasso, Zions Bank
Chu Thai, Revenue & Cost Specialist LLC
Allison Tong, West Basin Municipal Water District

PROFESSIONAL STANDARDS COMMITTEE

Chair: Jason Al-Imam, City of Tustin

Senior Advisor: Craig Boyer, County of Alameda

Board Liaison: Carrie Guarino, Cucamonga Valley

Water District

The Professional Standards Committee operates as a technical resource to CSMFO members by keeping CSMFO members informed of emerging issues and best practices through "Committee Highlights". Committee Highlights provide succinct information (approximately 250 words or less) on hot topics, while directing members to other resources such as a GFOA Best Practice, a CSMFO webinar, etc.

The Committee is comprised of municipal and commercial members that are assigned to one of the following six practice areas:

- Financial Management and Budgeting
- Accounting and Financial Reporting
- Retirement and Benefits Administration
- Treasury and Investment Management
- Capital Finance and Debt Administration
- Grant Management

The Committee published Committee Highlights on the following topics in 2020:

- New Accessory Dwelling Unit (ADU) Legislation
- Unique Entity Identifiers for SAM.GOV
- CCMA White Paper on GASB 84 (Fiduciary Activities)
- AICPA Proposal to Eliminate State and Local Government Content from the CPA Exam
- COVID-19 Financial Reporting Considerations
- Special Local Taxes by Voter Initiative
- Senate Bill 998 (Local Government Investments)
- Assembly Bill 2107 (Securitized Limited Obligation Notes)
- New GASB Guidance:
 1. Accounting and Financial Reporting Issues Relates to the CARES Act and COVID-19
 2. Postponement of the Effective Dates of Certain Authoritative Guidance (GASB 95)
 3. Subscription-Based Technology Arrangements (GASB 96)

4. Certain Component Unit Criteria, and Accounting and Financial Reporting for Internal Revenue Code (IRC) Section 457 Deferred Compensation Plans (GASB 97)

5. Financial Reporting Model Improvements (Exposure Draft)

The Committee also worked with CSMFO staff on creating a webpage (which can be found [here](#)) to serve as a repository of Committee Highlights.

Members

David Alvey, Maze & Associates

Ellis Chang, City of Fullerton

Jennifer Farr, Davis Farr LLP

Deborah Harper, Lance, Soll & Lunghard, CPAs LLP

Fausto Hinojosa, Price, Paige & Company

Terry Madsen, ClearSource Financial Consulting

Sarah Meacham, PFM Asset Management, LLC

Scott Manno, RAMS

Wendy Nakamura, West Basin Municipal Water District

Ken Pun, The Pun Group, LLP

Heidi Schoeppe, Albert A. Webb Associates

Heidi Schrader, City of Riverside

Tim Seufert, NBS

Carrie Tam, City of San Carlos

Kelly Telford, City of Costa Mesa



PROGRAM COMMITTEE

Chair: Margaret Moggia, West Basin Municipal Water District
 Vice Chairs: Dennis Kauffman, City of Roseville
 Karan Reid, City of Concord
 Senior Advisor: Viki Copeland, City of Hermosa Beach
 Board Liaison: Rich Lee, City of San Mateo

2020 began with another amazing conference, *Yesterday, Tomorrow and Finance* at the Disneyland Hotel. What a wonderful setting to kick start the year with the experience and a large turnout. For the Program Committee, we are so proud of the content we were able to bring to the members. With over 50 sessions and over 100 speakers, we were once again able to bring high quality training across accounting, budgeting, financial management, leadership, technology, debt and investment.

No sooner than a return trip home did the Program Committee begin looking ahead to start planning for the 2021 conference. News of the pandemic and the Stay-At-Home orders in March caused us to pause. Yes, the Host Committee was dealing with the logistics of connecting members, but the Program was trying to figure out how do we share content at our cornerstone annual event and still deliver all those concurrent sessions with all of our amazing speakers.

As we refocused our efforts in June to plan for either an in-person or virtual event, the Program Committee was even more committed to deliver high quality content. Upon the close of the "call for sessions" in early July the Program Committee sorted through over 100 submissions to narrow it down to 48 sessions.

With the clarity of a virtual conference determined in the fall, the Program Committee focused on the delivery of the content on the Pathable platform. Actually all the credit goes to Harriet who has worked tirelessly to learn the system, set up dress rehearsals for all the speakers. She is truly amazing. In addition to the concurrent sessions, the Program Committee also worked on new conference content and created round table discussions to focus on career paths, ERP implementation, and service delivery in the era of a pandemic.

We hope that you enjoyed the conference content and able to engage in this new format. We all hope to be back in person for the 2022 conference but I hope we can take the best parts of the virtual conference and be able to extend those experiences into future conferences and to deliver even more to all members.

Thank you to the Program Committee for your commitment and enthusiasm to plan the 2021 annual conference program. Spending every Friday afternoon this past year was the highlight of my week. Thank you for the laughter, funny Zoom backdrops, and your hard work. Much appreciation to you all as I journeyed this past year with you.

Members

Mary Bradley, Retired
 David Cain, Retired
 Scott Catlett, City of Newport Beach
 Laura Nomura, Eastern Municipal Water District

RECOGNITION COMMITTEE

Chair: Yolanda Rodriguez, Beaumont-Cherry Valley Water District

Vice Chairs: Michael Manno, City of Santa Cruz

Lorena Lopez, Beaumont-Cherry Valley Water District

Senior Advisor: Craig Boyer, County of Alameda

Board Liaison: Carrie Guarino, Cucamonga Valley Water District

The Recognition Committee oversees managing and promoting the CSMFO Awards Program, which includes the Operating and Capital Budget Awards and the CAFR and Innovation Award Program. The success of the Recognition Committee relies heavily on volunteers from participating agencies to help review budget applications.

Goals Achieved in 2020

During 2020, the Recognition Committee team processed and paired 107 applications from agencies to volunteer budget reviewers, of which eighty-nine (89) applications were for the Operating Budget Award Program, fifteen (15) for the Capital Budget Award Program, two (2) for the Innovation Award Program and one (1) for the Comprehensive Annual Financial Report (CAFR) Award Program. The Committee received four (4) first time applications.

The volunteer outreach efforts by Committee members during 2020 was a little more challenging due to the current pandemic environment of no gatherings. However, despite the challenges the pandemic brought, members continued volunteer outreach efforts throughout the year and the Committee still managed to recruit an additional Committee member to join the Committee team for 2021. In 2020, the Committee had a pool of 117 volunteer reviewers.

The Recognition Committee relies on the commitment and dedication of the volunteers to help with annual Budget and CAFR award considerations. Every year the Committee's intention is to somehow thank and recognize these committed volunteers. To continue this recognition safely this year, an electronic acknowledgment in the form of a "Thank You" Certificate will be awarded to each volunteer who so selflessly gave their time for budget reviews.

In 2020, the Committee continued enhancing the Quality Control document and the Succession Plan, which includes a Manual for the Committee members and Leadership. The enhancement of these documents will continue in 2021 to ensure transition in Committee members and Leadership to flow smoothly.

Transition to Physical Award: The Recognition Committee listens to and takes actions on the

concerns and desires of the Awards Program participants. The Committee conducted a survey to see if agencies would be interested in a physical award, and the response indicated that most agencies would like a physical award in addition to the current electronic certificate.

The Committee currently provides electronic awards and makes them accessible to award-winning agencies via the Awards Force System at any time. This is extremely helpful as change in management occurs in agencies while the award system stays consistent and accessible. Additionally, for the 2020 season, award-winning agencies will have the option of purchasing a plaque in addition to receiving the electronic certificate.

Innovation Award News Release: In prior years, agencies made requests to the Committee for a formal letter announcing their award so they could share with their governing body. In 2020, the Recognition Committee developed, and got Board approval for, a News Release template for Innovation Award winning agencies, which will be sent to award-winning agencies. The Committee also began the process of creating similar templates for all other award programs, which will be completed for the 2021 season.

During 2020, the Committee also focused on reviewing and updating budget award qualifying questions by updating language where needed in the Reviewer's Guide, to provide clarity for the reviewer.

The Recognition Committee has six key goals for 2021:

1. **Succession Plan:** Manuals and Quality Control documents will continue to get enhanced in 2021 to ensure a smooth transition for new Committee members and leaders. The goal is to upload these documents in Basecamp, so all Committee members have access to them. Committee leadership will continue to review and update the CSMFO Recognition Committee Guide to the Award Season document. This document helps guide Committee leadership and members throughout the budget award season. It is vital that members of the Committee know their responsibilities during the budget award season. Thus, it is important that this document be reviewed to reflect Committee member responsibilities and changes to the Awards Force software platform.



2. **Volunteer Outreach:** The Committee continues to proactively seek volunteers. In 2021, the Committee will work on and submit an article to be published in the CSMFO newsletter. Goals of the article will be to articulate (1) how to become a budget reviewer, (2) what a budget reviewer actually does, (3) the time it takes to proficiently review a budget, and (4) what budget reviewers can learn and take away from the process. It is imperative that the Committee retain our current volunteers and to attract additional volunteers. Additionally, it is the Committee's goal to ensure that each agency that submits a budget for an award has a minimum of one (1) volunteer reviewer.
3. **Volunteer Recognition:** The Committee will continue to find ways of acknowledging the Awards Program volunteers.
4. **Press Release:** The Committee began the process of creating a press release letter for first time Operating and Capital Budget award winners and CAFR award winners. The goal is to provide a press release letter from CSMFO for award winning agencies so they can share with their governing body.
5. **Distribute Physical Award:** In 2021, the Committee will continue to work on the process for distributing physical awards.
6. **Transparency Award:** Continue the Committee's work on developing and promoting a Transparency Award. The purpose of this Award is to recognize governmental agencies that promote transparency in operations and reporting.

Concluding Remarks

The Recognition Committee would like to thank CSMFO Executive Director, Melissa Manchester, and SMA staff, Zach Seals, for their support to the Recognition Committee.

The success of the Recognition Committee and its Award program is due to the hard work of each Committee member and we are truly grateful for their commitment as well as the continued support of Craig Boyer, Senior Advisor, and Carrie Guarino, Board Liaison, who always so willingly have provided guidance and support to the Recognition Committee leaders.

Thanks also, of course, to our Budget Review volunteers, as they are the reason why this program continues to be successful.

Members

Kofi Antobam, City of Rancho Mirage
 Bill Clayton, Beaumont-Cherry Valley Water District
 Oralia Macias, City of Norco
 Brian Mohan, City of Moreno Valley

STUDENT ENGAGEMENT COMMITTEE

Chair: Craig Boyer, County of Alameda
 Vice Chair: Amber Johnson, City of Belvedere
 Senior Advisors: Jennifer Wakeman, City of Lafayette
 David Cain, Retired
 Board Liaison: Ernie Reyna, City of Perris

Goals Achieved in 2020

As a new standing committee in 2020, the Student Engagement Committee developed a strategy focused on three action items: 1) student engagement through student classroom, student group and CSMFO chapter events; 2) enhancement of the student internship program; and 3) establishment of a student listserv. The Committee built upon the work performed by the ad-hoc committee in the prior year and is grateful for the knowledge and resources that were already developed.

In 2020, the Committee recognized that direct engagement with students is the best way to foster more student participation in CSMFO. We targeted regular engagement with students in classrooms, at student group meetings, and during CSMFO chapter meetings. At the beginning of the year, we expected to attend many in-person events to achieve this goal. Prior to the shelter-in-place order issued in March 2020, the Committee attended in-person events at California State University at Fullerton, Golden Gate University and California Polytechnic University at Pomona. After the shelter-in-place order went into effect, the Committee transitioned to focusing on attending online events such as online classroom meetings, online career festivals and online CSMFO chapter meetings.

The Committee's second action item was to enhance the student internship program. In the prior year, students were able to submit their resumes through the CSMFO website. We incorporated interest in internships into the student profile to make it easier for students to register for the program. The Committee also developed guidelines to assist local government employers in developing internship programs.

The Committee's third action item was to establish a student listserv to create a community where students can network and share resources. The listserv was established during the year and all students were added as members. The Committee introduced the listserv and provided guidelines for use of the listserv to students. A subcommittee was formed towards the end of the year to develop content for the listserv to engage student members and encourage participation.

Committee Goals for 2021

The Committee will revisit its action items as part of its strategic plan mandate to develop a strategy to recruit and engage student members. The core principles of the action items will likely remain the same, with the emphasis on continued development of existing strategies. The Committee will continue to focus on virtual events but will be ready to switch gears once in-person events become viable again.

For student outreach, the Committee seeks to continue to build relationships with colleges that promote local government. We are also looking for opportunities to partner with student groups for joint meetings. For the internship program, the Committee is building relationships with college faculty and staff who can bridge the relationship between students and employers. For the student listserv, the subcommittee will develop an action plan for content development to engage the student community.

Members

Daniel Buffalo, City of Ukiah
Veronica Bustillos, City of Bernardino
Stephanie Reimer, Monte Vista Water District
Taylor Samuelson, City of Laguna Beach
Rui Sun, CSU Dominguez Hills
Chu Thai, Revenue & Cost Specialist LLC
Kate Zawadzki, City of Dixon

Student Members

Rene Anito Chombeng
Tamara Avetisova
Breeza Barcena
Michael Spooner
Ryan Vergel De Dios
Lara Williams
James Yang
Josh Yu

TECHNOLOGY COMMITTEE

Chair: Matt N. Pressey, CPA, City of Salinas

Co-Vice Chair: Gloriann Sasser, Moraga-Orinda Fire Protection District

Co-Vice Chair: Andrew Thompson, City of San Rafael

Senior Advisor: Jesse Takahashi, City of Mountainview

Board Liaison: Will Fuentes, City of Campbell

The CSMFO Technology Committee serves to enhance the effectiveness and use of technology by CSMFO and its member agencies in exchanging information, increasing productivity and enhancing member service. The Technology Committee also works with the organization association to maintain a CSMFO internet presence, website content, listserv; (now Knowledge Base), facilitate information sharing among members, undertake special projects as directed by the Executive Committee or Board of Directors and coordinates with and supports the other committees of the organization.

This year, the Technology Committee focused on and accomplished the following:

1. Knowledge Base (Andrew Thompson; Amanda Smith; Justin Lewis)

- The new Knowledge Base was deployed to all members in November 2019. 2020 was the first full year our members used the Knowledge Base and it was widely adopted allowing member interaction and survey responses to be captured fully searchable with the robust search features.
- All members receive the Knowledge Base survey emails. Approximately 700 out of 2,400 members have logged-in to the Knowledge Base.
- Accomplishments for the year included, preparing promotional and instructional videos, preparing ice breaker survey to solicit and encourage members to sign-on and experience the Knowledge Base and preparing, deploying and analyzing a power-user survey.

2. Online Digital Payments

- Evaluated several online digital payments systems.
- Developed process, procedures, and internal controls for implanting the digital payment system (Zelle) for the management association to implement.



3. **Records Retention Policy**
 - Responded to the Administration Committee's request by providing the list of record retention items for the Technology Committee and the recommended retention policy.
4. **Inter-Committee Collaboration – Student Engagement Committee**
 - Established a new community in the Knowledge Base specifically for the Student members.
5. **Inter-Committee Collaboration – Professional Standards Committee**
 - Established process for sharing publications ("Highlights") of the Professional Standards Committee in the Knowledge Base library.
6. **Board of Directors 2020 Strategic Planning Session**
 - The Chair of the Technology Committee participated in the CSMFO 2020 Strategic Planning Session

Members

John Adams, Eastern Municipal Water District
 Damien Charley, East Bay Municipal Utility District
 Cheryl Fyfe, City of Santa Cruz
 Andrew Thompson, City of San Rafael

CSMFO CALPERS AD HOC TASK FORCE

Chair Rich Lee, City of San Mateo

In June 2020, the California Public Employees' Retirement System (CalPERS) issued a concise FAQ on its investment strategy titled "Toward a 7% Solution" (<https://www.calpers.ca.gov/page/newsroom/for-the-record/2020/toward-a-seven-percent-solution>), which addressed key questions about CalPERS' efforts to achieve its target rate of return on its investments of 7%. CalPERS stated that they need "better assets" and "more assets" to capitalize on their structural advantages: a long-term investment horizon (i.e. they are long-term investors) and access to private asset classes. They refer to private assets, such as private equity and private credit, as "better assets", due to the potential for higher returns and lower expected volatility compared to publicly traded assets. CalPERS uses the term "More assets" to indicate leverage or borrowing to increase their assets that are generating investment returns.

To the uninitiated, it seemed as though CalPERS planned on borrowing a significant sum of money to invest in private equity. While private equity may have lower volatility than publicly traded assets, compared to other asset classes in CalPERS investment portfolio, private equity has the highest. During the July 2020 CSMFO Board of Directors meeting, I expressed my concerns with CalPERS' new strategy, given their previous efforts to reduce risk (i.e. Risk Mitigation Policy) and the impact it may have on our members' organizations. CSMFO President Heide tasked me forming an ad hoc committee to review CalPERS new strategy in greater detail and report our findings back to the Board.

In a testament to the strength of networking through CSMFO, the following members generously volunteered their valuable time and efforts as members of the ad hoc committee:

- Mary Bradley, CSMFO Past President
- Joan Michaels Aguilar, CSMFO Past President
- Carrie Guarino, CSMFO Board Member
- Matthew Hawkesworth, Director of Finance, City of Pasadena
- Rosemary Hallick, Financial Services Analyst, City of La Quinta
- Paul Rosentiel, former CalSTRS Board Member
- Gavin Curran, Director of Administrative Services, City of Laguna Beach

Through the collective power of interpersonal connections, the committee was provided an opportunity to review the "Toward a 7% Solution" white paper and schedule a meeting to discuss the new investment strategy with CalPERS

representatives. After each member independently reviewed the white paper, the ad hoc committee first met in August 2020 to develop a series of questions to pose to CalPERS to better understand the investment strategy.

In September 2020, the ad hoc committee met with CalPERS representatives, including Chief Executive Officer Marcie Frost and Interim Chief Investment Officer Dan Bienvenue, to discuss the “Toward a 7% Solution” strategy.

Based on the meeting with CalPERS, I reported the ad hoc committee’s findings to the CSMFO Board on September 17, 2020, which are summarized below:

MORE ASSETS

- “More Assets” and “Better Assets” are two distinct investment strategies, not one.
- “More Assets” would permit up to 20% of the investment portfolio to be leveraged. However, CalPERS already leverages \$32 billion of its total portfolio, of 8% as of July 1, 2020. With respect to risk/reward, the additional leverage would impact liquidity and amplify both positive and negative returns.
- While smaller state public pension systems permit higher leverage, CalPERS does not envision a scenario where they exceed 20% leverage in order to achieve the target investment return.

BETTER ASSETS

- The move to invest in private equity via the “Better Assets” strategy is not new – CalPERS’ current asset allocation targets up to 8% for private equity, which is the only asset class that is projected to earn more than 7% over the next ten years. As such, the “Better Assets” strategy aims to increase the asset allocation to 10%. However, with the current low interest rate environment, and the attractive potential return of private equity, private equity investment opportunities are competitive. As such, while the current allocation target for private equity is 8%, the actual allocation is only 6.6% as of September 30, 2020.

Under the current investment mix and leverage threshold, CalPERS has a 39% probability of achieving a 7% return on investment. Incorporating the “More Assets” and “Better Assets” strategies only increases the probability of achieving a 7% return to 45%.

ASSET LIABILITY MANAGEMENT CYCLE (ALM)

CalPERS began its quadrennial Asset Liability Management Cycle (ALM) in July 2020, with completion targeted for November 2021. The “More assets” and “Better assets” strategies will be evaluated within the context of the ALM process. The ALM process allows for stakeholder input along the way, giving CSMFO members an opportunity to influence the evaluation of the strategy.

It may be a challenge, however, for our voice to be heard. CalPERS representatives have already stated that they will not be able to meet their 7% return without increasing the asset allocation in private equity and using more leverage. Further, CalPERS has already begun to pursue the “More Assets” and “Better Assets” strategies in September 2020.

The ALM process includes the following actions:

Asset

Adopt capital market assumptions about expected returns and risk for each asset class (public equity, private equity, fixed income, etc.) Develop candidate portfolios of how CalPERS could allocate its investments among assets and review the expected return and risk of each portfolio.



**Liability**

Adopt actuarial assumptions and project future plan funding requirements based on an evaluation of plan experience data, including demographic, mortality, and inflation. Candidate asset portfolios are integrated into this liability model to determine the likelihood and risk of different portfolios providing the funding necessary to meet the plan's obligations to members.

The ALM process culminates in adoption by the Board of an asset allocation policy that best balances, in its determination, the need to meet funding requirements while not taking on excessive risk. The Board also adopts the discount rate which is used to calculate contributions. Historically, the expected investment return of the portfolio has also functioned as the CalPERS discount rate. Marcie Frost, CalPERS CEO, indicated that other state pension plans have discount rates that differ from their expected rate of return, and that is an option that CalPERS may consider.

BOARD DIRECTION

After considering the ad hoc committee's findings, the Board directed the ad hoc committee to take the following actions:

1. Identify a CSMFO member to attend and observe CalPERS Board and Committee meetings and keep the Board updated on any pertinent actions relative to CalPERS' "Toward a 7% Solution" strategy. Debby Cherney, CEO of the San Bernardino County Employees Retirement Association, was appointed as the representative, and Rich Lee was appointed as the alternate.
2. Identify contacts in other organizations (i.e. CSDA, League, etc.) and determine if there is any interest in collaboration with CSMFO.

Follow up with a webinar to provide more information to CSMFO members. CalPERS will be presenting at a general session at the 2021 Annual Conference.

\$000







CENTRAL LOS ANGELES & SOUTH BAY CHAPTERS

Chairs: Monica Lo, City of Whittier, Joe Lillio, El Segundo

Vice Chair: Jeff Muir, City of Beverly Hills

In 2020, the Central LA & South Bay chapters continued to host joint meetings in an effort to increase both attendance and volunteer participation. Typically, meetings are held on the fourth Thursday of every other month. However, meetings in 2020 were all held in a virtual format due to COVID-19. Also, the chapters only held two meetings in 2020 due to the challenges of COVID-19. The chapters cover a densely populated geographic area that reaches north to the City of West Hollywood, east to the City of Industry, and south to the City of Long Beach; and encompasses 46 cities.

The Chapters had their first online joint meeting on August 20, 2020 with Oliver Yee, Partner with Liebert Cassidy Whitmore. Mr. Yee presented the “Understanding the Legal Impacts of AB 5 on the Use of Independent Contractors”, which discussed the most critical court decisions and laws that impacted public agency employers in the past year. The meeting was held in our first virtual format via Zoom with an attendance of 48 members and vendors.

On November 12, 2020, Carolyn Devar, Executive Director of JPMorgan Chase & Co., provided a presentation on “Cyber Security and Technology Controls”, which included best practices to help protect your organization against cybercrimes and fraud. The meeting was held in a virtual format via Zoom with an attendance of 34 municipal and commercial members.

The joint annual holiday meeting was postponed this year.

We are planning increased virtual meetings for 2021 to keep the chapter membership engaged.

Monica will continue to volunteer and serve as Chapter Chair for the Central LA chapter for 2021. Joe will continue to serve as the Chapter Chair for South Bay (LA) in 2021, with Jeff serving as the Vice Chair.

CENTRAL VALLEY CHAPTER

Chair: Vanessa Portillo, City of Livingston

Vice Chair: Chia Lor, City of Lathrop

The Central Valley Chapter encompasses over thirty cities and special districts across seven counties. The Chapter meetings offer an opportunity for financial professionals to get the most up-to-date government finance information while sharing best practices, networking, and promoting collaboration by accessing hands-on expertise around our region.

Through the unprecedented times of the pandemic, the Central Valley Chapter held a successful virtual meeting with Michael Coleman on October 2020. The virtual meet was well received and supported by many Central Valley Chapter members. Mr. Coleman presented “A Local Government Finance Update”, a timely overview of current events and its potential impacts to municipalities and other agencies. The meeting also brought much perspective of certain local and state measures prior to the November election. Although, many of our members would have preferred an in-person meeting, the virtual platform gave access to members who would not normally attend due to the distance from their workplace and our meetings. Holding the virtual meeting gave us the opportunity to interact and reach out to members beyond our chapter’s geographic borders. And, that was quite the accomplishment feeling!

A year like no other, 2020 has taught me many lessons personally and professionally. I have had to accept the fact that I do not hold much control of the world. But, I do hold 100% control on how I react to the uncontrollable and how I may let it impact myself both inside and out. I have learned that we are stronger and more efficient when we work together – definitely take the help when offered! And lastly, as I have dealt with the deepest pain caused from the pandemic’s aftermath, I have learned that deeply caring for others will present in many ways and forms (a card, a call, a message), in particular, being intentional towards our friends, families, and loved ones. I am very thankful for all the intentional actions my CSMFO colleagues showed me during this difficult year. Through intentional service, I hope to support my colleagues, friends, and family in this New Year!





COACHELLA VALLEY CHAPTER

Chair: Kofi Antobam, City of Rancho Mirage

Vice Chair: Claudia Martinez, City of La Quinta

2020 has been a challenging year forcing us to adapt to new realities in the workplace and at home. The upside to this uncertainty is that people are capable not only to adapt but to thrive on change. The Coachella Valley chapter has proven this and has continued to provide educational opportunities to its members.

In 2020, Kofi Antobam, Chapter Chair and Director of Administrative Services with the City of Rancho Mirage and Claudia Martinez, Vice Chair and Accounting Manager with the City of La Quinta have collaborated to provide memorable educational opportunities for the Coachella Valley Chapter. We strive to provide amazing speakers and relevant topics while supporting our local finance professionals.

Thank you to all of our speakers and members for continuing to support the chapter and for their willingness to share acquired knowledge, passion for government finance and support for the profession. The Chapter would also like to thank CSMFO leadership who has provided support and guidance as we came across new challenges and the uncertainty of the future.

Below are summaries of the meetings held by the Chapter in 2020:

August 27, 2020

Topic: Fiscal Year End Planning & Audit Preparation

Speaker: Sharon Rahban, CPA, Rahban CPA & Consulting, Inc.

This webinar reviewed various topics accounting and finance staff need to work on during fiscal-year end and suggested strategies on how to navigate through those tasks in an efficient and productive way. Suggestions covered acquiring additional resources, maximizing timing of deliverables, tips and tricks to stay above water, and how to properly prepare for year-end audits during the fiscal year. Participants were appreciative of the relatable and practical information provided by Sharon Rahban, who has hands on experience in the government sector. Sharon's keys to success are integral in every project she works on: Vision; Strategy; Persistence; Patience; and having sufficient Knowledge.

September 18, 2020

Topic: A Local Government Finance Update

Speaker: Michael Coleman

A riveting presentation about California local revenues, spending and financing through the pandemic by the one and only Michael Coleman, Fiscal Policy Advisor. Mr. Coleman is a leading expert on California local government revenues, spending and financing. He is the principal fiscal policy advisor both to the California Society of Municipal Finance Officers (CSMFO) and, for over twenty years, to the League of California Cities. Attendees could not take notes fast enough to keep up with the valuable insight and the passion Michael displayed.

October 21, 2020

Topic: Leading Virtually: Managing Change in the COVID and Post COVID World

Speaker: Victor Shin, Senior Adjunct Professor at Golden Gate University

Panelists: Steve Heide, Finance Director, Chino Valley Fire District

Jason Jaurigue, Director of Information Services, City of Rancho Mirage

Lily Ng, Managing Director, Bank of the West Government Banking Division

Times are changing and traditional methods of communication are evolving. As the impact of COVID-19 intensifies globally, leaders continue to manage their teams and communicate effectively during these challenging and uncertain times. This webinar included a lively panel discussion moderated by Victor Shin as the speakers and participants explored how to maintain productivity, collaboration, and learning among teams working remotely during this crisis. Attendees enjoyed the speaker and panelist's energy and willingness to share relatable struggles and tips that could help their fellow colleagues.

DESERT MOUNTAIN CHAPTER

Chair: Kim Scott, City of Victorville

Vice-Chair: Lori Lowrance, Phelan-Piñon Hills

Community Services District

The Desert Mountain Chapter is the largest, geographically, of the CSMFO chapters. Generally located East of the Sierras and North of San Bernardino, it also includes the highest (Mt. Whitney) and lowest (Death Valley) points in the state. The Desert-Mountain chapter has been fairly inactive for many years and when the chair and vice chair both left for other regions in 2018, a call went out to fill the vacancies. Knowing that we wanted to have meetings and become an active chapter, we volunteered to get this chapter restarted. Meetings for 2020 were planned for March, June, September, and December.

Unfortunately, COVID-19 restrictions impacted our chapter meetings like they did everyone else's and our March meeting featuring speakers from White Nelson Diehl Evans LLP and Wells Fargo Bank was cancelled. By June, the virtual ZOOM platform was in place and we hosted our first meeting with a presentation from NBS on cost allocation, user fee studies, and impact fee studies. We had a small attendance of ten people for our first meeting. Thanks again to all who attended this spectacular presentation. In September, we hosted Michael Coleman who did a fantastic job updating us on the local economy in the post-COVID times. Attendance was slightly better for this event. In December, our presenter was HdL with an update on sales and property tax for the counties and cities in our region. It was very interesting to see which cities had been harder hit based primarily on the tourism aspect to their revenues.

With our chapter encompassing the largest area in square miles, the challenge is often in justifying attendance for a worthwhile topic with the commute time. The chapter plans were to offer four quarterly meetings, with longer meetings of four to five hours to make it worth the trip for those further away. Segments would be broken up with lunch in the middle for those who cannot stay the full time to be able to earn CPE credits for the time attended. Meetings will be held at Victorville City Hall training rooms to start as this location is easily accessible to most, being just off the I-15 freeway. However, we had several comments from people on the virtual meetings continuing after restrictions are lifted as there is significant difficulty for travel. I expect to incorporate a mixture of shorter virtual and longer in-person meetings for future years to provide value to all our members.

We are still planning our speakers for 2021 as everyone has been busy with staffing issues related to COVID and other issues. We welcome any suggestions and any volunteers to keep this chapter providing quality speakers and material to our members. Our goal is to create a strong connection throughout cities, districts, and our commercial partners in the area to promote growth through communication and involvement.





INLAND EMPIRE CHAPTER

Chair: Debbie Rosales, Las Virgenes Municipal Water District

Vice Chair: Veronica Bustillos, City of San Bernardino Municipal Water Department

Co-Chair: Dawn Burns, Chino Valley Fire District

During 2020, the unprecedented COVID-19 pandemic halted the Inland Empire Chapter in person luncheon events. Our meetings scheduled after the successful 2020 Conference were cancelled during the months of March through August. Our IE leadership team successfully hosted three virtual events, ending our 2020 program with our annual holiday meeting that included virtual raffle held in December. Total registered attendance for all meetings combined was 200 in 2020 (average 67 per meeting).

Our meetings were effectively held via Zoom conferencing technology. Our SMA team is appreciated for their training and involvement to help lift off this technological format to connect and engage with our members. Chapter meeting dates and topics for 2020 were as follows:

September 17

Michael Coleman provided the latest in California local revenues, legislation, important legal cases, financial conditions and other issues of critical concern to city, county and special district finance professionals.

October 22

Mary Maxion CPA, Hong Nguyen CPA, and Eden Casareno from Eadie and Payne provided extensive guidance on the impact of COVID-19 on normal processes, including financial reporting and audit processes. They provided financial reporting and audit-related changes that have occurred in the past seven months due to the pandemic. Topics covered were CAFR and financial statement components, accounting for Coronavirus Relief Funds and Single Audit considerations.

December 3

Nicole Lance of Lance Strategies, presented "The Strategic Advantage of Putting People First. She shared why cultivating relationships at work is good for business, how to lead with humanity and put people first, why most people focus on mechanical tasks instead of human interactions, and how to gain strategic advantages by leading with authenticity.

Chapter Goals for 2021

The Chapter is planning six events again for the year, beginning with our first presentation in January on Credit Card Accountability presented by Ms. Sharron Rahban of Rahban CPA & Consulting, following by our first virtual Annual Conference. Our local goal is to reach at least the attendee count prior to 2020, as our virtual meeting settings did not take off until the end of the year.

As part of the Inland Empire Chapter's continuing succession plan, during our January meeting, Debbie will be stepping down as chair, and Veronica will serve as the new chair. We're pleased to continue to have Dawn Burns on our leadership team. Debbie will continue to stay actively involved with chapter leadership in 2020 as we transition the chair and vice chair roles.

In alignment with the CSMFO Student Engagement Committee, our goal as the IE Chapter, is to connect with students in local universities. We recently reached out to faculty members of the California State University at San Bernardino whom provide faculty guidance to Beta Alpha Psi accounting student members. We would like to build a bridge to connect students with local CSMFO members and future internship opportunities. Our virtual platform will facilitate student outreach and exploration into the municipal government profession.

NORTH COAST CHAPTER

Chair: Dan Buffalo, City of Ukiah

Vice Chair: Vacant

The North Coast chapter consists of the member agencies in the counties of Lake, Mendocino, Napa, Sonoma, and Marin. Like many other chapters throughout the state, our members are separated by significant geographic distances. This certainly has created challenges in meeting, exacerbated further by the onset of the COVID-19 pandemic.

Regardless, the chapter endured and held two successful meetings in 2020, the most recent being on September 24, 2020. Held remotely over GoTo Meeting, it was well attended with over 30 participants, some of whom coming from other chapters. Eric Scriven and Mike Meyer from NHA Advisors presented on current funding strategies for public agencies to address their current UAL obligations with CalPERS. CPE credit was offered to those requesting it, and it was a wonderful instance for members to catch up with colleagues across the chapter and pick up a few ideas pertinent today in California municipal finance.

In addition to finding ways to better share knowledge, resources, and better facilitate communication among its members, the chapter is committed to meeting regularly. Maintaining quarterly luncheons is a high priority for the chapter chair, which was successfully transitioned early in 2020 from Brian Cochran to Dan Buffalo. Its next scheduled meeting will be in March, while members look forward to a mixer during the Annual Conference in February.





ORANGE COUNTY CHAPTER

Chair: Michelle Bannigan, City of Stanton

Vice Chair: Barbara Arenado, City of Irvine

The COVID-19 pandemic transitioned the Orange County Chapter meetings from an in-person environment to a virtual environment. Although the Chapter planned six meetings during the year, we actually met four times because two meetings were canceled during the chaotic Spring season. The average attendance was 49. The meetings held were:

February 20, 2020 “457 Plan Pitfalls” presented by Darren Stewart with Benefit Financial Services Group (41 RSVP)

August 27, 2020 “CalPERS Update” presented by Kerry Worgan with CalPERS Group (51 RSVP)

October 15, 2020 “Cyber Security and Technology Controls” presented by Carolyn DeVar with JP Morgan Chase & Co. (48 RSVP)

December 3, 2020 “21 Ways to Provide Top Quality Customer Service” presented by Neil Kupchin (56 RSVP)

We would like to offer our deep appreciation to our presenters who set aside their time to share their topics with our members. In addition, we are grateful for the continued generosity of our commercial vendors who faithfully provided gift cards and other items to be raffled at our meetings.

Finally, I would like to personally thank the members of the Chapter’s Planning Committee: Barbra Arenado, Jenny Leisz (City of Tustin), Veronica Villasenor (JP Morgan Chase & Co.), and Stephen Parker (City of Upland). Thank you for your support and assistance in coordinating the events for 2020 such as brainstorming topics for discussion, reaching out to presenters, scheduling the facilities, and then later canceling the facility reservations and requesting our refunds. Thank you for making my inaugural year as Chapter Chair a successful (if not unique) one. Also, a big thank you to Smith Moore & Associates, particularly Zach Seals, without whom none of the virtual meetings would have been possible. Thanks for your patience and customer service throughout the year. As 2020 comes to a close, we are looking forward to a 2021 where we are hopefully able to transition to in-person chapter meetings by the end of the year.

SACRAMENTO VALLEY CHAPTER

Chair: Alberto Preciado, Citrus Heights Water District

Vice Chair: Nitish Sharma, Cosumnes Community Service District

The Sacramento Valley Chapter (SVC) experienced significant challenges during 2020, due to the effects of the COVID-19 pandemic on its membership. In this, the SVC was not unique, as these challenges were also faced by all other CSMFO chapters, and the organization as a whole. However, the SVC successfully adapted itself, transitioning to virtual meetings in order to continue to serve our membership.

In February 2020, SVC Chair Nitish Sharma transitioned out of the Chair role to Vice Chair, after serving as Chair of the chapter for three years, with Vice Chair Alberto Preciado moving into the Chair role. The SVC is extremely grateful to Mr. Sharma for his leadership and service from which the chapter benefitted greatly.

Quarter 1 Summary:

The SVC began the year with an informal lunch gathering for networking and breakfast during the 2020 CSMFO Annual Conference, which was attended by a small group.

A meeting was planned and set up for March 26, 2020 featuring Nichole Cone of HdL Coren & Cone discussing Real Estate Trends. Unfortunately, as the date approached, it became evident that 2020 was going to be much different from 2019, and in-person meetings were placed on a moratorium, not just by CSMFO, but also by many of our member agencies, and ultimately, the entire country. As a result, this meeting was cancelled.

Quarter 2 Summary:

The SVC held a virtual meeting on June 18, 2020. As the moratorium on in-person meetings continued, CSMFO's chapters began looking at ways to continue to engage their memberships.

In its first foray into the virtual format, the SVC held a virtual and informal roundtable meeting for the membership to reconnect and discuss the effects of the COVID-19 on their respective agencies, as well as strategies we had employed to adapt to the new dynamic into which we had been forced.

The meeting was well-attended, and attendees shared a thoughtful discussion on successes, adaptations, and strategies used to ensure that agencies were able to continue operating and serving their respective constituencies.

Topic: Round-Table Discussion: Effects of COVID-19, Challenges and Strategies

Quarter 3 Summary:

The SVC organized its first ever virtual educational meeting, which took place on September 9, 2020. Following up on the March 2020 meeting, this meeting addressed how our membership could be leaders to their teams in a virtual environment.

Topic: Leading Virtually – Challenges & Solutions for Managing Remote Teams

Speaker: Victor Shin – Senior Adjunct Professor at Golden Gate University, San Francisco, California and Senior Government Relationship Manager at Bank of the West.

Description: As more teams are transitioning to remote work during this COVID pandemic, it is critical for managers and supervisors to continue to lead and provide guidance and support for their teams. Join us as we explore how local agencies have managed to make the transition from in-person to remote work, the challenges they've faced, and the keys to success that they've uncovered.

Quarter 4 Summary:

In another first, the SVC took another step towards providing value to its membership by hosting its first virtual meeting with CPE! This meeting was held December 10, 2020 and featured a technical seminar, boiling down the updates from GASB to a one hour presentation. Also for the first time, the meeting featured prize raffles!

Topic: GASB Update

Speaker: Whitney L. Crockett, CPA – Manager, Maze & Associates

Description: A look at the upcoming changes from the GASB for pronouncements that will take effect for fiscal years beginning January 1, 2020 and beyond!

Looking Forward

For 2021, the SVC plans to continue holding meetings in a virtual format until such a point as in-person meetings are once again possible. The first meeting is being scheduled for March 10, 2021, featuring the speaker originally planned for the first meeting of 2020. The chapter is committed to the continued engagement with and provision of value to our members in the year to come.



SAN DIEGO COUNTY CHAPTER

Chair: Roxanne Muhlmeister, City of Carlsbad (July-Dec 2020)

Co-Chairs: Michelle Collett, City of Escondido and Aaron Beanan, City of Poway (Jan-June 2020)

Chapter Vice Chair: Vacant

Summary of 2020 Chapter Events

The COVID-19 pandemic as well as mid-year changes in chapter leadership proved to be major challenges for the San Diego Chapter during 2020. The chapter had planned to host four in person meetings in 2020 however, the first two scheduled meetings of the year were canceled due to health restrictions.

The chapter's first virtual meeting was held on October 1, 2020. Michael Coleman from California City Finance provided an update in California local revenues to a well-attended meeting held virtually via Zoom. Attendance: 64 (50 local government and 14 commercial).

At this meeting, chapter responsibilities were officially transferred from Michelle Collett, City of Escondido, and Aaron Beanan, City of Poway, to Roxanne Muhlmeister, City of Carlsbad. Michelle and Aaron will continue to support Roxanne as she transitions into her chapter leadership role and pursues new opportunities for the chapter.

Chapter Goals for 2021

Schedule and host chapter meetings (4-6 events), beginning with the first meeting in 2021 scheduled for January 27. Continue to encourage member participation in the annual CSMFO conference and other CSMFO webinars and trainings. Fill the vacant chapter vice chair position.

Thank you to the fellow Chapter Chairs, Board Members and SMA staff for helping as the chapter transitioned to virtual meetings as well as new chapter leadership. And thank you to the San Diego Chapter members for staying involved and supportive in 2020. We look forward to new year in 2021!

SAN GABRIEL VALLEY CHAPTER

Chair: June Overholt, City of Glendora

Vice Chair: Kyle Johnson, City of Glendora

The San Gabriel Valley Chapter was impacted by the pandemic, along with other chapters. Typically, the SGV Chapter meets on the third Wednesday of January, March, May, July, September and November with average attendance of 35 per meeting. As of January 1, 2021, Kyle Johnson will transition to the role of Chair and the role of Vice Chair will be vacant until filled.

The meetings in 2020 featured the following topics and speakers:

January - All the Queen's Horses: Watched a documentary film about government fraud and internal controls about the largest municipal fraud perpetrator in the nation's history and discussed takeaways and why we must all be vigilant in our roles as finance professionals.

March - No Meeting

May - No Meeting

August - Lee Broekman, Principal, from Organic Communications spoke on effective communication skills as critical to enhancing relationships and achieving results. The program showed participants how to; Identify eight common obstacles – the communication blockers; Replace blockers with connectors; Build meaningful professional and interpersonal relationships.

September - Michael Coleman provided the latest in California local revenues, legislation, important legal cases, financial conditions and other issues of critical concern to city, county and special district finance professionals.

November - Deborah & Raymond Higgins of Higgins Capital provided an update on the economy, credit markets, interest rate trends and related projections. This presentation will give attendees a framework for investment strategies with COVID and Zero Interest Rates.

SOUTH SAN JOAQUIN VALLEY CHAPTER

Chair: Jasmin Bains, Financial Services Director-City of Coalinga

Vice Chair: Maggie Moreno, Administrative Director-City of Dinuba

Our chapter had a meeting scheduled on March 27, 2020 with a presentation on Bond Financing while using the lower interest rate market beginning in 2020 with a presentation by Brandis Tallman, LLC and Jones Hall, A Professional Law Corporation. The title of the Chapter meeting was, "Using Record Low Interest Rates to Your Advantage: Municipal Bonds in the Current Interest Rate Environment." This meeting was cancelled due to the stay at home orders put into place. We plan to have this meeting during the 2021 year as the interest rates continue to stay low.

The second and only chapter meeting we had during the 2020 year via zoom was the Michael Coleman presentation on September 10, 2020. This chapter meeting was our only chapter meeting during the year due to the limitations imposed due to COVID-19, however this meeting was very well attended, we almost had our who chapter participate. As you know Michael Coleman does a phenomenal job presenting interesting information impacting city budgets statewide. He is very well connected with lobbyist and other organizations such as the League of California Cities, so he presents thorough information related to impacts of local government due to policy changes and economic impacts.

2020 has been a unique year for everyone, it brought about the Coronavirus without a surprise but it has allowed us a huge opportunity for growth in areas we never imagined and has also improved efficiencies and force us to revise and implement policies to help support a more web based services platform.

As we look out the horizon for 2021, we have many ideas for chapter meetings during the year. The first meeting we have scheduled for the chapter is on February 25, 2021 which is presentation by motivational speaker Gary Greeno. Gary will present on ways to achieve the highest level of success that you can achieve and the strategies for success which will include mental, emotional, and physical health. We are very excited for what is on the horizon for us in 2021 and brining the best presentations partnering with private sponsors.









LEAGUE OF CALIFORNIA CITIES: COMMUNITY DEVELOPMENT COMMITTEE

Submitted by Brad Farmer, City of Emeryville

The Community Services Policy Committee held three meetings during calendar year 2020 on January 23rd, April 2nd, and June 4th.

The overall theme for all the meetings was to support the League's 2020 Strategic Priorities, as outlined in the January meeting and listed below.

1. Improve the supply and affordability of housing.
2. Advocate for increased funding and resources to prevent homelessness and assist individuals experiencing homelessness.
3. Address cities' fiscal sustainability to deliver essential services and meet pension obligations.
4. Strengthen community and disaster preparedness, public safety, and resiliency.
5. Address public safety concerns of California cities.

January 2020 - The committee focused on the aging community and ways to reinforce services through Legislative partnerships and supporting bills that were signed into law in the fall of 2019 (AB 1118, AB 1287, SB 228 and SB 453). Additionally, updates were provided on pending items up for consideration with a "Watch" being proposed for the following bills:

1. AB 740 (Burke D) – Property Insurance: fire hazard severity zones
2. AB 764 (Bonta D) – Sugar-sweetened beverages: non-sale distribution incentives
3. AB 823 (Arambula D) - Developmental services
4. AB 1639 (Gray D) – Tobacco products
5. AB 1855 (Frazier D) – Residential care facilities for the elderly: emergency and disaster plan

April 2020 – This meeting recapped legislative updates for ongoing items being considered but also emphasized the need to follow the following items (League Position):

1. Child, Child Care and Youth Programs – All requested to Watch the following:
 - α. AB 2112 (Ramos) - Youth Suicide Prevention (Watch)
 - β. SB 995 (Portantino) - Recreation and Organization Camps (Watch)

- χ. SB 1003 (Jones) - Skateboard Parks: Other Wheeled Recreational Devices: Safety and Liability (Watch)

2. Disaster Preparedness and Community Resiliency

- α. AB 1855 (Frazier) – Emergency Preparedness: Access and Functional Needs (Pending)
- β. AB 1936 (Rodriguez) – Price Gouging: Public Safety Power Shutoffs (Pending)
- χ. AB 2054 (Kamlager) – Emergency Services: Community Response: Grant Program (Watch)
- δ. AB 2064 (Patterson) – Emergency Preparedness: Access to Functional Needs (Pending)
- ε. AB 2428 (Fong) – Emergency Services: Emergency and Natural Disaster Preparedness: Access and Functional Needs (Pending)

3. Tobacco, E-Cigarettes, and Vaping

- α. SB 793 (Hill) – Flavored Tobacco Products (Watch)

June 2020 – This meeting provided an update on the State Budget, COVID-19, Legislative update as well as moving forward to support the following bill:

AB 2213 (Limon) Office of Emergency Services: Model Guidelines – This bill seeks to bridge the gap local governments have between their existing emergency resources and meeting the needs of vulnerable populations in an emergency. The bill is also supported by California Association of Nonprofits, California Emergency Services Association, Disability Rights California and the San Diego Gas & Electric. The League recommended and was provided with the support request.

LEAGUE OF CALIFORNIA CITIES: REVENUE & TAXATION COMMITTEE

Submitted by Bob Biery, City of Westlake Village

The Revenue and Taxation Committee met four times during 2020. One meeting was "Live" and the other three were "Virtual".

The first meeting (Live) was in Sacramento on January 23, 2020. A general briefing was provided to start out the new year for new members as well as those that have been on the Committee for one or more years. It was emphasized that League members should contact legislators when they are in Sacramento for meetings, to build relationships and advocating on legislation that could affect Cities.

The League's Fiscal Policy Advisor, Michael Coleman, walked everyone through the Proposed State Budget, for fiscal year 2020-21. The Final will be adopted in June, 2020.

League Staff kicked off the Legislative update by discussing issues related Housing, Community and Economic Development. Other Staff members highlighted issues related to Governance, Transparency and Labor Relations; Public Safety issues included Cannabis bills and Drone policy; Environmental Quality issues including Utility Power Shutoffs, Solid Waste Recycling and Reduction in Single-Use Plastic Waste. The Rev&Tax Committee and Staff will continue to work with and monitor the activities of the California Department of Tax and Fee Administration as they have begun collecting sales and use taxes from out of state retailers.

The Committee was provided the League's 2020 Strategic Priorities - 1. Improve the supply and affordability of housing, 2. Advocate for increased funding and resources to prevent homelessness and assist individuals experiencing homelessness, 3. Address cities fiscal sustainability to deliver essential services and meet pension obligations, 4. Strengthen community and disaster preparedness, public safety, and resiliency, 5. Address public safety concerns of California cities.

A work program for the was adopted by the Committee which included 12 issues.

The second meeting of the Revenue and Taxation Committee was held Virtually on April 2, 2020. The major discussion related to COVID-19. The League

Staff thanked the Committee members for their efforts during the pandemic and the need to hold this meeting through the new web-based platform to lower the risk of exposure and spread of COVID-19.

The Vice-Chair of the Committee serves as the local government representative on the CALPERS Board of Directors, gave a general CALPERS update and stated that CALPERS has been preparing for a downturn and is in a better position to handle a downturn than in 2008.

The Committee received an update on the latest actions the League has taken to better understand the fiscal impact that COVID-19 will have on cities.

The third meeting of the Revenue and Taxation Committee was held Virtually on June 4, 2020. The major issue is still COVID-19, and the death of George Floyd and the demonstrations throughout the State. The Governor released his May revision and reflected the devastating economic impacts of COVID-19. There were many details provided as a result of the Governor's modifications of the 2020-21 State Budget. A number of legislative bills were presented to the Committee for their consideration, that the Committee took positions on.

The forth meeting of the year was referred to the Committee from the League Board. It was held Virtually on September 29, 2020. The purpose of the meeting was to recommend a League position on Proposition 19 for the November election, titled Change Certain Property Tax Rules. The Committee considered three motions; 1. No Position 2. Support 3. Neutral.

The vote was to recommend to the LCC Board a NEUTRAL position.



LEAGUE OF CALIFORNIA CITIES: TRANSPORTATION, COMMUNICATIONS AND PUBLIC WORKS POLICY (TCPW) COMMITTEE

Submitted by Scott Dowell, City of Chico

The Committee met three times during 2020. Due to COVID-19, the Legislature did not conduct full sessions as in prior years. As such, limited actions were taken by the TCPW Committee. A summary of each meeting is as follows:

January 23, 2020 Meeting Recap:

- A representative from CalTrans attended the meeting and solicited ideas regarding statewide transportation issues. There was a lot of discussion about alternatives being sought to reduce congestion on roads.
- An attorney spoke on “Small Cell” litigation. Cities are fighting the FCC on their requirements to allow small cell technology on city infrastructure like streetlights. Cities can only charge a cost reimbursement lease to utilities for these small cells. A court case in the 9th circuit is moving forward and initial indications are that this lawsuit may require the FAA to revise their regulations and allow more oversight by local governments.
- The League has a Rule 20 that encourages funding for underground utility wiring. The League wants to expand this definition to include funding for wildfire mitigation.
- The Committee set its priorities for discussion for this year as follows:
 - Mass transportation options and related issues
 - Rural broadband development
 - Infrastructure issues associated with utility shut offs (i.e. PG&E)

April 2, 2020 Meeting Recap:

- Due to COVID-19, the State Legislature was not in session. Thus, there were bills that were not moving forward because all the attention was on getting through the pandemic.
- There were two bills that could be discussed upon the Legislature’s return: AB 2215 regarding removing Electric Vehicle Charging Stations from the definition of a “service station” and AB3277 allowing installments payments to be made for people who have outstanding parking citations up to \$750 in total.

June 4, 2020 Meeting Recap:

- The legislative agenda had been limited to primarily three things:
 - COVID-19 issues
 - Homelessness and Housing Issues
 - Wildfires and PG&E settlements
- There was an update from the California Public Utilities Commission (CPUC) regarding broadband and the digital divide. The CPUC is working diligently in light of COVID-19 to see expansion of reliable, reasonably priced broadband infrastructure for all California communities to close the digital divide, especially in underserved communities. The Committee voted unanimously to incorporate that as a position recommendation to the League board.
- Discussion occurred regarding nationwide demonstrations and how the League can become more engaged with helping city leaders focus on equity and justice in their communities.



STATEMENT OF FINANCIAL POSITION

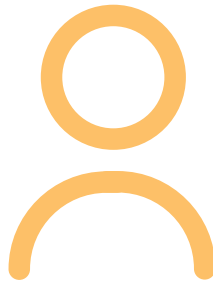
	<u>Dec 31, 20</u>	<u>Dec 31, 19</u>
ASSETS		
Current Assets		
Checking/Savings	807,657.21	1,869,299.03
Accounts Receivable		
1100 · Accounts receivable	475.00	675.00
Total Accounts Receivable	475.00	675.00
Other Current Assets	266,729.89	243,941.62
Total Current Assets	1,074,862.10	2,113,915.65
Other Assets	60,430.56	57,199.56
TOTAL ASSETS	<u>1,135,292.66</u>	<u>2,171,115.21</u>
LIABILITIES & EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
2000 · Accounts payable	21,961.93	67,535.76
Total Accounts Payable	21,961.93	67,535.76
Other Current Liabilities	225,450.08	1,301,265.00
Total Current Liabilities	247,412.01	1,368,800.76
Total Liabilities	247,412.01	1,368,800.76
Equity		
3102 · Conference reserve	424,264.00	424,264.00
3101 · Operating reserve	170,380.00	170,380.00
3020 · Retained earnings	181,381.76	281,977.07
3100 · Net Assets-Chapters	26,288.69	25,354.53
Net Income	85,566.20	-99,661.15
Total Equity	887,880.65	802,314.45
TOTAL LIABILITIES & EQUITY	<u>1,135,292.66</u>	<u>2,171,115.21</u>



STATEMENT OF ACTIVITIES

January 1 through December 31, 2019 and 2020

	2020	2019
<u>Revenue and Support</u>		
Interest income	\$10,338	\$19,794
Award Fees	\$15,650	\$18,200
Education Workshops	\$77,231	\$88,168
Chapter Income	\$9,897	\$93,067
Website Magazine Ads	\$121,650	\$160,645
Membership Dues	\$245,695	\$260,000
Annual Conference	\$1,374,320	\$1,058,038
Subtotal Operating Revenues	\$1,854,782	\$1,697,912
<u>Expenses</u>		
<u>Program Services</u>		
Annual Conference	\$1,318,900	\$1,025,126
Education Workshops	\$28,995	\$75,661
Chapter Expenses	\$12,731	\$97,754
Subtotal Program Services	\$1,360,626	\$1,198,541
<u>Operating Services</u>		
Insurance	\$3,271	\$1,769
Awards	\$5,080	\$4,694
President's expense	\$2,496	\$5,514
Magazine	\$18,446	\$7,123
Audit	\$9,315	\$9,570
Marketing/Membership	\$14,037	\$14,463
Office Supplies/Telephone/Postage/Printing/Storage	\$25,255	\$19,563
Merchant Fees	\$25,208	\$20,770
Taxes/Filings/Previous Year	\$26,265	\$30,490
Web and technology expenses	\$28,886	\$36,432
Other (Includes One Time)	\$9,090	\$37,918
GFOA Reception	\$0	\$52,250
Board & Leadership Support	\$16,562	\$78,322
Management Services	\$224,678	\$280,152
Subtotal Operating Services	\$408,588	\$599,030
Total Expenses	\$1,769,214	\$1,797,571
Net Income	\$85,568	(\$99,659)



2020 MEMBERSHIP 2,474

YEAR	MUNICIPAL MEMBER	COMMERCIAL MEMBER	OTHER GOVERNMENT MEMBER	RETIRED	STUDENT	COMPLIMENTARY	PROFESSOR MEMBERS	TOTAL
2020	1,992	221	107	64	76	2	9	2,474
2019	2,021	269	91	65	39	6	2	2,493
2018	2,007	292	62	66	21	1	0	2,449
2017	1,940	266	54	79	14	18	0	2,371
2016	1,823	241	39	68	13	6	0	2,190
2015	1,711	243	26	67	22	19	0	2,088
2014	1,526	236	24	59	18	14	0	1,877
2013	1,449	256	18	59	13	19	0	1,814
2012	1,417	262	8	65	14	15	0	1,781
2011	1,299	232	60	60	15	21	0	1,687
2010	1,264	248	55	58	17	21	0	1,663
2009	1,288	255	45	45	14	18	0	1,665
2008	1,362	268	40	41	9	17	0	1,737
2007	1,158	204	21	28	1	14	0	1,426
2006	986	204	4	17	1	22	0	1,234

