



**Thursday, November 18, 2021
2:00 p.m. – 4:00 p.m.
Board of Directors Teleconference Meeting**

Meeting ID: 899 0473 0371

Passcode: 485021

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1. Introduction
 - a. Welcome/Roll Call
 - b. Our Mission: CSMFO serves all government finance professionals through innovation, collaboration, continuing education and professional development.
 - c. Our Quiz: What was our 2011 net profit for CSMFO and the conference?
 - d. Additions to Agenda
2. Consent Items 2:10 p.m.
 - a. Approval of Minutes from October 12, 2021
 - b. Approval of October 2021 Financial Reports
 - c. Tech Committee Survey
 - d. Photography Contract
 - e. Membership Counts
 - f. Executive Committee Meeting Agenda
3. Discussion/Action Items 2:15 p.m.
 - a. Dues Structure Review (Alberto Preciado)
 - b. Policy Manual Revisions (Alberto Preciado)
 - c. Committee Structure (Scott Catlett)
 - d. Executive Director Search Update (Marcus Pimentel)
 - e. 2022 Preliminary Budget for Approval (Scott Catlett)
 - f. Strategic Planning Session Output (Scott Catlett)
4. Committee Reports 3:25 p.m.
 - a. Administration (Alberto Preciado)
 - b. Career Development (Laura Nomura)
 - c. Communications (James Russell-Field)
 - d. Membership (Jennifer Wakeman)

- e. Professional Standards (Jason Al-Imam)
 - f. Program (Karan Reid)
 - g. Recognition (Michael Manno)
 - h. Student Engagement (Amber Johnson)
 - i. Technology (Gloriann Sasser)
 - j. CalPERS Ad Hoc (Richard Lee/Debby Cherney)
5. Chapter Roundtable 3:35 p.m.
6. CalCities Policy Committee Roundtable 3:40 p.m.
7. Director Roundtable 3:45 p.m.
8. Officer Reports 3:50 p.m.
- a. President (Marcus Pimentel)
 - b. Past President (Steve Heide)
 - c. President-Elect (Scott Catlett)
10. Other Discussion Items
11. Future Topics
12. Upcoming Meeting:
January 13, 2022
13. Adjournment 4:00 p.m.



Tuesday, October 12, 2021

9:00 a.m. – 12:00 p.m.

Board of Directors Meeting

Marcus Pimentel
Scott Catlett
Steve Heide
Karla Romero
Will Fuentes
Grace Castaneda
Stephen Parker
Ernie Reyna
Craig Boyer
Richard Lee
Alberto Preciado
June Overholt
Margaret Moggia
Stephanie Reimer
Jennifer Wakeman
Kyle Johnson
Debbie Rosales
John Adams
James Russell-Field

Jennifer Becker
David Cain
Dan Buffalo
Jasmin Bains
Jason Al-Imam
Maggie Moreno
Michelle Bannigan
Barbara Arenado
Kim Scott
Kofi Antobam
Joan Michaels Aguilar
Amber Johnson
Laura Nomura
Monica Lo
Terry Shea
Janet Salvetti
Catherine Smith
David Garrison
Melissa Manchester

Introduction

The California Society of Municipal Finance Officers (CSMFO) Board of Directors met at Ralph Brennan's Jazz Kitchen in Anaheim on Tuesday, October 12, 2021. President Marcus Pimentel convened the meeting and confirmed a quorum was in attendance at 9:01 a.m. The meeting began with a review of the organization's mission. President Pimentel began the meeting with a recognition of Past President Steve Heide.

Consent Calendar

The Board addressed the consent calendar, which included the minutes from the August meeting, the financial reports from August 2021, the 2025 annual conference contracts, the 2022 audit engagement letter, the 2022 golf tournament contract and the Executive Committee meeting agenda. Director Ernie Reyna moved moved to approve the consent calendar, Director Stephen Parker seconded. The motion passed unanimously.

SMA Loan Repayment

Administration Committee Chair Alberto Preciado presented to the Board the contract for the final repayment schedule from Smith Moore & Associates (SMA) regarding the database loan. Director Will Fuentes moved to approve the contract, and Director Craig Boyer seconded. The motion passed unanimously.

Membership Committee Update

Membership Committee Chair Jennifer Wakeman shared an extensive update with the Board, including the success of the 2021 cohort pilot program and the intention of the committee to continue this program into 2022; and an update on the mentor program, the details for which should come back to the Board prior to year end.

2022 Annual Conference Budget

President-Elect Scott Catlett presented the proposed 2022 Annual Conference budget for Board approval, noting a reduction in expenses and an increase in registration fees in order to balance the budget. Expenses for a virtual component were included, as well as a conservative estimate on the number of virtual attendees. Any additional virtual attendees would be additional profit. Past President Steve Heide moved to approve the budget as presented; Director Grace Castaneda seconded. The motion passed unanimously.

2022 Operating Budget

President-Elect Scott Catlett shared a draft operating budget for 2022, noting a reduction in the GFOA expenses and an increase in Board expenses to allow for more in-person meetings. The management contract expense lines will be adjusted after successful negotiation with the new executive director.

Committee Reports

Administration

Chair Preciado shared that the committee is working on a revision to the policy manual and a review of the dues structure.

Career Development

Chair Laura Nomura shared that a Learning Management System was included in the proposed budget for 2022, and that the core courses will remain virtual. The committee is developing two new core courses and is working on the California certificate for the CFPO designation.

Communications

Chair James Russell-Field reviewed the communications survey results, and shared that they would be coordinating with the Professional Standards Committee for upcoming CSMFO News content.

Membership

Chair Wakeman shared that there is a virtual engagement activity planned for November and a Commercial Member Roundtable planned for October 14. The committee is also working on member v. nonmember benefits and the 2022 membership booth.

Professional Standards

Chair Jason Al-Imam shared that the committee pushed out a committee highlight on new best practices with ARPA compliance, and is working on a PARS Quick Hit.

Program

David Cain shared that 48 of the 51 conference sessions had been identified, and four preconference sessions confirmed. The keynote speakers had been contracted with, and they were working on identifying which sessions would be recorded for the virtual component.

Recognition

Director Craig Boyer provided the update for Recognition, sharing that 112 awards submissions had been received.

Student Engagement

Chair Amber Johnson shared that the request for CSMFO to speak to college classes is increasing and they are looking for volunteer presenters. She further shared that a subcommittee was working with the Program and Host committees to coordinate for student and first-timer scholarships and hospitality suites.

Technology

Richard Lee shared that the committee is still deliberating on learning management systems, and will be conducting a tech survey of the membership.

Management Contract Ad Hoc

Chair Moggia shared that the executive director recruitment ended October 8, and interviews were scheduled for the first week in November.

CalPERS Ad Hoc

Rich Lee shared an update on the PERS ALM process.

Chapter Roundtable

Monica Lo, Michelle Bannigan, Debbie Rosales, Craig Boyer, Kim Scott, Kyle Johnson, Dan Buffalo, Jasmin Bains, Alberto Preciado and Kofi Antobam shared updates on their respective chapter activities.

Director Reports

Director Will Fuentes shared an update on his League Policy Committee.

Officer Reports

Past President Heide shared his appreciation for the recognition at the beginning of the meeting.

President-Elect Catlett provided an update on the Annual Conference, including that David Garrison would be the conference host and would be filming commercials to help market the event.

President Pimentel shared an update on the GFOA pilot collaboration project, and that the Alaska GFOA would be holding its conference in person November 17-18.

Other Discussion Items

There were no other discussion items.

The next meeting will be held via teleconference on Thursday, November 18, 2021.

Meeting adjourned at 11:52 a.m.

Respectfully submitted,

Melissa Manchester

Summary of Action Items

The Board of Directors made the following actions:

- Approved the minutes from the August meeting
- Approved the August 2021 financial reports
- Approved the 2025 annual conference contracts
- Approved the 2022 audit engagement letter
- Approved the 2022 golf tournament contract
- Approved the SMA loan repayment contract
- Approved the 2022 Annual Conference budget

California Society of Municipal Finance Officers
Statement of Net Assets
As of October 31, 2021

	<u>Oct 31, 21</u>	<u>Oct 31, 20</u>	<u>\$ Change</u>	<u>% Change</u>
ASSETS				
Current Assets				
Checking/Savings				
1006 · Bank of America Checking (new)	405,850.80	100.00	405,750.80	405,750.8%
1005 · Bank of America				
1050 · Chapter Fund Balances				
1050.10 · Central Coast	1,277.78	1,277.78	0.00	0.0%
1050.13 · Central Los Angeles	525.74	525.74	0.00	0.0%
1050.06 · Central Valley	367.51	367.51	0.00	0.0%
1050.11 · Channel Counties	1,581.64	1,611.64	-30.00	-1.86%
1050.05 · East Bay (SF)	3,522.19	3,522.19	0.00	0.0%
1050.17 · Inland Empire	40.00	892.38	-852.38	-95.52%
1050.08 · Monterey Bay	2,953.99	2,953.99	0.00	0.0%
1050.16 · Orange County	4,652.24	2,003.42	2,648.82	132.22%
1050.07 · Peninsula	693.74	693.74	0.00	0.0%
1050.04 · Sacramento Valley	3,010.67	3,010.67	0.00	0.0%
1050.19 · San Diego County	1,400.07	662.82	737.25	111.23%
1050.12 · San Gabriel Valley	400.00	370.00	30.00	8.11%
1050.14 · South Bay (LA)	2,364.54	2,364.54	0.00	0.0%
1050.09 · South San Joaquin	-225.00	-250.00	25.00	10.0%
Total 1050 · Chapter Fund Balances	22,565.11	20,006.42	2,558.69	12.79%
1005 · Bank of America - Other	0.00	94,699.62	-94,699.62	-100.0%
Total 1005 · Bank of America	22,565.11	114,706.04	-92,140.93	-80.33%
1040 · Investments LAIF	817,983.59	565,602.23	252,381.36	44.62%
Total Checking/Savings	1,246,399.50	680,408.27	565,991.23	83.18%
Accounts Receivable				
1100 · Accounts receivable	3,675.00	360.00	3,315.00	920.83%
Total Accounts Receivable	3,675.00	360.00	3,315.00	920.83%
Other Current Assets				
1120 · Accounts Receivable- YM	2,475.00	12,195.00	-9,720.00	-79.71%
1250 · Prepaid Expense - General				
1251 · Pre-Paid Expense Insurance	0.00	1,512.00	-1,512.00	-100.0%
1252 · Prepaid Admin/DataBase Fees	6,252.70	44,018.72	-37,766.02	-85.8%
1250 · Prepaid Expense - General - Other	6,000.00	6,899.00	-899.00	-13.03%
Total 1250 · Prepaid Expense - General	12,252.70	52,429.72	-40,177.02	-76.63%
1260 · Prepaid Expense Conference				
1262 · Facilities Deposits	107,544.00	97,104.00	10,440.00	10.75%
1264 · Conference Services	44,248.25	0.00	44,248.25	100.0%
1260 · Prepaid Expense Conference - Other	20,950.66	20,268.19	682.47	3.37%
Total 1260 · Prepaid Expense Conference	172,742.91	117,372.19	55,370.72	47.18%
Total Other Current Assets	187,470.61	181,996.91	5,473.70	3.01%
Total Current Assets	1,437,545.11	862,765.18	574,779.93	66.62%
Other Assets				
1500 · CSMFO/SMA Database AR	52,673.66	59,892.06	-7,218.40	-12.05%
Total Other Assets	52,673.66	59,892.06	-7,218.40	-12.05%

California Society of Municipal Finance Officers
Statement of Net Assets
As of October 31, 2021

	<u>Oct 31, 21</u>	<u>Oct 31, 20</u>	<u>\$ Change</u>	<u>% Change</u>
TOTAL ASSETS	<u>1,490,218.77</u>	<u>922,657.24</u>	<u>567,561.53</u>	<u>61.51%</u>
LIABILITIES & EQUITY				
Liabilities				
Current Liabilities				
Accounts Payable				
2000 · Accounts payable	0.00	2,799.97	-2,799.97	-100.0%
Total Accounts Payable	<u>0.00</u>	<u>2,799.97</u>	<u>-2,799.97</u>	<u>-100.0%</u>
Other Current Liabilities				
2003 · A/P Other- SMA Conference	8,215.60	8,215.48	0.12	0.0%
2010 · Deferred Revenue - Conference	252,165.00	0.00	252,165.00	100.0%
Total Other Current Liabilities	<u>260,380.60</u>	<u>8,215.48</u>	<u>252,165.12</u>	<u>3,069.39%</u>
Total Current Liabilities	<u>260,380.60</u>	<u>11,015.45</u>	<u>249,365.15</u>	<u>2,263.78%</u>
Total Liabilities	<u>260,380.60</u>	<u>11,015.45</u>	<u>249,365.15</u>	<u>2,263.78%</u>
Equity				
3102 · Conference reserve	512,563.00	424,264.00	88,299.00	20.81%
3101 · Operating reserve	126,438.00	170,380.00	-43,942.00	-25.79%
3020 · Retained earnings	223,230.96	181,381.76	41,849.20	23.07%
3100 · Net Assets-Chapters	22,565.11	26,288.69	-3,723.58	-14.16%
Net Income	<u>345,041.10</u>	<u>109,327.34</u>	<u>235,713.76</u>	<u>215.6%</u>
Total Equity	<u>1,229,838.17</u>	<u>911,641.79</u>	<u>318,196.38</u>	<u>34.9%</u>
TOTAL LIABILITIES & EQUITY	<u>1,490,218.77</u>	<u>922,657.24</u>	<u>567,561.53</u>	<u>61.51%</u>

California Society of Municipal Finance Officers

Summary of Financial Income and Expense

January through October 2021

	<u>Total Chapters</u>	<u>Conference</u>	<u>Education</u>	<u>Unclassified</u>	<u>TOTAL</u>
Ordinary Income/Expense					
Income					
4000 · OPERATING REVENUES	0.00	0.00	0.00	446,557.56	446,557.56
Total Income	0.00	0.00	0.00	446,557.56	446,557.56
Gross Profit	0.00	0.00	0.00	446,557.56	446,557.56
Expense					
6100 · OPERATING EXPENSES	0.00	1,072.00	0.00	364,045.11	365,117.11
6900 · OTHER EXPENSES	0.00	0.00	0.00	840.00	840.00
Total Expense	0.00	1,072.00	0.00	364,885.11	365,957.11
Net Ordinary Income	0.00	-1,072.00	0.00	81,672.45	80,600.45
Other Income/Expense					
Other Income					
4501 · Chapter Income	1,000.00	0.00	0.00	0.00	1,000.00
4500 · PROGRAM REVENUES					
8000 · Conference Revenue	0.00	410,105.00	0.00	0.00	410,105.00
4503 · Contributions and Donations	0.00	200.00	0.00	4,000.00	4,200.00
4504 · Education income	0.00	0.00	117,518.00	0.00	117,518.00
Total 4500 · PROGRAM REVENUES	0.00	410,305.00	117,518.00	4,000.00	531,823.00
Total Other Income	1,000.00	410,305.00	117,518.00	4,000.00	532,823.00
Other Expense					
6401 · Chapter Expenses	225.00	0.00	0.00	0.00	225.00
6400 · PROGRAM EXPENSES					
9000 · Conference Expenses	0.00	247,063.13	0.00	0.00	247,063.13
6404 · Education Expenses	0.00	0.00	21,094.22	0.00	21,094.22
Total 6400 · PROGRAM EXPENSES	0.00	247,063.13	21,094.22	0.00	268,157.35
Total Other Expense	225.00	247,063.13	21,094.22	0.00	268,382.35
Net Other Income	775.00	163,241.87	96,423.78	4,000.00	264,440.65
Net Income	775.00	162,169.87	96,423.78	85,672.45	345,041.10

California Society of Municipal Finance Officers
Profit & Loss Budget Performance
October 2021

	<u>Oct 21</u>	<u>Jan - Oct 21</u>	<u>YTD Budget</u>	<u>\$ Over Budget</u>	<u>% of Budget</u>	<u>Annual Budget</u>
Ordinary Income/Expense						
Income						
4000 · OPERATING REVENUES						
4100 · Membership Dues						
4110 · Dues - Municipal	5,090.00	199,570.00	149,868.00	49,702.00	133.16%	149,868.00
4120 · Dues - Other Gov	150.00	4,200.00	2,900.00	1,300.00	144.83%	2,900.00
4130 · Dues - Commercial	1,540.00	46,400.00	33,264.00	13,136.00	139.49%	33,264.00
4140 · Dues - Retired	0.00	1,160.00	1,056.00	104.00	109.85%	1,056.00
4150 · Dues - Education	0.00	0.00				
4100 · Membership Dues - Other	0.00	0.00	0.00	0.00	0.0%	0.00
Total 4100 · Membership Dues	6,780.00	251,330.00	187,088.00	64,242.00	134.34%	187,088.00
4200 · Interest Income	617.31	4,502.56	4,000.00	502.56	112.56%	5,000.00
4302 · Magazine Advertising	2,000.00	14,475.00	3,000.00	11,475.00	482.5%	3,000.00
4303 · Job Board Post - Member	17,600.00	156,600.00	111,400.00	45,200.00	140.58%	131,400.00
4490 · Budget Awards	7,200.00	19,650.00	12,500.00	7,150.00	157.2%	15,000.00
Total 4000 · OPERATING REVENUES	34,197.31	446,557.56	317,988.00	128,569.56	140.43%	341,488.00
Total Income	34,197.31	446,557.56	317,988.00	128,569.56	140.43%	341,488.00
Gross Profit	34,197.31	446,557.56	317,988.00	128,569.56	140.43%	341,488.00
Expense						
6100 · OPERATING EXPENSES						
6105 · Marketing/Membership	0.00	9,122.17	10,000.00	-877.83	91.22%	10,000.00
6106 · Storage Expense	0.00	587.04	833.00	-245.96	70.47%	1,000.00
6110 · President's Expense						
6111 · Presidents CSMFO- Gifts	0.00	488.93				
6110 · President's Expense - Other	0.00	766.92	12,000.00	-11,233.08	6.39%	12,000.00
Total 6110 · President's Expense	0.00	1,255.85	12,000.00	-10,744.15	10.47%	12,000.00
6115 · Board of Directors						
6116 · Board Meeting Expenses	0.00	0.00	5,100.00	-5,100.00	0.0%	5,100.00
Total 6115 · Board of Directors	0.00	0.00	5,100.00	-5,100.00	0.0%	5,100.00
6120 · Committee/Chapter Support	0.00	0.00	20,000.00	-20,000.00	0.0%	20,000.00
6125 · Board Planning Session-Retreat	32,319.99	33,957.77	0.00	33,957.77	100.0%	45,500.00
6140 · Management Services						
6143 · Management Services	15,076.98	150,817.03	148,834.08	1,982.95	101.33%	178,600.88
6146 · Consultants						
6146.10 · Coleman Services	4,635.00	21,313.90	20,040.00	1,273.90	106.36%	24,040.00
6146 · Consultants - Other	0.00	7,800.00				
Total 6146 · Consultants	4,635.00	29,113.90	20,040.00	9,073.90	145.28%	24,040.00
6147 · Professional Fees	0.00	525.00				
6470 · Webinar Program Services	0.00	13,750.00	41,666.68	-27,916.68	33.0%	50,000.00
6140 · Management Services - Other	0.00	900.00	0.00	900.00	100.0%	0.00
Total 6140 · Management Services	19,711.98	195,105.93	210,540.76	-15,434.83	92.67%	252,640.88
6150 · Office Supplies	0.95	10.60	208.34	-197.74	5.09%	250.00
6155 · Merchant Fees/Bank Chgs.	4,691.67	15,788.95	25,000.00	-9,211.05	63.16%	30,000.00
6160 · Awards	0.00	8,058.51	5,000.00	3,058.51	161.17%	5,000.00
6165 · Printing						

California Society of Municipal Finance Officers
Profit & Loss Budget Performance
October 2021

	Oct 21	Jan - Oct 21	YTD Budget	\$ Over Budget	% of Budget	Annual Budget
6166 · Printing, copying, and admin	2.72	113.32				
6167 · Directory	0.00	20,597.08	15,000.00	5,597.08	137.31%	15,000.00
6165 · Printing - Other	0.00	0.00	1,666.68	-1,666.68	0.0%	2,000.00
Total 6165 · Printing	2.72	20,710.40	16,666.68	4,043.72	124.26%	17,000.00
6170 · Magazine	45.00	7,701.77	20,000.00	-12,298.23	38.51%	20,000.00
6175 · Postage	17.18	722.95	1,670.00	-947.05	43.29%	2,000.00
6185 · Telephone/Bridge Calls	45.81	452.99	1,333.34	-880.35	33.97%	1,600.00
6190 · Web and Technology						
6192 · Web site	0.00	3,130.44				
6195 · Web Site Hosting Fee	817.99	9,217.12				
6190 · Web and Technology - Other	77.99	12,327.62	55,000.00	-42,672.38	22.41%	65,000.00
Total 6190 · Web and Technology	895.98	24,675.18	55,000.00	-30,324.82	44.86%	65,000.00
6220 · Audit & Tax Filing	0.00	8,000.00	9,500.00	-1,500.00	84.21%	9,500.00
6230 · Insurance	0.00	3,660.00	5,000.00	-1,340.00	73.2%	5,000.00
6240 · Taxes						
6242 · Current Year Taxes	16,137.00	32,739.00				
6246 · Prior Year Taxes	0.00	2,548.00				
6240 · Taxes - Other	0.00	0.00	20,000.00	-20,000.00	0.0%	30,000.00
Total 6240 · Taxes	16,137.00	35,287.00	20,000.00	15,287.00	176.44%	30,000.00
6250 · Miscellaneous	0.00	20.00				
Total 6100 · OPERATING EXPENSES	73,868.28	365,117.11	417,852.12	-52,735.01	87.38%	531,590.88
6900 · OTHER EXPENSES						
6970 · One-Time Budgeted Expenses	0.00	840.00	35,000.00	-34,160.00	2.4%	35,000.00
Total 6900 · OTHER EXPENSES	0.00	840.00	35,000.00	-34,160.00	2.4%	35,000.00
Total Expense	73,868.28	365,957.11	452,852.12	-86,895.01	80.81%	566,590.88
Net Ordinary Income	-39,670.97	80,600.45	-134,864.12	215,464.57	-59.76%	-225,102.88
Other Income/Expense						
Other Income						
4501 · Chapter Income						
4501.12 · San Gabriel Valley	210.00	210.00				
4501.17 · Inland Empire	0.00	790.00				
4501 · Chapter Income - Other	0.00	0.00	83,333.32	-83,333.32	0.0%	100,000.00
Total 4501 · Chapter Income	210.00	1,000.00	83,333.32	-82,333.32	1.2%	100,000.00
4500 · PROGRAM REVENUES						
8000 · Conference Revenue						
8950 · Virtual Conference Registration	0.00	0.00				
8100 · Government Registrations						
8104 · Government Member	0.00	0.00				
8102 · Government NonMember	0.00	0.00				
8106 · Govt Non-Memb-Full Regular	0.00	27,850.00	12,500.00	15,350.00	222.8%	12,500.00
8115 · Conf-Gov-Full-Norm-Mem	0.00	138,200.00	145,000.00	-6,800.00	95.31%	145,000.00
Total 8100 · Government Registrations	0.00	166,050.00	157,500.00	8,550.00	105.43%	157,500.00
8200 · Commercial Registrations						
8229 · Commercial Member	0.00	0.00				
8228 · Commercial NonMember	0.00	0.00				

California Society of Municipal Finance Officers
Profit & Loss Budget Performance
October 2021

	Oct 21	Jan - Oct 21	YTD Budget	\$ Over Budget	% of Budget	Annual Budget
8226 · Commercial Exhibitor	0.00	0.00				
8225 · Conf-Com-Exhibitor-Addn Full	0.00	5,200.00				
8231 · Comm Non-Memb-Full-Reg	0.00	11,550.00	3,750.00	7,800.00	308.0%	3,750.00
8235 · Comm Memb-Full-Early	0.00	0.00				
8236 · Comm Memb-Full-Regular	0.00	7,250.00	4,000.00	3,250.00	181.25%	4,000.00
Total 8200 · Commercial Registrations	0.00	24,000.00	7,750.00	16,250.00	309.68%	7,750.00
8300 · Pre-Conference Registrations						
8371 · PreConference-Session A	0.00	10,920.00				
8373 · PreConference-Session B	0.00	5,135.00				
8300 · Pre-Conference Registrations - Other	0.00	0.00				
Total 8300 · Pre-Conference Registrations	0.00	16,055.00				
8500 · Extra Meals						
8565 · Hosted Evening Event	0.00	0.00				
8500 · Extra Meals - Other	0.00	0.00				
Total 8500 · Extra Meals	0.00	0.00				
8700 · Exhibitors Fees						
8707 · Deluxe Exhibitor	0.00	100,000.00	92,000.00	8,000.00	108.7%	92,000.00
8704 · Premier Exhibitor	0.00	67,500.00	37,500.00	30,000.00	180.0%	37,500.00
8703 · Sapphire Exhibitor	0.00	0.00				
8715 · Gold Package	0.00	0.00				
8725 · Silver Package	0.00	0.00				
8735 · Diamond Package	0.00	0.00				
Total 8700 · Exhibitors Fees	0.00	167,500.00	129,500.00	38,000.00	129.34%	129,500.00
8800 · Sponsorships						
8830 · Non-Exhibitor Sponsor 8830	0.00	33,000.00	37,500.00	-4,500.00	88.0%	37,500.00
8872 · Additional Sponsorship Monies	0.00	3,500.00				
8800 · Sponsorships - Other	0.00	0.00	0.00	0.00	0.0%	0.00
Total 8800 · Sponsorships	0.00	36,500.00	37,500.00	-1,000.00	97.33%	37,500.00
8900 · Conference Miscellaneous	0.00	0.00				
Total 8000 · Conference Revenue	0.00	410,105.00	332,250.00	77,855.00	123.43%	332,250.00
4503 · Contributions and Donations	1,000.00	4,200.00				
4504 · Education income						
4591 · California Local Budgeting	3,300.00	26,250.00	18,750.00	7,500.00	140.0%	22,500.00
4575 · Investment Accounting	0.00	6,450.00				
4505 · Webinar	0.00	2,623.00	4,298.00	-1,675.00	61.03%	5,156.00
4520 · Weekend Training	0.00	0.00	0.00	0.00	0.0%	21,000.00
4540 · Fundamentals of Rates, Fees	0.00	16,500.00				
4570 · Intro to Government	0.00	20,850.00	18,333.34	2,516.66	113.73%	22,000.00
4590 · Intermediate Government Acct	0.00	44,845.00	29,166.68	15,678.32	153.75%	35,000.00
4594 · CMTA/CSMFO Course	0.00	0.00	6,250.00	-6,250.00	0.0%	7,500.00
4595 · Revenue Fundamentals	0.00	0.00	6,250.00	-6,250.00	0.0%	7,500.00
4596 · Revenue Fundamentals II	0.00	0.00	4,166.68	-4,166.68	0.0%	5,000.00
4597 · Developing Supervisory Skills	0.00	0.00	4,166.68	-4,166.68	0.0%	5,000.00
4598 · Leadership Skills	0.00	0.00	4,166.68	-4,166.68	0.0%	5,000.00
Total 4504 · Education income	3,300.00	117,518.00	95,548.06	21,969.94	122.99%	135,656.00

California Society of Municipal Finance Officers
Profit & Loss Budget Performance
October 2021

	Oct 21	Jan - Oct 21	YTD Budget	\$ Over Budget	% of Budget	Annual Budget
Total 4500 · PROGRAM REVENUES	4,300.00	531,823.00	427,798.06	104,024.94	124.32%	467,906.00
Total Other Income	4,510.00	532,823.00	511,131.38	21,691.62	104.24%	567,906.00
Other Expense						
6401 · Chapter Expenses						
6401.79 · Current Year Chapter Expenses						
6401.09 · South San Joaquin	0.00	225.00				
Total 6401.79 · Current Year Chapter Expense	0.00	225.00				
6401 · Chapter Expenses - Other	0.00	0.00	83,333.32	-83,333.32	0.0%	100,000.00
Total 6401 · Chapter Expenses	0.00	225.00	83,333.32	-83,108.32	0.27%	100,000.00
6400 · PROGRAM EXPENSES						
9000 · Conference Expenses						
9100 · Food & Beverage						
9197 · Food&Beverage-Other	0.00	0.00				
Total 9100 · Food & Beverage	0.00	0.00				
9300 · Hosted Event						
9310 · Event Entertainment	0.00	16,300.00				
Total 9300 · Hosted Event	0.00	16,300.00				
9400 · Meetings and Training						
9410 · Speakers-Honorarium	0.00	30,400.00	36,000.00	-5,600.00	84.44%	36,000.00
9430 · Speaker-Expenses-Transportation	0.00	0.00				
Total 9400 · Meetings and Training	0.00	30,400.00	36,000.00	-5,600.00	84.44%	36,000.00
9475 · Meetings						
9477 · Virtual Platform	0.00	82,709.00	145,000.00	-62,291.00	57.04%	145,000.00
9478 · General Session - Addl' product	0.00	0.00	7,500.00	-7,500.00	0.0%	7,500.00
9481 · Reg/Attendance Tracking	0.00	0.00	1,520.00	-1,520.00	0.0%	1,520.00
9485 · Convention/Hotel Other Costs	0.00	0.00				
9475 · Meetings - Other	0.00	0.00	0.00	0.00	0.0%	0.00
Total 9475 · Meetings	0.00	82,709.00	154,020.00	-71,311.00	53.7%	154,020.00
9490 · Pre-Conference Workshop						
9496 · Pre-Conference-Other	0.00	300.00				
Total 9490 · Pre-Conference Workshop	0.00	300.00				
9500 · Exhibits						
9550 · Sponsor Branded Items	0.00	0.00	15,000.00	-15,000.00	0.0%	15,000.00
9545 · Exhibit hall game	0.00	0.00	0.00	0.00	0.0%	0.00
Total 9500 · Exhibits	0.00	0.00	15,000.00	-15,000.00	0.0%	15,000.00
9600 · Entertainment/Gifts						
9610 · Conference Gifts/Attendees	0.00	0.00	7,500.00	-7,500.00	0.0%	7,500.00
9620 · Speaker/Board/Committee Memento	0.00	4,814.54	5,000.00	-185.46	96.29%	5,000.00
Total 9600 · Entertainment/Gifts	0.00	4,814.54	12,500.00	-7,685.46	38.52%	12,500.00
9700 · Other Activities						
9732 · Golf Tournament Expenses	0.00	0.00				
Total 9700 · Other Activities	0.00	0.00				
9800 · Administration - Conference						
9805 · Conference Marketing	0.00	0.00	12,500.00	-12,500.00	0.0%	12,500.00
9810 · Conference Contract Services	0.00	78,757.52	69,700.00	9,057.52	113.0%	69,700.00

California Society of Municipal Finance Officers
Profit & Loss Budget Performance
October 2021

	Oct 21	Jan - Oct 21	YTD Budget	\$ Over Budget	% of Budget	Annual Budget
9815 · Printing/Copy/Conference Media	0.00	0.00	750.00	-750.00	0.0%	750.00
9840 · Postage & Shipping	0.00	3,685.67	7,500.00	-3,814.33	49.14%	7,500.00
9880 · Bank Merchant Fees	0.00	14,902.50	9,536.00	5,366.50	156.28%	9,536.00
9890 · Conference Committee Expenses	0.00	15,193.90	1,400.00	13,793.90	1,085.28%	1,400.00
9895 · Staff Exp Inc. Lodging & Travel	0.00	0.00				
Total 9800 · Administration - Conference	0.00	112,539.59	101,386.00	11,153.59	111.0%	101,386.00
9900 · Contingency for Attrition	0.00	0.00	15,000.00	-15,000.00	0.0%	15,000.00
9000 · Conference Expenses - Other	0.00	0.00				
Total 9000 · Conference Expenses	0.00	247,063.13	333,906.00	-86,842.87	73.99%	333,906.00
6404 · Education Expenses						
6491 · CA Local Budgeting Expense	0.00	4,950.00	7,500.00	-2,550.00	66.0%	7,500.00
6420 · Weekend Training	0.00	0.00	0.00	0.00	0.0%	25,000.00
6430 · Intro to Government						
6430.10 · Intro to Govt Account - Reimbur	0.00	2,000.00				
6430 · Intro to Government - Other	0.00	0.00	9,166.66	-9,166.66	0.0%	11,000.00
Total 6430 · Intro to Government	0.00	2,000.00	9,166.66	-7,166.66	21.82%	11,000.00
6480 · Intermediate Governmental Acct.	2,500.00	12,394.22	15,000.00	-2,605.78	82.63%	18,000.00
6494 · Webinar Expenses	0.00	1,000.00				
6595 · Revenue Fundamental Expense	0.00	750.00	3,958.32	-3,208.32	18.95%	4,750.00
6596 · Revenue Fundamental Expense II	0.00	0.00	4,166.66	-4,166.66	0.0%	5,000.00
6597 · Developing Supervisory Skills	0.00	0.00	5,250.00	-5,250.00	0.0%	6,300.00
6598 · Leadership Skills	0.00	0.00	5,250.00	-5,250.00	0.0%	6,300.00
Total 6404 · Education Expenses	2,500.00	21,094.22	50,291.64	-29,197.42	41.94%	83,850.00
Total 6400 · PROGRAM EXPENSES	2,500.00	268,157.35	384,197.64	-116,040.29	69.8%	417,756.00
Total Other Expense	2,500.00	268,382.35	467,530.96	-199,148.61	57.4%	517,756.00
Net Other Income	2,010.00	264,440.65	43,600.42	220,840.23	606.51%	50,150.00
Net Income	-37,660.97	345,041.10	-91,263.70	436,304.80	-378.07%	-174,952.88

California Society of Municipal Finance Officers
Statement of Financial Income and Expense
January through October 2021

	Jan - Oct 21	Jan - Oct 20	\$ Change
Ordinary Income/Expense			
Income			
4000 · OPERATING REVENUES			
4100 · Membership Dues			
4110 · Dues - Municipal	199,570.00	194,285.00	5,285.00
4120 · Dues - Other Gov	4,200.00	4,305.00	-105.00
4130 · Dues - Commercial	46,400.00	45,320.00	1,080.00
4140 · Dues - Retired	1,160.00	1,160.00	0.00
4150 · Dues - Education	0.00	0.00	0.00
4100 · Membership Dues - Other	0.00	0.00	0.00
Total 4100 · Membership Dues	251,330.00	245,070.00	6,260.00
4200 · Interest Income	4,502.56	9,799.79	-5,297.23
4302 · Magazine Advertising	14,475.00	1,400.00	13,075.00
4303 · Job Board Post - Member	156,600.00	101,450.00	55,150.00
4490 · Budget Awards	19,650.00	14,600.00	5,050.00
Total 4000 · OPERATING REVENUES	446,557.56	372,319.79	74,237.77
Total Income	446,557.56	372,319.79	74,237.77
Gross Profit	446,557.56	372,319.79	74,237.77
Expense			
6100 · OPERATING EXPENSES			
6105 · Marketing/Membership	9,122.17	10,136.33	-1,014.16
6106 · Storage Expense	587.04	862.11	-275.07
6110 · President's Expense			
6111 · Presidents CSMFO- Gifts	488.93	0.00	488.93
6112 · Presidents CSMFO-Dinner	0.00	22.95	-22.95
6110 · President's Expense - Other	766.92	2,291.09	-1,524.17
Total 6110 · President's Expense	1,255.85	2,314.04	-1,058.19
6115 · Board of Directors			
6116 · Board Meeting Expenses	0.00	3,192.43	-3,192.43
Total 6115 · Board of Directors	0.00	3,192.43	-3,192.43
6120 · Committee/Chapter Support			
6121 · Committee Support	0.00	573.59	-573.59
6122 · Chapter Support	0.00	7,479.22	-7,479.22
6120 · Committee/Chapter Support - Other	0.00	158.99	-158.99
Total 6120 · Committee/Chapter Support	0.00	8,211.80	-8,211.80
6125 · Board Planning Session-Retreat	33,957.77	8,000.00	25,957.77
6140 · Management Services			
6143 · Management Services	150,817.03	137,518.89	13,298.14
6146 · Consultants			
6146.10 · Coleman Services	21,313.90	12,600.00	8,713.90
6146 · Consultants - Other	7,800.00	6,000.00	1,800.00
Total 6146 · Consultants	29,113.90	18,600.00	10,513.90
6147 · Professional Fees	525.00	0.00	525.00
6470 · Webinar Program Services	13,750.00	41,055.00	-27,305.00

California Society of Municipal Finance Officers
Statement of Financial Income and Expense
January through October 2021

	Jan - Oct 21	Jan - Oct 20	\$ Change
6140 · Management Services - Other	900.00	0.00	900.00
Total 6140 · Management Services	195,105.93	197,173.89	-2,067.96
6150 · Office Supplies	10.60	220.69	-210.09
6155 · Merchant Fees/Bank Chgs.	15,788.95	19,696.01	-3,907.06
6160 · Awards	8,058.51	4,551.32	3,507.19
6165 · Printing			
6166 · Printing, copying, and admin	113.32	1,015.89	-902.57
6167 · Directory	20,597.08	20,060.68	536.40
6165 · Printing - Other	0.00	658.20	-658.20
Total 6165 · Printing	20,710.40	21,734.77	-1,024.37
6170 · Magazine	7,701.77	18,043.55	-10,341.78
6175 · Postage	722.95	725.71	-2.76
6185 · Telephone/Bridge Calls	452.99	765.17	-312.18
6190 · Web and Technology			
6191 · DataBase Expense	0.00	0.00	0.00
6192 · Web site	3,130.44	2,864.94	265.50
6195 · Web Site Hosting Fee	9,217.12	10,147.88	-930.76
6190 · Web and Technology - Other	12,327.62	12,084.00	243.62
Total 6190 · Web and Technology	24,675.18	25,096.82	-421.64
6200 · Travel/Staff Expenses	0.00	0.00	0.00
6220 · Audit & Tax Filing	8,000.00	9,310.00	-1,310.00
6230 · Insurance	3,660.00	3,271.00	389.00
6240 · Taxes			
6242 · Current Year Taxes	32,739.00	18,175.00	14,564.00
6246 · Prior Year Taxes	2,548.00	4,150.00	-1,602.00
Total 6240 · Taxes	35,287.00	22,325.00	12,962.00
6250 · Miscellaneous	20.00	3,150.00	-3,130.00
6255 · GFOA Reception	0.00	0.00	0.00
Total 6100 · OPERATING EXPENSES	365,117.11	358,780.64	6,336.47
6900 · OTHER EXPENSES			
6970 · One-Time Budgeted Expenses	840.00	4,136.73	-3,296.73
Total 6900 · OTHER EXPENSES	840.00	4,136.73	-3,296.73
9950 · Prior Period Adjustment	0.00	-122.55	122.55
Total Expense	365,957.11	362,794.82	3,162.29
Net Ordinary Income	80,600.45	9,524.97	71,075.48
Other Income/Expense			
Other Income			
4501 · Chapter Income			
4501.01 · Northwest Counties	0.00	1,998.57	-1,998.57
4501.02 · Northeast Counties	0.00	467.10	-467.10
4501.03 · North Coast	0.00	664.35	-664.35
4501.04 · Sacramento Valley	0.00	0.00	0.00
4501.05 · East Bay (SF)	0.00	480.00	-480.00
4501.06 · Central Valley	0.00	0.00	0.00

California Society of Municipal Finance Officers
Statement of Financial Income and Expense
January through October 2021

	<u>Jan - Oct 21</u>	<u>Jan - Oct 20</u>	<u>\$ Change</u>
4501.07 · Peninsula	0.00	0.00	0.00
4501.08 · Monterey Bay	0.00	0.00	0.00
4501.09 · South San Joaquin	0.00	336.55	-336.55
4501.11 · Channel Counties	0.00	0.00	0.00
4501.12 · San Gabriel Valley	210.00	1,192.49	-982.49
4501.13 · Central Los Angeles	0.00	0.00	0.00
4501.14 · South Bay (LA)	0.00	240.00	-240.00
4501.15 · Desert Mountain	0.00	275.00	-275.00
4501.16 · Orange County	0.00	925.00	-925.00
4501.17 · Inland Empire	790.00	50.00	740.00
4501.18 · Coachella Valley	0.00	2,435.16	-2,435.16
4501.19 · San Diego County	0.00	0.00	0.00
Total 4501 · Chapter Income	1,000.00	9,064.22	-8,064.22
4500 · PROGRAM REVENUES			
8000 · Conference Revenue			
8950 · Virtual Conference Registration	0.00	0.00	0.00
8100 · Government Registrations			
8104 · Government Member	0.00	0.00	0.00
8102 · Government NonMember	0.00	0.00	0.00
8105 · Govt Non-Memb Full Early	0.00	33,935.00	-33,935.00
8106 · Govt Non-Memb-Full Regular	27,850.00	23,865.00	3,985.00
8108 · Govt Non-Memb Daily Early	0.00	3,780.00	-3,780.00
8109 · Govt Non-Memb-Daily-Regular	0.00	6,210.00	-6,210.00
8110 · Govt Memb - Full Conf-Early	0.00	379,640.00	-379,640.00
8115 · Conf-Gov-Full-Norm-Mem	138,200.00	60,190.00	78,010.00
8120 · Govt Memb Daily-Early	0.00	8,970.00	-8,970.00
8125 · Govt Memb-Daily Regular	0.00	3,500.00	-3,500.00
8150 · Govt Non-Memb Full Onsite	0.00	2,295.00	-2,295.00
8155 · Govt Memb-Full Regular	0.00	5,445.00	-5,445.00
Total 8100 · Government Registrations	166,050.00	527,830.00	-361,780.00
8200 · Commercial Registrations			
8229 · Commercial Member	0.00	0.00	0.00
8228 · Commercial NonMember	0.00	0.00	0.00
8226 · Commercial Exhibitor	0.00	0.00	0.00
8225 · Conf-Com-Exhibitor-Addn Full	5,200.00	70,300.00	-65,100.00
8227 · Conf-Com-Exhibitor Daily	0.00	9,660.00	-9,660.00
8230 · Comm Non-Memb-Full-Early	0.00	13,090.00	-13,090.00
8231 · Comm Non-Memb-Full-Reg	11,550.00	17,970.00	-6,420.00
8235 · Comm Memb-Full-Early	0.00	11,560.00	-11,560.00
8236 · Comm Memb-Full-Regular	7,250.00	12,290.00	-5,040.00
8245 · Comm Memb-Daily-Early	0.00	930.00	-930.00
8250 · Comm-Memb Daily-Regular	0.00	1,840.00	-1,840.00
8260 · Comm Non-Memb Daily Early	0.00	4,100.00	-4,100.00
8265 · Comm Non-Memb Daily Regular	0.00	8,570.00	-8,570.00

California Society of Municipal Finance Officers
Statement of Financial Income and Expense
January through October 2021

	<u>Jan - Oct 21</u>	<u>Jan - Oct 20</u>	<u>\$ Change</u>
Total 8200 · Commercial Registrations	24,000.00	150,310.00	-126,310.00
8300 · Pre-Conference Registrations			
8376 · PreConference-Session D	0.00	4,575.00	-4,575.00
8371 · PreConference-Session A	10,920.00	8,550.00	2,370.00
8373 · PreConference-Session B	5,135.00	8,250.00	-3,115.00
8375 · PreConference-Session C	0.00	4,650.00	-4,650.00
8300 · Pre-Conference Registrations - Other	0.00	0.00	0.00
Total 8300 · Pre-Conference Registrations	16,055.00	26,025.00	-9,970.00
8500 · Extra Meals			
8565 · Hosted Evening Event	0.00	21,250.00	-21,250.00
8500 · Extra Meals - Other	0.00	0.00	0.00
Total 8500 · Extra Meals	0.00	21,250.00	-21,250.00
8600 · Event Registrations			
8610 · Golf	0.00	30,525.00	-30,525.00
8630 · Tennis	0.00	1,960.00	-1,960.00
Total 8600 · Event Registrations	0.00	32,485.00	-32,485.00
8700 · Exhibitors Fees			
8707 · Deluxe Exhibitor	100,000.00	0.00	100,000.00
8704 · Premier Exhibitor	67,500.00	0.00	67,500.00
8702 · Featured Exhibitor/Sponsor	0.00	30,000.00	-30,000.00
8703 · Sapphire Exhibitor	0.00	126,000.00	-126,000.00
8715 · Gold Package	0.00	288,000.00	-288,000.00
8725 · Silver Package	0.00	31,200.00	-31,200.00
8735 · Diamond Package	0.00	72,000.00	-72,000.00
Total 8700 · Exhibitors Fees	167,500.00	547,200.00	-379,700.00
8800 · Sponsorships			
8830 · Non-Exhibitor Sponsor 8830	33,000.00	36,000.00	-3,000.00
8872 · Additional Sponsorship Monies	3,500.00	6,500.00	-3,000.00
Total 8800 · Sponsorships	36,500.00	42,500.00	-6,000.00
8900 · Conference Miscellaneous			
8915 · Hotel Rebate for Convention Ctr	0.00	26,478.27	-26,478.27
8910 · Cancellation Fees	0.00	825.00	-825.00
8900 · Conference Miscellaneous - Other	0.00	0.00	0.00
Total 8900 · Conference Miscellaneous	0.00	27,303.27	-27,303.27
Total 8000 · Conference Revenue	410,105.00	1,374,903.27	-964,798.27
4503 · Contributions and Donations			
4503.75 · Robert O'Dell Scholarship	0.00	167.00	-167.00
4503 · Contributions and Donations - Other	4,200.00	0.00	4,200.00
Total 4503 · Contributions and Donations	4,200.00	167.00	4,033.00
4504 · Education income			
4591 · California Local Budgeting	26,250.00	15,150.00	11,100.00
4575 · Investment Accounting	6,450.00	6,900.00	-450.00
4505 · Webinar	2,623.00	6,156.00	-3,533.00
4540 · Fundamentals of Rates, Fees	16,500.00	0.00	16,500.00

California Society of Municipal Finance Officers
Statement of Financial Income and Expense
January through October 2021

	Jan - Oct 21	Jan - Oct 20	\$ Change
4570 · Intro to Government	20,850.00	19,501.00	1,349.00
4590 · Intermediate Government Acct	44,845.00	12,900.00	31,945.00
4595 · Revenue Fundamentals	0.00	0.00	0.00
4597 · Developing Supervisory Skills	0.00	-200.00	200.00
Total 4504 · Education income	117,518.00	60,407.00	57,111.00
Total 4500 · PROGRAM REVENUES	531,823.00	1,435,477.27	-903,654.27
8999 · YM Import Items	0.00	0.00	0.00
Total Other Income	532,823.00	1,444,541.49	-911,718.49
Other Expense			
6401 · Chapter Expenses			
6401.79 · Current Year Chapter Expenses			
6401.07 · Peninsula	0.00	3,981.52	-3,981.52
6401.09 · South San Joaquin	225.00	250.00	-25.00
6401.12 · San Gabriel Valley	0.00	0.00	0.00
6401.16 · Orange County	0.00	8,719.31	-8,719.31
6401.17 · Inland Empire	0.00	67.00	-67.00
6401.19 · San Diego County	0.00	1,199.50	-1,199.50
Total 6401.79 · Current Year Chapter Expenses	225.00	14,217.33	-13,992.33
6401.89 · Prior Year Chapter Income/Expen			
6401.57 · Prior Period Peninsula	0.00	25.00	-25.00
6401.58 · Prior Period Monterey Bay	0.00	95.00	-95.00
6401.62 · Prior Period San Gabriele	0.00	20.00	-20.00
6401.63 · Prior Period Central LA	0.00	25.00	-25.00
6401.66 · Prior Period Orange	0.00	30.00	-30.00
Total 6401.89 · Prior Year Chapter Income/Expen	0.00	195.00	-195.00
Total 6401 · Chapter Expenses	225.00	14,412.33	-14,187.33
6400 · PROGRAM EXPENSES			
9000 · Conference Expenses			
9100 · Food & Beverage			
9115 · Wednesday-Breakfast	0.00	19,869.13	-19,869.13
9125 · Wednesday-Lunch	0.00	81,249.33	-81,249.33
9135 · Wednesday-Food-Exhibitor Receipt	0.00	34,891.51	-34,891.51
9138 · Wednesday-Beverage-Exhibitor Re	0.00	12,680.48	-12,680.48
9140 · Thursday-Breakfast-Chapter Chai	0.00	2,124.97	-2,124.97
9143 · Thursday-Breakfast	0.00	63,620.93	-63,620.93
9145 · Thursday-Coffee Service	0.00	19,516.18	-19,516.18
9147 · Thursday-Lunch	0.00	92,896.62	-92,896.62
9148 · Thursday-PM Break	0.00	26,287.62	-26,287.62
9150 · Friday-Breakfast	0.00	53,024.02	-53,024.02
9155 · Friday-Lunch	0.00	2,656.64	-2,656.64
9197 · Food&Beverage-Other	0.00	0.00	0.00
Total 9100 · Food & Beverage	0.00	408,817.43	-408,817.43
9200 · President's Dinners			
9210 · President's Dinner - Food & Bev	0.00	47,433.67	-47,433.67

California Society of Municipal Finance Officers
Statement of Financial Income and Expense
January through October 2021

	Jan - Oct 21	Jan - Oct 20	\$ Change
9220 · Entertain-Transport-Decor-Favor	0.00	828.50	-828.50
9250 · Pres Dinner-Out of State Guest	0.00	16,236.72	-16,236.72
Total 9200 · President's Dinners	0.00	64,498.89	-64,498.89
9300 · Hosted Event			
9310 · Event Entertainment	16,300.00	43,665.00	-27,365.00
9320 · Event Food	0.00	134,138.08	-134,138.08
9321 · Event Bar	0.00	15,084.46	-15,084.46
9340 · Event Other	0.00	12,669.68	-12,669.68
Total 9300 · Hosted Event	16,300.00	205,557.22	-189,257.22
9400 · Meetings and Training			
9410 · Speakers-Honorarium	30,400.00	85,300.00	-54,900.00
9420 · Speaker-Expenses-Lodging	0.00	3,563.61	-3,563.61
9430 · Speaker-Expenses-Transportation	0.00	2,612.37	-2,612.37
Total 9400 · Meetings and Training	30,400.00	91,475.98	-61,075.98
9450 · Comps			
9462 · Comps - Other	0.00	3,348.54	-3,348.54
9460 · Other Guests Lodging (OOS)	0.00	3,711.24	-3,711.24
9465 · Board Scholarships	0.00	3,750.00	-3,750.00
9450 · Comps - Other	0.00	785.48	-785.48
Total 9450 · Comps	0.00	11,595.26	-11,595.26
9475 · Meetings			
9476 · Audio Visual and Lighting	0.00	165,772.31	-165,772.31
9477 · Virtual Platform	82,709.00	0.00	82,709.00
9478 · General Session - Addl' product	0.00	6,480.68	-6,480.68
9479 · WiFi Internet	0.00	12,500.00	-12,500.00
9480 · Electric Power/Rigging	0.00	19,692.40	-19,692.40
9481 · Reg/Attendance Tracking	0.00	34,924.32	-34,924.32
9485 · Convention/Hotel Other Costs	0.00	825.00	-825.00
Total 9475 · Meetings	82,709.00	240,194.71	-157,485.71
9490 · Pre-Conference Workshop			
9494 · Food & Beverage	0.00	9,176.02	-9,176.02
9496 · Pre-Conference-Other	300.00	94.91	205.09
Total 9490 · Pre-Conference Workshop	300.00	9,270.93	-8,970.93
9500 · Exhibits			
9550 · Sponsor Branded Items	0.00	10,063.91	-10,063.91
9510 · Decorator Booth Fee	0.00	15,198.25	-15,198.25
9540 · Security	0.00	3,161.00	-3,161.00
9599 · Exhibits-Other	0.00	8,286.83	-8,286.83
Total 9500 · Exhibits	0.00	36,709.99	-36,709.99
9600 · Entertainment/Gifts			
9610 · Conference Gifts/Attendees	0.00	57,895.77	-57,895.77
9620 · Speaker/Board/Committee Memento	4,814.54	3,347.86	1,466.68
9630 · Gift Baskets (VIPs)	0.00	1,107.00	-1,107.00
Total 9600 · Entertainment/Gifts	4,814.54	62,350.63	-57,536.09

California Society of Municipal Finance Officers
Statement of Financial Income and Expense
January through October 2021

	<u>Jan - Oct 21</u>	<u>Jan - Oct 20</u>	<u>\$ Change</u>
9700 · Other Activities			
9732 · Golf Tournament Expenses	0.00	32,819.58	-32,819.58
9750 · Other Event Expenses	0.00	3,670.00	-3,670.00
Total 9700 · Other Activities	<u>0.00</u>	<u>36,489.58</u>	<u>-36,489.58</u>
9800 · Administration - Conference			
9805 · Conference Marketing	0.00	5,236.00	-5,236.00
9810 · Conference Contract Services	78,757.52	76,622.52	2,135.00
9815 · Printing/Copy/Conference Media	0.00	2,307.22	-2,307.22
9820 · President Expenses	0.00	673.17	-673.17
9831 · Supplies-Badges-Ribbons-Etc	0.00	666.20	-666.20
9840 · Postage & Shipping	3,685.67	11.60	3,674.07
9875 · Signage	0.00	3,967.45	-3,967.45
9880 · Bank Merchant Fees	14,902.50	339.85	14,562.65
9890 · Conference Committee Expenses	15,193.90	24,664.11	-9,470.21
9895 · Staff Exp Inc. Lodging & Travel	0.00	20,082.59	-20,082.59
9800 · Administration - Conference - Other	0.00	6,300.00	-6,300.00
Total 9800 · Administration - Conference	<u>112,539.59</u>	<u>140,870.71</u>	<u>-28,331.12</u>
9000 · Conference Expenses - Other	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total 9000 · Conference Expenses	<u>247,063.13</u>	<u>1,307,831.33</u>	<u>-1,060,768.20</u>
6404 · Education Expenses			
6491 · CA Local Budgeting Expense	4,950.00	3,000.00	1,950.00
6430 · Intro to Government			
6430.10 · Intro to Govt Account - Reimbur	2,000.00	4,102.27	-2,102.27
6430 · Intro to Government - Other	0.00	3,500.00	-3,500.00
Total 6430 · Intro to Government	<u>2,000.00</u>	<u>7,602.27</u>	<u>-5,602.27</u>
6480 · Intermediate Governmental Acct.	12,394.22	7,143.19	5,251.03
6494 · Webinar Expenses	1,000.00	4,750.00	-3,750.00
6594 · CMTA/CSMFO Course Exp	0.00	0.00	0.00
6595 · Revenue Fundamental Expense	750.00	0.00	750.00
Total 6404 · Education Expenses	<u>21,094.22</u>	<u>22,495.46</u>	<u>-1,401.24</u>
Total 6400 · PROGRAM EXPENSES	<u>268,157.35</u>	<u>1,330,326.79</u>	<u>-1,062,169.44</u>
Total Other Expense	<u>268,382.35</u>	<u>1,344,739.12</u>	<u>-1,076,356.77</u>
Net Other Income	<u>264,440.65</u>	<u>99,802.37</u>	<u>164,638.28</u>
Net Income	<u><u>345,041.10</u></u>	<u><u>109,327.34</u></u>	<u><u>235,713.76</u></u>

California Society of Municipal Finance Officers
Chapter Income and Expense
January through October 2021

	Inland Empire	San Gabriel Valley	South San Joaquin Valley	Total Chapters	TOTAL
	(Chapters)	(Chapters)	(Chapters)		
Other Income/Expense					
Other Income					
4501 · Chapter Income					
4501.12 · San Gabriel Valley	0.00	210.00	0.00	210.00	210.00
4501.17 · Inland Empire	790.00	0.00	0.00	790.00	790.00
Total 4501 · Chapter Income	790.00	210.00	0.00	1,000.00	1,000.00
Total Other Income	790.00	210.00	0.00	1,000.00	1,000.00
Other Expense					
6401 · Chapter Expenses					
6401.79 · Current Year Chapter Expenses					
6401.09 · South San Joaquin	0.00	0.00	225.00	225.00	225.00
Total 6401.79 · Current Year Chapter Expenses	0.00	0.00	225.00	225.00	225.00
Total 6401 · Chapter Expenses	0.00	0.00	225.00	225.00	225.00
Total Other Expense	0.00	0.00	225.00	225.00	225.00
Net Other Income	790.00	210.00	-225.00	775.00	775.00
Net Income	790.00	210.00	-225.00	775.00	775.00

California Society of Municipal Finance Officers

Check Detail

October 2021

Type	Num	Date	Name	Account	Paid Amount
Check		10/04/2021	Remote Deposit Fee	1006 · Bank of America Checking (new)	
				6155 · Merchant Fees/Bank Chgs.	(15.00)
TOTAL					(15.00)
Bill Pmt -Check	BILLPAY	10/12/2021	BMI	1006 · Bank of America Checking (new)	
Bill	41130179	10/07/2021		9478 · General Session - Addl' product	(165.00)
TOTAL					(165.00)
Bill Pmt -Check	BILLPAY	10/12/2021	Michael Coleman {v}	1006 · Bank of America Checking (new)	
Bill	July-Aug-Sept 2021	10/07/2021		6146.10 · Coleman Services	(4,635.00)
TOTAL					(4,635.00)
Bill Pmt -Check	BILLPAY	10/12/2021	Pacific Storage Company	1006 · Bank of America Checking (new)	
Bill	4204297	09/30/2021		6106 · Storage Expense	(80.43)
TOTAL					(80.43)
Bill Pmt -Check	BILLPAY	10/26/2021	Irwin B Bornstein [v]	1006 · Bank of America Checking (new)	
Bill	329	10/13/2021		6480 · Intermediate Governmental Acct.	(2,500.00)
TOTAL					(2,500.00)
Bill Pmt -Check	BILLPAY	10/26/2021	Jayson Angove	1006 · Bank of America Checking (new)	
Bill	000047	10/25/2021		9477 · Virtual Platform	(500.00)
TOTAL					(500.00)
Bill Pmt -Check	BILLPAY	10/26/2021	MMM Management	1006 · Bank of America Checking (new)	

California Society of Municipal Finance Officers

Check Detail

October 2021

Type	Num	Date	Name	Account	Paid Amount
Bill		10/13/2021		6125 · Board Planning Session-Retreat	(2,300.80)
				6125 · Board Planning Session-Retreat	(2,994.46)
				6125 · Board Planning Session-Retreat	(38.79)
				6125 · Board Planning Session-Retreat	(26.93)
				6125 · Board Planning Session-Retreat	(3,000.01)
TOTAL					(8,360.99)
Bill Pmt -Check	BILLPAY	10/26/2021	Smith Moore and Associates, Inc.	1006 · Bank of America Checking (new)	
Bill	20210497	10/19/2021		9895 · Staff Exp Inc. Lodging & Travel	(773.87)
TOTAL					(773.87)
Check	EFT	10/04/2021	Merchant Service	1006 · Bank of America Checking (new)	
				6155 · Merchant Fees/Bank Chgs.	(994.42)
TOTAL					(994.42)
Check	EFT	10/13/2021	Internal Revenue Service	1006 · Bank of America Checking (new)	
				6242 · Current Year Taxes	(11,234.00)
TOTAL					(11,234.00)
Check	EFT	10/13/2021	Franchise Tax Board	1006 · Bank of America Checking (new)	
				6242 · Current Year Taxes	(4,903.00)
TOTAL					(4,903.00)
Bill Pmt -Check	7044	10/06/2021	MMM Management	1006 · Bank of America Checking (new)	
Bill		10/06/2021		6125 · Board Planning Session-Retreat	(22,017.23)

California Society of Municipal Finance Officers

Check Detail

October 2021

	Type	Num	Date	Name	Account	Paid Amount
TOTAL						(22,017.23)
	Bill Pmt -Check	7045	10/12/2021	Smith Moore and Associates, Inc.	1006 · Bank of America Checking (new)	
	Bill	20210460	10/05/2021		6125 · Board Planning Session-Retreat	(462.96)
					6195 · Web Site Hosting Fee	(67.99)
					6175 · Postage	(17.18)
					9197 · Food&Beverage-Other	(1,137.50)
					6190 · Web and Technology	(77.99)
					6170 · Magazine	(45.00)
					6125 · Board Planning Session-Retreat	(674.52)
					6125 · Board Planning Session-Retreat	(804.29)
					6166 · Printing, copying, and admin	(2.72)
					6150 · Office Supplies	(0.95)
					6185 · Telephone/Bridge Calls	(45.81)
	Bill	20210415	10/01/2021		6143 · Management Services	(11,994.61)
					2003 · A/P Other- SMA Conference	(3,427.02)
					6195 · Web Site Hosting Fee	(625.72)
					1500 · CSMFO/SMA Database AR	(176.97)
					6143 · Management Services	(584.01)
TOTAL						(20,145.24)



CSMFO BOARD REPORT

DATE: November 18, 2021

FROM: Technology Committee

SUBJECT: Technology Survey

Background: As a part of CSMFO's core strategies, goals, and priority actions for 2021, the Technology Committee (Tech), with support from the Career Develop Committee (CDC), is responsible for the goal/objective of updating operations to confirm with modern technology. The action plan and deliverable for this goal is to evaluate the best long-term use of the CSMFO app and market to members, particularly students.

Tech determined that the most effective method to complete the action plan was to leverage the professional opinion research services contract that CSMFO has in place with Probolsky Research (Probolsky). However, before the survey could be initiated with Probolsky, Tech needed to determine the base questions that need to be posed to members. While preparing the list of questions, as a part of the broader goal of updating operations to confirm with modern technology, Tech expanded the questions in the attached survey to be more comprehensive and include CSMFO'S website, knowledge base, CSMFO App, and the Learning Management System.

Recommendation: That the Board of Directors provide comments, feedback, and any modifications to the survey questions before the Executive Director transmits the base survey questions to Probolsky.

Attachments: Draft CSMFO Technology Survey

General/Demographics

1. How long have you been a member of CSMFO?
 - a. 0-1 year
 - b. 1-5 years
 - c. 5-10 years
 - d. Greater than 10 years
2. What is your membership type? (Municipal, Commercial, Student, Retired, Other)
3. What is your age range?(Provided certain age groups, could modify)
 - a. Under 30
 - b. 30-40 years
 - c. 40-55 years
 - d. Over 55 years

Website

1. How often do you visit CSMFO's website? (Selections)
 - a. Daily
 - b. Weekly
 - c. Monthly
 - d. As prompted
2. What sections or pages do you visit most frequently, if any?
 - a. Member database
 - b. Events page
 - c. CSMFO News
 - d. Job Opportunities
 - e. Knowledge Base
 - f. Vendor Yellow Pages
 - g. Past Conference Materials
 - h. Webinars
 - i. Training Opportunities
 - j. Other (Please describe)
3. Are there any features or pages that you feel are missing or need improvement? (free form response)

Knowledge Base

1. Do you use the Knowledge Base?
 - a. Yes
 - b. No
 - c. What is Knowledge Base

2. If yes, do you post or reply?
 - a. Post
 - b. Reply
 - c. Both
 - d. Only read but do not post or reply

3. If yes, how do you submit? Via the Knowledge Base website or email?
 - a. Directly through knowledge base
 - b. Through email
 - c. Respond directly to the requestor
 - d. All the above.

4. Are there other categories (aka Stated Interests) that would be beneficial to add?
Current options are as follows:
 - a) Accounting and Financial Reporting
 - b) Budget
 - c) Debt Management
 - d) ERP and Digital Systems
 - e) Purchasing
 - f) Retirement and Benefits
 - g) Revenue, Grants and Fees
 - h) Treasury and Investments

If so, what areas should be included: (free form response)

5. The Knowledge Base has basic gamification elements (Contributor, Recommend posts/replies). If CSMFO were to make the gamification more robust, would that increase your participation?
 - a. Yes
 - b. No
 - c. Unsure

CSMFO App

1. Did you know that there is a CSMFO App? (Y/N)
2. If yes, what is your primary use of the app?
 - a. Job Board
 - b. News
 - c. Members login/database
 - d. Quick Hits Videos
 - e. Other (please describe)
3. For the next year, CSMFO will be printing the Member Directory for members that opt in. Are you likely to opt out of a printed Member Directory?
4. Would you use the CSMFO App to look up contact information for CSMFO members? Or would you use the CSMFO website?
5. Are there other features that you would like to see in the app?

Learning Management System

1. CSMFO has been evaluating Learning Management Systems (LMS) to support its continuing education and professional development programs. The LMS will include the following features:
 - a) Course materials and speaker biographies
 - b) Online CPE certificates
 - c) Interactive chat and Q&A for training sessions
 - d) Member tracking of completed training sessions and events (are we sure about this one?)

Are there other LMS features that would be useful for you? Please describe.

Event Photography Agreement

This Event Photography Agreement (herein the "Agreement") is made and entered as of 11/5/2021 by and between EDER PHOTO, a California Sole Proprietorship (herein "Photographer") and CSMFO, Marisa Anticevich (herein jointly and individually "Clients" and together with Photographer, the "Parties" and each a "Party") for photography services for Clients' events.

1. DESCRIPTION OF SERVICES

Photography Services will be provided 2/16/2022 to 2/16/2022 at Town and Country San Diego, 500 Hotel Cir N, San Diego, CA 92108.

Photographer agrees to provide the following photography services and products (herein the "Services") for Clients:

Town and Country Resort Event

Town and Country Resort Event

Item	Price	Quantity	Subtotal	Tax
Special Event Hourly Coverage I Wednesday, February 16, 2022 I 9:00 am - 1:15 pm	\$300.00	× 4.25	\$1,275.00	
<i>Special event hourly coverage includes 1 photographer, an hourly estimate of 50-100 hand-selected and color corrected photos, high-resolution files delivered digitally through an online gallery. Standard 3 business day turnaround.</i>				
Special Event Hourly Coverage I Thursday, February 17, 2022 I 11:30 am - 3:30 pm	\$300.00	× 4	\$1,200.00	
<i>Special event hourly coverage includes 1 photographer, an hourly estimate of 50-100 hand-selected and color corrected photos, high-resolution files delivered digitally through an online gallery. Standard 3 business day turnaround.</i>				
Package Discount	\$-619.00	× 1	\$-619.00	✓
			Tax:	0.00
			Total:	\$1,856.00

2. FEES, COSTS AND PAYMENTS

1. \$464.00 upon booking
2. \$1,392.00 due on 2/16/2022

Payment of the non-refundable, non-transferable retainer fee (herein "Retainer Fee") is required in order to book Photographer's services. This Agreement is an offer that must be accepted by Clients within ten (10) days from the date of the Agreement, or the offer will terminate. The Event date will not be held until this signed agreement and the Retainer Fee are received by Photographer. The Retainer Fee will be applied to the total balance due, and the remaining balance is due no later than thirty (30) days after the event (due on or before 2/16/2022).

Payments shall be made via credit card, cash, personal check, or cashier's check/money order. Checks shall be made payable to EDER PHOTO and mailed to 6306 RANCHO MISSION RD #376, SAN DIEGO, CA 92108. Returned checks shall be subject to a fifty-dollar (\$50.00) fee, and all subsequent payments shall be made via cashier's check/money order. In the event that Clients fail to remit any payments as specified herein, Photographer shall be entitled to terminate this Agreement immediately and retain the non-refundable Retainer Fee and shall have no obligation to render photography Services for Clients' Event. Collection efforts by Photographer shall commence upon termination of the Agreement for non-payment, with Clients responsible for any attorneys' fees, court costs, or other expenses incurred in the collection of unpaid Fees.

Travel: Distances more than forty (40) miles from San Diego, California will be subject to an additional travel fee, with the exact fee based upon the mileage (calculated based on the current IRS rate) and whether hotel and flight accommodations are necessary. Whenever possible, any such travel fees shall be determined between Clients and Photographer prior to the signing of this Agreement. Any travel fees incurred after the signing of this Agreement shall be agreed to in writing by Clients (which includes email with acknowledgement by recipient) and shall be billed to Clients by Photographer, with payment due upon receipt. All travel fees must be paid no later than thirty (30) days prior to the Event date.

Expenses: Reasonable expenses such as mailing, shipping, parking, toll road fees or other related fees must be reimbursed to Photographer and may be added to Clients' balance before or following the Event. Whenever possible, Photographer shall retain itemized receipts supporting all expenses incurred, and any request by Photographer for reimbursement of expenses shall be accompanied by such an itemized receipt (unless otherwise approved by Clients verbally or via email).

Additional Services and Overtime: The above-described Services are the only services and goods provided by Photographer under this Agreement. Any additional hours of photography not set forth in the section entitled "Description of Services," may be added for an additional fee. Should Clients or Clients' authorized representative, verbally authorize additional hours of photography on the day of the Event, payment for the additional hours shall be due on the day of the Event, at the rate of \$300 per hour, billed in increments of fifteen (15) minutes.

3.TERM

This Agreement shall become effective as of the date that all Parties have executed the Agreement and the Retainer Fee is received by Photographer (herein the "Effective Date"), and unless otherwise terminated pursuant to the provisions of this Agreement, shall terminate automatically upon completion of the Services and payment of all Fees due to Photographer pursuant to the Agreement. The provisions of Sections 13, 14, 16, 17, 18 and 19 herein shall continue in full force and effect following the termination of this Agreement.

4.DELIVERY

Photographer will provide Clients with the images within approximately one week (1) following the Event or the time frame described in the description of services. Photographer will inform Clients if more time is needed to edit the images, and Clients agree that Photographer shall be entitled, within reason, to such additional editing time.

5.CLIENT RESPONSIBILITIES & UNDERSTANDINGS

a.Clients must provide Photographer with a final timeline of events for the Event day no less than two (2) days prior to the date of the Event, and Clients must promptly inform Photographer of any additional timeline changes subsequently made.

b.Clients must keep Photographer apprised of any location changes or other pertinent changes relevant to Photographer's services. Time is of the essence in order to ensure that Photographer is able to perform its Services to the best of its abilities. Photographer must be informed of said changes by phone, with a follow-up email for confirmation. If an email is sent, confirmation of receipt is required in order to satisfy notification requirements.

c.Clients must promptly inform Photographer of any photography restrictions at the Event venue(s) as soon as Clients become aware of any such restrictions.

d.If the Event is longer than 5 hours. Clients must provide each member of Photographer's staff with a meal on the day of the Event, ideally served in conjunction with the Event guests' meal to ensure the best possible photographic coverage of the events. Clients understand that if no meal is provided for Photographer's staff, Photographer shall be entitled to leave the Event to locate and purchase a meal at Clients' expense, and Photographer shall not be responsible for any photographs missed during that time.

e.Clients understand and agree that Photographer shall not be answerable in any way to any person not a signatory to this Agreement.

f.Clients agree that in the event that Photographer's staff determines in their discretion that they have suffered any inappropriate behavior by Clients, Clients' guests which rises to the level of harassment, unwanted sexual advances or assault (physical or verbal) toward Photographer's staff, the following steps will be taken: first offense: a verbal warning will be issued to Clients; second offense: the offending party will be required to leave the Event; third offense: Photographer will terminate Services and immediately leave the Event, and in such a situation, Clients expressly agree to release and hold Photographer and its agents, contractors and employees harmless from any and all liability as a result of any resulting incomplete Event photography services, and Clients agree that all payments tendered up to the point of termination shall be retained by Photographer and hours of coverage not covered in the initial payment will be billed to Clients.

8.EXCLUSIVITY AND PRIORITY

Clients understand and agree that there shall be no other professional or official photographer used to cover the Event, and Photographer shall have the absolute priority over anyone else with a camera. Photographer shall not be responsible or liable in any way for photos missed due to interference by others with cameras, including the blocking of photo opportunities and flashes from other cameras during Photographer's shooting.

9.CANCELLATION; CHANGE OF HEART; DATE CHANGES

In the unfortunate event that either Client individually or both Clients jointly decide to cancel or call off the Event for any reason, or should Clients have a change of heart for any reason with respect to Photographer's Services, Photographer must be notified by Clients in writing (as specified herein in paragraph 19(e) entitled "Notices") of Clients' termination of this Agreement due to cancellation of the Event or change of heart with respect to Photographer's Services and the following terms shall apply:

a. Photographer shall be entitled to retain the non-refundable Retainer Fee identified in this Agreement as well as any other payments already made by Clients regardless of when the notification is received by Photographer.

b. If the notice of termination is received by Photographer less than seven (7) days prior to the date of the Event, Clients shall be responsible for the remaining balance of the total Fee, due to Photographer within five (5) business days of Photographer's receipt of the written notice of termination.

If Clients decide, for any reason, to postpone or change the date of the Event, official notice must be given to Photographer in writing (as specified herein in paragraph 19(e) entitled "Notices") and the following terms shall apply:

c. The new date must be within four (4) months from the original Event date, and the decision whether to accommodate the new date is completely up to the discretion and availability of Photographer. An amended Agreement must be signed by the Parties to reflect the new date if accommodated by Photographer.

d. If Clients select a date more than four (4) months from the original Event date and Photographer agrees to accommodate the new date, an amended Agreement must be signed by the Parties and Clients shall be responsible for payment of the difference in the Fee for Photographer's Services on the new date.

e. If Photographer does not accommodate the new date, this Agreement shall terminate and Photographer shall be entitled to retain the non-refundable Retainer Fee identified in this Agreement regardless of when the written notice is given to Photographer, as well as any other payments made by Clients.

f. If Photographer does not accommodate the new date and the written notice of postponement/date change is received by Photographer less than seven (7) days prior to the original Event date, Clients shall be responsible for the remaining balance of the total Fee, due to Photographer within five (5) business days of Photographer's receipt of the written notice of postponement/date change.

The fees stated herein represent a reasonable estimate of the loss suffered by Photographer in the event of a termination of the Agreement due to the decreasing likelihood of rebooking Clients' Event date upon late notice, and are not intended to be a penalty.

10. INCAPACITATION OF PHOTOGRAPHER

If Clients' assigned photographer should become materially or physically incapacitated, prohibiting them from performing their services, such as due to serious illness, injury, death in the family or unexpected causes beyond the control of Photographer, Photographer will locate a replacement event photographer of similar quality and experience at no additional cost to Clients. In the unlikely event that Photographer is unable to secure a replacement, or should Clients reject the substitute photographer, Clients agree that Photographer's maximum responsibility and liability is limited to the return to Clients of all unearned sums paid to date by Clients.

11. CREATIVE LICENSE, PHOTOGRAPH REQUESTS & COVERAGE

Clients understand and agree that Photographer is being hired to provide an artistic service and that art is inherently subjective. Clients understand and agree that usable/acceptable images are defined as in-focus photographs, properly exposed so that you can see highlights and shadow detail, with believable flesh tones. Photographer reserves the creative license and right to edit and release only those photographs deemed as professional in quality and within Photographer's artistic standards. Should Clients provide a list of photograph requests, including, but not limited to, specific locations, subjects, special moments and detail shots, Clients understand and agree that events are dynamic, fast moving and often unpredictable, and therefore no specific photographs can be guaranteed and there shall be no refunds due to missed photographs and/or stylistic choices. It is Clients' responsibility (or Clients' designated representative, such as a professional event coordinator) to ensure that all persons to be photographed are available, on time and cooperative. Photographer is not responsible for compromised coverage or missed moments due to causes beyond Photographer's control such as: interference of individuals such as event guests, vendors and the public; weather conditions; schedule complications (including unreasonable and/or impossible event day timelines); delay in setup of decorations; existing backgrounds or lighting conditions; or other causes which may negatively impact or restrict the photography coverage.

12. EDITING AND RETOUCHING

Proof images (including online proofs, digital negatives and images on CDs/discs) may be edited by Photographer for color correction, contrast and tone but there will be no retouching or advanced correction applied to the proofs images. Any additional editing and retouching requested by Clients will require additional fees, with the fees set by Photographer based on the extent of the requested changes. Clients will be provided with an estimate prior to Photographer commencing the performance of additional editing.

Clients shall not make any adjustments to the images themselves, including but not limited to, changing colors/tones, adding textures and/or changing the image from color to black and white.

13. COPYRIGHT

Photographer shall retain ownership of the copyright to any photographs produced by Photographer pursuant to Federal Copyright Law, which states that copyright ownership of images rests with the creator. Any photo digital files include a limited usage license granted to Clients subject to the following requirements:

- a. Clients may make copies, prints and other reproductions of the images for personal, promotional and commercial use.
- b. Clients may not convey or sell this license to any third party without the express prior written permission of Photographer.

14. IMAGE FILES & TECHNOLOGY

After release of the digital files to Clients via digital transfer through the provided online proofing gallery, Photographer will no longer be responsible for the archiving and storing of any proofs and files in connection with Clients' Event, and Clients are fully responsible for the safe-keeping of all proofs, digital negatives, prints and albums. Photographer is not responsible for the lifespan of any digital media provided or for any future changes in digital technology or media readers that might result in an inability to read discs that might be provided, and it is Clients' responsibility to ensure that digital files are copied to new media as necessary. Clients acknowledge that products containing paper and inks may degrade over time, and hereby release Photographer from any liability or claims based upon such degradation.

15. VENUE RESTRICTIONS

Photographer may be limited by the guidelines or rules of the event venue. Clients understand and agree that Photographer will abide by such guidelines or rules and that they are outside the control of Photographer. Negotiation with the venue(s) with respect to modifying the guidelines and restrictions is the sole responsibility of Clients or Clients' representative, such as a event coordinator. Clients agree to hold Photographer harmless for the impact such guidelines or rules may have on the finished product.

16. IMAGE RELEASE

Clients agree that Photographer may use images from the Event for display, advertising, website, blog and magazine submissions and any other means of promotion of Photographer's business, and Photographer has the right to alter the images. Clients waive any right to payment, royalties or any other consideration for the use of the images. Clients waive the right to inspect or approve the finished product, including written or electronic copy, wherein Clients' likeness appears. Photographer is hereby held harmless and released and forever discharged from all claims, demands, and causes of action which Clients, their heirs, representatives, executors, administrators, or any other persons acting on Clients behalf or on behalf of the Clients' estates have or may have by reason of this authorization.

17. Confidentiality

Photographer owns, possesses or controls certain trade secrets and other proprietary and confidential information acquired through the expenditure of time, effort and money, including, but not limited to, planning documents, instructional documents, timelines, checklists and the terms of this Agreement, including pricing (herein "Confidential Information"). Clients agree to use all best efforts to protect Photographer's interest in the Confidential Information and keep it strictly confidential. This includes a covenant to not directly or indirectly disclose, allow access to, transmit or transfer the Confidential Information to any third party, including but not limited to online forums, without Photographer's prior written consent.

18. LIMITATION OF LIABILITY; INDEMNIFICATION

Clients agree that, to the fullest extent permitted by law, Photographer's total liability for any claims, breaches or damages by reason of any act or omission, including breach of contract or negligence, shall be limited to the amount of the Fees paid by Clients. In the unlikely event that images or data on media have been lost, stolen, or destroyed for any reason, Clients agree that the limit of Photographer's liability for a partial loss of original files shall be a prorated amount calculated based upon the percentage of original files lost in relation to the total number of original files. Clients understand and agree that an entire event or any portion thereof cannot and will not be replicated, reenacted or repeated for the purpose of a re-shoot. Clients agree that, to the fullest extent permitted by law, Photographer shall not be liable for any claims for emotional distress, mental anguish, punitive damages, consequential damages, lost profits, loss of enjoyment, lost revenues and/or replacement costs.

Client and Photographer agree to indemnify, defend and hold harmless the other party and its employees, agents and independent contractors for any injury, property damage, liability, claim or other cause of action arising out of or related to the actions of Clients and/or Clients' guests.

Clients understand and agree that these limitations reflect a fair allocation of risk and that Photographer would not enter into this Agreement without these indemnification requirements and limitations on its liability.

19. ADDITIONAL PROVISIONS

a. Force Majeure: No Party shall be liable in damages for any delay or default in performing hereunder if such delay or default is caused by conditions beyond its control including, but not limited to Acts of God (including fire, flood, earthquake, storm, hurricane or other natural disasters), Government restrictions (including the denial or cancellation of any export or other necessary license), wars, insurrections and/or any other cause beyond the reasonable control of the Party whose performance is affected. Should the Event be cancelled, postponed or otherwise adversely impacted as a result of a force majeure event, either party may terminate the Agreement without further liability and all deposits paid by Clients to Photographer, will be returned forthwith by Photographer to Clients.

b. Entire Agreement: This Agreement constitutes the entire agreement between the Parties, and supersedes all prior agreements whether oral or written concerning the subject matter of this Agreement.

c. **No Implied Waiver:** The failure of any Party to require strict compliance with the performance of any obligations and/or conditions of this Agreement shall not be deemed a waiver of that Party's right to require strict compliance in the future, or construed as consent to any breach of the terms of this Agreement.

d. **Modifications:** Any modification or amendment to this Agreement requires the mutual consent of the Parties, and must be made in writing and signed by all Parties.

e. **Notices.** Any notice or official communication provided for in this Agreement (such as notices of termination of the Agreement due to cancellation of the Event or Clients' change of heart regarding Photographer's Services, or notices of postponement or date change) shall be in writing and shall be delivered in person or by registered/certified U.S mail or tracked shipping (via UPS, Federal Express or other major carrier), and said notice shall be effective upon actual receipt by the other Party or within seventy-two (72) hours of placement in the mail or shipping, whichever is sooner. Notices shall be sent to the Parties at the following addresses:

If to Photographer:

Eder Photo

6306 Rancho Mission Rd #376

San Diego, CA 92108

If to Clients:

808 R St, Sacramento, CA 95811

f. **Controlling Law; Jurisdiction:** The validity, construction and enforceability of this Agreement shall be governed in all respects by the laws of the State of California, and the Parties expressly agree that any dispute requiring resolution by a court shall be subject to the exclusive venue and jurisdiction of the state and federal courts located in San Diego County, California.

g. **Dispute Resolution:** Any dispute or claim arising under or in any way related to this Agreement, with the exception of recovery by Photographer of any unpaid fees from Clients (which may be recovered or collected by Photographer via collections, small claims court, or any legal remedy available to Photographer), shall be submitted to neutral, non-binding mediation prior to the commencement of arbitration or any other proceeding before a trier of fact. The Parties to the dispute or claim agree to act in good faith to participate in mediation, and to identify a mutually acceptable mediator in San Diego County, California. All Parties to the mediation shall share equally in its cost. If the dispute or claim is resolved successfully through the mediation, the resolution will be documented by a written agreement executed by all Parties. Should mediation be unsuccessful in resolving the dispute, any dispute or claim arising under or in any way related to this Agreement, with the exception of the recovery by Photographer of any unpaid fees from Clients and any disputes within small claims court jurisdiction, shall be submitted to binding arbitration. The Parties shall select a single arbitrator, and the arbitration shall take place in San Diego County, California. The arbitrator's decision shall be binding on the Parties and judgment on the award rendered by the arbitrator may be entered in any court having jurisdiction. The prevailing Party in any arbitration, trial or other proceeding related to claims and disputes arising out of this Agreement shall be awarded all filing fees, related administrative costs and reasonable attorneys' fees. Administrative and other costs of enforcing an arbitration award or judgment, including the costs of subpoenas, depositions, transcripts, witness fees, payment of reasonable attorneys' fees, and similar costs, will be due to the prevailing Party.

h. **Counterparts; Signatures:** This Agreement may be executed in one or more counterparts, each of which shall be deemed an original and which collectively shall constitute one Agreement. Use of fax, email and electronic signatures shall have the same force and effect as an original signature.

i. **Severability:** If any provision of this Agreement shall be held to be invalid or unenforceable for any reason, the remaining provisions shall continue to be valid and enforceable. If a court finds that any provision of this Agreement is invalid or unenforceable, but that by limiting such provision it would become valid and enforceable, then such provision shall be deemed to be written, construed and enforced as so limited.

j. **Assignability and Parties of Interest:** Nothing in this Agreement, express or implied, will confer upon any person or entity not a Party to this Agreement, or the legal representatives of such person or entity, any rights, remedies, obligations, or liabilities of any nature or kind whatsoever under or by reason of this Agreement, except as expressly provided in this Agreement.

k. **Headings:** The headings contained in this Agreement are strictly for convenience, and shall not be used to construe meaning or intent.

THE PARTIES UNDERSTAND AND EXPRESSLY AGREE TO BE BOUND BY THE TERMS AND CONDITIONS SET FORTH ABOVE.

Client's Personal Information will be provided on Event Booking Questionnaire. This will include current address, phone number and email address. In addition to personal information, event information will be provided on the same form which will include the address for shoot location(s). If at any point any of the information changes the client is responsible for notifying Eder Photo at the time the change is made.

Client #1 Signature: Melissa Manchester

By clicking the "Electronically Sign Contract" button you agree that you are signing this agreement electronically and consent to be legally bound by the agreement's terms and conditions. You further consent to electronic delivery of any communication and documents except where specifically requested or required by law.

Transaction metadata for this electronic signature:

- **Job:** M&AMS Event at Town and Country Resort on Wednesday, February 16th, 2022 (ID:13262748)
- **Booked Quote:** Town and Country Resort Event (ID:22604817)
- **Payment Schedule:** 25/75 (ID:12672102)
- **UTC timestamp:** Fri, 05 Nov 2021 15:07:21 +0000
- **Web transaction:** 051b3f2fc14347f9a:1674:1636124841.6457:169b9e54fe5a552f
- **Remote host:** 107-196-175-51.lightspeed.frokca.sbcglobal.net (107.196.175.51)
- **User agent:** Mozilla/5.0 (Windows NT 10.0; Win64; x64) AppleWebKit/537.36 (KHTML, like Gecko) Chrome/95.0.4638.54 Safari/537.36
- **Client #1 Signature:** Melissa Manchester
- **Document Fingerprint:** f3cad4466230911496874825ceb176cbbf043ca7846667365416e81392fbff

Electronic Signature Fingerprint: ef0fa665f30c787526c9fec50eff218e68fa7cc41dcd1acbb315cc7ac6dad00f

Studio Signature: Eder Escamilla

This signature references the following electronic signature:

ef0fa665f30c787526c9fec50eff218e68fa7cc41dcd1acbb315cc7ac6dad00f

Transaction metadata for this electronic signature:

- **Job:** M&AMS Event at Town and Country Resort on Wednesday, February 16th, 2022 (#13262748)
- **UTC timestamp:** Fri, 05 Nov 2021 16:15:34 +0000
- **Web transaction:** 051b3f2fc14347f9a:5047:1636128926.1559:482287b6f1741b26
- **Remote host:** 172.56.31.24
- **User agent:** Mozilla/5.0 (Macintosh; Intel Mac OS X 10_15_7) AppleWebKit/537.36 (KHTML, like Gecko) Chrome/95.0.4638.69 Safari/537.36

Electronic Signature Fingerprint: 7a933daa43e1496be51d1916302b6a597c5a792ea244398703d45c9c19b52f90

CSMFO Membership Counts

Data shown here starts with the 2018 Your Membership database. Prior database numbers cannot be certain to be the same.

Date Prepared: DATE

1) Notices Sent and Renewals Received - Provides a retention rate for the organization. Count is pulled on March 1, or

	Notices Sent	Renewals Received	Retention Rate	Variance from Prior Year	
2018	2144	1691	79%		
2019	2419	2029	84%	6%	
2020	2446	2041	83%	-1%	
2021	2338	1738	74%	-11%	*First time the renewal count was pulled before March 31st

2) New Members for the Year - tells us how many new members joined CSMFO between October 1 through September 30.

	New Members
2018	499
2019	516
2020	433
2021	480



CSMFO Executive Committee
Agenda
November 10, 2021

- Executive Director Search Update
 - Nov/Dec/Jan Meeting Schedule
- Management Contracts Update
- Committee Structure Changes
- 2022 Committee Appointments
- 2022 Operating Budget
- Strategic Planning Follow-up
- GFOA Multi-State
 - Exec Com Attendance
 - Who else to invite (Rich Lee, Jennifer Wakeman?)

November Board Agenda Items

- Policy Manual Revision
- Committee Adjustments
- 2022 Preliminary Operating Budget
- Tech Committee Survey

Hold-Over/Not-Time-Sensitive Items

- GFOA Association Collaboration Debrief (Michigan, Ohio, Colorado, CSMFO, Washington, Oregon)
 - Front porch/coffee chat
 - Association/Commercial Director – position on Board but without ability to be an officer
 - President prerequisite – hold office as Treasurer before Pres-Elect
 - State Department partnerships – formal interactions with state DOF, CalPERS, etc.
 - Have a formal GFOA appointee
 - Michigan's "Day in the Life" video series to promote jobs on college campuses
 - Confirming point – leverage volunteers for strategic leadership and less busy work
 - "Small Agency" committee and/or track topic
 - "Sister Association" invites to the conference—broaden to include new collaborations?



CSMFO BOARD REPORT

DATE: November 10, 2021

FROM: Alberto Preciado
Administration Committee Chair

Subject: Informational Item - Review of Dues Structure

Background:

The CSMFO Board of Directors approved the 2021 Action Plan (Plan) at its January 2021 meeting. Item 2.2 of the Plan, “Ensure membership dues appropriately contribute to operations” contains two deliverables, which were assigned to the Administration Committee (AC) with input from the Membership Committee (MC):

1. Research possibility of different dues structure (e.g., like GFOA); and
2. Establish a membership dues policy to address increasing costs of operations and keep up with inflation.

Item 4.5 of the Plan, “Create an incentive for membership” contains two deliverables assigned to MC with support from AC:

1. Develop member v. non-member pricing policies; and
2. Ensure membership in CSMFO has value beyond what nonmembers receive.

Analysis:

AC researched the dues structures of other organizations similar to CSMFO to explore differences and similarities between the CSMFO dues structure and amount, and that of the other agencies. Most of the organizations that were analyzed, including the California Municipal Treasurers Association (CMTA) and the Washington Finance Officers Association (WFOA) have individual memberships that follow the specific member. Other organizations, including the Government Finance Officers Association (GFOA) have agency memberships, where the agency is the top-level member, and individual members fall under the agency umbrella. Also of note, CSMFO’s per-member dues are among the highest of the organizations compared with individual memberships. A summary of the comparison has been attached to this report.

AC also performed an analysis of CSMFO membership revenue as compared to actual total revenue between 2015 and 2020. During that time period, membership revenue comprised

between 13.3% in 2020 and 17.5% in 2015. Also during that timeframe, CSMFO had net revenues between \$15,318 and \$111,371, except for 2019, where there was a net loss of \$99,659.

Membership revenues comprise less than 20% of total annual revenues for CSMFO. Incremental increases will not significantly impact the organization's fiscal sustainability; however, to avoid needing to drastically increase dues at a future time due to increasing costs, or a specific need, increasing dues incrementally could be considered.

Finally, members of the AC and the MC met to discuss whether the dues structure could be used to establish an incentive for membership, particularly to drive more membership from professionals in earlier stages of their careers. Members from both committees have formed a joint working group to continue evaluating options.

Next Steps:

AC is considering the following options for further evaluation:

- Set dues to cover specific costs, for example management services expenses. Increases in that expense category would trigger increases in membership dues.
- Begin incremental dues increases following CPI, or another metric, to account for rising costs of goods and services. For example, CPI-U, West Region for October 2021 was six percent. Increasing the dues by this amount would result in approximately \$14,700 in additional revenue.
- Make no change to the dues structure or amounts for the purpose of fiscal sustainability, but consider broader changes to the structure in concert with needs identified by the Membership Committee.

AC will work with MC to discuss next steps, objectives, and final options for presentation to the Board for the 2023 dues.

Attachments:

- Comparison of CSMFO Dues to Other Agencies
- Analysis of CSMFO Dues Revenue

Analysis of CSMFO Dues Revenue, Actual Results 2015 - 2020*from CSMFO Annual Reports*

	2015	2016	2017	2018	2019	2020
Membership Revenue	\$ 209,300	\$ 220,233	\$ 231,720	\$ 249,030	\$ 260,000	\$ 245,695
Total Revenue	1,196,440	1,470,332	1,453,936	1,523,160	1,697,912	1,854,782
% Membership / Total	17.49%	14.98%	15.94%	16.35%	15.31%	13.25%
Net Revenue (Loss)	\$ 111,371	\$ 30,692	\$ 84,972	\$ 15,318	\$ (99,659)	\$ 85,568

Comparison of Dues: CSMFO vs. Other Organizations

Organization	Dues Per:	# Memberships	Low	High	Commercial	Alumni/Retiree	Notes
<i>California Society of Municipal Finance Officers (CSMFO)</i>	<i>Member</i>	<i>1</i>	<i>50</i>	<i>110</i>	<i>220</i>	<i>0</i>	<i>n/a</i>
California Municipal Treasurers Association (CMTA)	Member	1	95	95	250	30	n/a
Washington Finance Officers Association (WFOA)	Member	1	75	75	150	0-75	n/a
Oregon Government Finance Officers Association (OGFOA)	Member	1	110	110	215	110	n/a
Government Finance Officers Association of Arizona (GFOAz)	Member	1	60	60	110	45	n/a
Government Finance Officers Association (GFOA)	Agency	1-7	160	4620	225	35	Based on # employees
California Special Districts Association (CSDA)	Agency	Any	191	7805	750-7500	n/a	Based on org. budget amount



CSMFO BOARD REPORT

DATE: November 8, 2021

FROM: Alberto Preciado
Administration Committee Chair

Subject: Updates to the CSMFO Policies and Procedures Manual

Background:

The CSMFO Policies and Procedures Manual (P&P) establishes the objective of reviewing and updating the P&P to the Administration Committee (AC).

At the January 2021 meeting, the CSMFO Board of Directors (Board) directed AC to draft an amendment to the P&P granting the President the authority to issue proclamations on behalf of CSMFO to recognize certain retiring members. As the P&P had not been reviewed comprehensively since 2018, AC initiated a comprehensive review and update of the P&P in addition to proposing an amendment for proclamations.

Its review now complete, AC is proposing changes to the P&P. The proposed P&P is attached with redline markups. A summary of the significant changes is contained in the following table:

Section	Change	Reason
V.B	Removed requirement for the Annual Meeting to be held during a general session.	To provide more flexibility for how the Annual Meeting is held.
VI.	Changed Secretary-Treasurer duty from delivering election ballots to ensure they are delivered.	Allows task to be delegated to executive director or management company while maintaining Secretary-Treasurer oversight
VII.F	New section outlining process for issuing a Board proclamation in recognition of retiring members.	Development of procedure was directed by the Board at the January 2021 meeting.
VIII	Updated policy to extend invitation to full conference to winners of the Odell Scholarship.	The P&P previously only provided an invitation to the main day of the conference; as the additional cost to

Section	Change	Reason
		attend the full conference is minimal, AC recommends changing to the full conference to allow scholarship recipients to take full advantage.
XI	Wording changes made, not individually significant.	Increase clarity of the section.
XIII	Edited to include guidelines on GAAP, financial reporting, the annual audit. Reserves sections reorganized to this policy from	To provide additional clarity on the afore-mentioned.
XIII	Change Conference Reserve from calculated percentage to an amount sufficient to mitigate contracted liabilities related to the upcoming conference.	The previous policy calculated the conference reserve using the previous year's conference expenses. In years where the conference expenses are significantly lower, such as 2021, the calculated reserve could potentially be unable to cover the future conference liabilities.
XIX	The reserves policy has been merged with the accounting policy in Section XIII.	The accounting policies section is a more appropriate place to house the reserves policy in terms of categorization and ease of use.

Recommendation:

That the Board review and approve the proposed changes to the CSMFO Policies and Procedures Manual.

Attachments:

- Proposed CSMFO Policies and Procedures Manual (Redline copy)
- Proposed CSMFO Policies and Procedures Manual (Clean copy)



Policy and Procedures Manual

Revision Proposed November 2021

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

I. DUTIES OF OFFICERS

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

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

The Immediate Past President automatically assumes the role of Chapter Chair liaison.

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

The Board Liaison to the Administration Committee shall serve as the Secretary/Treasurer to perform the duties outlined in Article III, Section H.4 in the Bylaws. The Executive Director shall serve as the Deputy Secretary/Treasurer, to assist.

II. BOARD OF DIRECTORS

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

III. STANDING COMMITTEES

A. Committees

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

1. Administration Committee, whose primary objectives are to:
 - a. Review the financial statements and budget of CSMFO in coordination with the Executive Committee and perform other financial duties outlined in Section XIII of this Manual.
 - b. Review and update CSMFO Policies and Procedures as needed or requested.
 - c. Undertake special projects as directed by the Executive Committee or Board of Directors.
 - d. Coordinate the Odell Scholarship program with California State University system, outlined in Section VIII, conduct scholarship fundraising efforts as deemed appropriate by the Board, and provide an annual report to the Board.
 - e. Administer contracts on behalf of CSMFO. Draft and execute contracts as directed by the Executive Committee, Board of Directors, or standing committees. Conduct annual evaluation of contracts and consultants, with results to be presented at the annual Board retreat.
2. Career Development Committee, whose primary objective is to promote the professional development of its members by providing affordable and accessible training opportunities. Activities may include, but are not limited to:
 - a. Review and/or develop core courses and webinars.
 - b. Plan and execute the annual Weekend Training.
 - c. Coordinate coaching program and professional development services.

- d. Undertake special projects as directed by the Executive Committee or Board of Directors.
- 3. Communications Committee, whose primary objectives are to:
 - a. Enhance the communications between CSMFO leadership and its members through the CSMFO Magazine, website, email, and other common forms of communication.
 - b. Work to ensure a common branding experience for all CSMFO members.
 - c. Develop policies, guidelines and procedures related to CSMFO Magazine, publications, and other communication materials.
 - d. Coordinate with CSMFO leadership and Board on consistent messaging.
 - e. Undertake special projects as directed by the Executive Committee or Board of Directors.
- 4. Membership Benefits Committee, whose primary objectives are to:
 - a. Solicit and encourage new members from eligible agencies and promote the benefits of CSMFO membership.
 - b. Solicit feedback from members on what benefits they want out of CSMFO membership.
 - c. Follow-up on non-renewing members and outstanding membership invoices.
 - d. Undertake special projects as directed by the Executive Committee or Board of Directors.
- 5. Professional Standards Committee, whose primary objective is to identify and analyze new or emerging professional standards for municipal finance. To accomplish this, the committee will:
 - a. Disseminate information on emerging standards to the members.
 - b. Support content for potential new training courses.
 - c. Develop suggested systems and procedures, as needed.
 - d. Undertake special projects as directed by the Executive Committee or Board of Directors.
- 6. Program Committee, whose primary objective is to set the educational content of the Annual Conference, including:
 - a. Conducting calls for presentations, as the committee deems necessary.
 - b. Working with speaker bureaus.
 - c. Setting the schedule of classes for the conference.
 - d. Coordinating the pre-conference sessions.
 - e. Coordinating with speakers regarding their materials, audio visual needs and payments and/or reimbursements, as necessary.
 - f. Assigning moderators for each session.
 - g. Communicating and coordinating with the Annual Conference Host Committee as appropriate.
- 7. Recognition Committee, whose primary objective is to promote the highest standards of budgeting and financial reporting, including:
 - a. Encourage the use of professional standards through award programs for financial reporting.
 - b. Encourage improved techniques for budget preparation and presentation.
 - c. Recognize excellence in financial reporting and budgeting through annual awards programs.
- 8. Student Engagement Committee, whose primary objectives are to:
 - a. Reach out to the next generation (graduate and undergraduate students in political science, public administration, accounting, and finance) to let them know we are here and what we have to offer.
 - b. Promote municipal finance as a rewarding career choice.

- c. Increase the number of student memberships.
 - d. Create a self-reinforcing cycle for student engagement in which relationship building and exposure to municipal finance provides momentum for growth in student memberships and participation.
9. Technology Committee, whose primary objectives are to:
- a. Enhance the effectiveness and use of technology by CSMFO and its member agencies in exchanging information, increasing productivity, and enhancing member service.
 - b. Maintain a CSMFO internet presence and website to enhance membership benefits, provide professional information, establish relevant links, and support continued training.
 - c. Facilitate information sharing among members.
 - d. Undertake special projects as directed by the Executive Committee or Board of Directors.

B. Committee Structure

The President shall appoint the Chair, Vice-Chair(s), Senior Advisor(s), and Board Liaison of each committee. Retired members may be appointed to serve as Senior Advisors, but all other committee leadership positions should be held by active municipal members. To assure broad participation on each committee, the President shall make every effort to have representation from across the state where functionally practical. The Chair shall recruit additional committee members from among the active membership. Each Chair shall advise the Deputy Secretary/Treasurer, in writing, of the names of committee members. All committee members are encouraged to attend various meetings and conference calls of the Board of Directors.

C. Committee Reports

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

IV. OTHER COMMITTEES

A. Nominating Committee

A Nominating Committee shall be annually appointed by the president no less than one hundred thirty-five (135) days prior to the start of the next annual conference. The composition of the Nominating Committee shall be the president-elect, president, immediate past president, and up to five (5) additional past presidents. The president-elect shall chair the Nominating Committee. The Nominating Committee shall develop a slate consisting of one (1) candidate for northern California board members, one (1) candidate for southern California board member and one (1) candidate for president-elect.

B. Executive Committee

The President, Immediate Past President, and President-Elect sit as the Executive Committee of CSMFO. Executive Committee responsibilities include:

- a. Preparing an annual budget for consideration and approval by Board of Directors
- b. Selecting recipients for Special CSMFO Awards
- c. Reviewing monthly Revenue/Expenditure Reports and budget in conjunction with Administration Committee
- d. Special projects

C. Annual Conference Host Committee

The President-Elect shall chair the Annual Conference Host Committee for the annual conference where he or she assumes the role of President. The chair may designate as many other members of the committee as he or she deems necessary.

D. Audit Committee

The Audit Committee shall consist of the Executive Committee and the Secretary/Treasurer. The Audit Committee is responsible for all aspects of the audit excluding the contracts, which are the responsibility of the Administration Committee.

E. Other

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

V. MEETINGS

A. Board of Directors Meetings

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

1. In conjunction with the Annual Conference.
2. In the Spring.
3. In the Fall, in conjunction with the Strategic Planning Session.
4. In December.

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

All Board meetings are open to all members.

B. Annual Meeting

The Annual Meeting shall be held at the annual conference. The Annual Meeting shall be noticed as such in all promotional materials of the annual conference that provide a schedule of events.

C. Strategic Planning Session

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

VI. ELECTIONS

The Nominating Committee shall nominate a slate of candidates for the positions of President-Elect and Board of Directors. The informal policy of north-south balance of representation of officers and directors shall be maintained whenever possible.

Nominees will be expected to file a short "qualification statement" with the Executive Director so that voting members can better identify nominees. The Executive Director shall include the "qualification statements" with the election ballot.

The "qualification statement" may contain the following information:

1. Name as it should appear on the ballot.
2. Formal education.
3. Current and previous positions in California municipal government (out-of-state municipal experience as a finance director may be included if applicable).
4. List of CSMFO activities.
5. Other professional affiliations related to municipal government.
6. A statement of the nominee's ideas and goals for CSMFO for the upcoming

term (limited to 300 words for the President-Elect and 200 words for Board members).

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

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

As stated in Article III, Section C of the Bylaws, the Nominating Committee shall be appointed no less than one hundred thirty-five (135) days prior to the start of the following year’s annual conference. The secretary-treasurer shall ensure ballots are delivered, by any means approved by the board of directors, to all members not later than ninety (90) days prior to the following year’s annual conference, and voting shall be open for thirty (30) days.

VII. AWARDS PROGRAMS

CSMFO sponsors four awards programs.

A. CSMFO Financial Reporting Awards Program

The CSMFO Financial Reporting Awards Program is under the auspices of the Recognition Committee. The object is to recognize excellence in financial reporting.

B. Excellence in Budgeting

The Award Program for Excellence in Budgeting is conducted by the Recognition Committee. The objectives are to recognize agencies with excellent budget procedures and documents and expose CSMFO members to these materials.

C. Innovation Award

The Award Program for Innovation is conducted by the Recognition Committee. The objectives are to recognize agencies with innovative budgeting and finance programs and expose CSMFO members to these materials.

D. Distinguished Service Award

The Distinguished Service Award recognizes outstanding service on the part of an individual to the field of municipal finance. This is the highest honor that is bestowed by the Society. It is not a competition, and not necessarily annual, but is given at such times as a person is judged deserving of the honor. Nominees may be suggested to the President, in confidence, who will consult with the Executive Committee in making a determination. The award will consist of a suitable plaque presented at the annual conference.

E. Volunteer of the Year Award

The Volunteer of the Year Award nomination and selection process is conducted by the Executive Committee and presented at the annual conference by the President. The objectives are to recognize outstanding volunteer efforts and participation, while also providing an avenue for volunteers to recognize each other. Nominations shall be due at least three (3) months prior to the annual conference. The Executive Committee will review nominations annually and select one Volunteer of the Year recipient. At its discretion after the review process concludes, the Executive Committee may choose to not bestow this award, or to bestow this award to multiple recipients. Nominations must be submitted by a CSMFO member with involvement on the Board, on a committee or at the leadership level (chair or vice chair) of any local chapter.

F. Board Proclamations

CSMFO may upon request of any CSMFO member and with Executive Committee approval create and present a Board Proclamation to recognize the efforts and accomplishments of CSMFO members upon their retirement from the government finance profession.

VIII. ODELL SCHOLARSHIP

The Robert Odell Scholarship created by CSMFO and administered by the California State University system will be conducted under the direction of the Board of Directors. It is intended that the principal amount be held constant at an amount adequate to ensure investment earnings are sufficient to provide up to four \$2,000 scholarships each year to upper division and graduate students of public administration with an emphasis in finance. This determination of this amount will be at the Board's discretion.

Recipients of the Odell Scholarship will also receive a complimentary invitation to attend the CSMFO annual conference. It is the responsibility of the scholarship recipient to contact the CSMFO office no less than two (2) weeks prior to the start date of the conference in order to confirm attendance.

IX. MEMBERSHIP

A. Status

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

B. Other Classifications of Members

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

1. Honorary. Past Presidents and Distinguished Service Award winners who are retired (not gainfully employed either in or out of government) will be granted honorary membership status. They will be eligible to receive CSMFO materials and participate in CSMFO activities.
2. Student. This classification shall be open to those persons presently enrolled in either an undergraduate or graduate program in finance, accounting or public administration studies through an accredited university. Students that are concurrently eligible for Municipal membership may choose their membership category.
3. Professor. This classification shall be open to those persons presently employed as faculty of a finance, accounting, or public administration course through an accredited university.
4. Retired. This classification is open to former municipal members who retire from public service.

C. Directory

Annually a Membership Directory shall be published as soon after the membership renewal deadline as possible. Generally speaking, the Directory is printed in March and distributed in April. In order to ensure listing in the Directory, a must pay their dues no later than the March 1 deadline.

D. Dues

Dues shall be collected for the calendar year and membership for all members shall expire on December 31 of each year.

1. The Board of Directors shall annually establish dues amounts per membership category.
2. New municipal and other government members signing up after July 1 until September 30 will pay 50% of the current annual dues. New members who pay the full amount of dues between October 1 and December 31 shall be considered current members until December 31 of the following year.
3. Membership dues are due on January 1 of each year, as specified in Article II, Section C of the Bylaws.
4. Membership dues renewal notices shall be sent in November.
5. Membership will lapse for any person should dues remain unpaid on March 1.
6. Dues may be prorated at the discretion of the Board of Directors.
7. The Board of Directors has the discretion to establish special one-time dues to encourage new membership.

E. Use of CSMFO Logo – Discussion on Branding

Members in good standing with CSMFO may post the CSMFO logo on their city/agency/company websites advertising their affiliation with our association. The CSMFO Board of Directors, at the discretion of the Executive Committee, reserves the right to rescind this privilege should the agency/company conduct itself in a manner inconsistent with CSMFO's standards.

X. ANNUAL CONFERENCE

The annual conference usually will take place in January/February, alternating between the northern and southern parts of the state. North/south designations will be determined by the Board. Selection of the site for the annual conference is by the Board of Directors, approximately four years in advance. The Immediate Past President is responsible for working with staff to oversee the site selection process and may at his or her discretion establish a committee to assist. The Immediate Past President makes a recommendation to the Board; no site presentations are made to the Board unless specifically requested. The Immediate Past President will utilize the site selection criteria adopted by the Board in weighing alternative sites.

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

XI. ADVOCACY TASKFORCE

A. Mission

With their acknowledged expertise in administration and finance, the membership of CSMFO can exert a positive influence on the composition of legislation and the implementation of policy positions that will affect the fiscal integrity and viability of local governments in California.

The CSMFO Board of Directors should be responsive to the opinions of the members and be able to deliberate on specific issues in a timely manner with the goal of adopting a recommended position. CSMFO's adopted positions will be on the record and will be publicized and utilized to exert maximum influence on both legislators and public opinion.

In circumstances where the legislative issue is complex, the President may convene a temporary Advocacy Task Force in order to facilitate the discussion and develop a position(s) for the Board's consideration. The President will select the members of the Advocacy Task Force to be comprised of subject matter experts and which may include municipal members, commercial members, and/or CSMFO consultants.

B. General Advocacy Policies

The CSMFO Advocacy Guiding Principles shall focus on proposals on legislative issues, ballot measures and other issues that:

1. Involve professional standards and the public perception of local agency financial management, and/or;
2. Have implications for or threaten the stability of local agency finances.

C. Proposing Legislative Positions

1. Proposals for consideration may be presented to the Board through the President, by an individual Board Member, by recommendation of any committee or advisory body, by a League Policy Committee Appointee, by a specific Chapter, or by any individual CSMFO member. The President will confer with the executive team to determine the appropriate next steps.
2. There will be no advocacy for individual candidates. Legislative positions must be in support of CSMFO Advocacy Guiding Principles.
3. Proposals for consideration should be submitted within the following timelines:
 - a. Recommendations originating from the work of a committee, the Advocacy Task Force or

other sub-body must be conveyed to the President for consideration by the Board one week prior to a scheduled Board meeting.

- b. Any active CSMFO member can submit a position for consideration by the Board to the President not less than 14 days prior to a scheduled Board meeting.

D. The Deliberative Process

1. The President may recommend immediate action by the Board or may recommend establishing an Advocacy Task Force to review the proposal.
2. If recommended for immediate action by the Board, see section E (1) below on the approval process.
3. If assigned to the Advocacy Task Force for review and recommendations, the Task Force shall request feedback from the general membership when feasible. Various means can be used to obtain a canvass of member views including electronic mail, the CSMFO website, survey software, publications, and meetings.
4. The Advocacy Task Force may request a presentation from the sponsor of the proposal. The Advocacy Task Force may approve an issue as submitted, with amendment, reject it, or they may table the proposal for later consideration.
5. The Advocacy Task Force shall report the status of the assignment to the President within the timeframe requested by the President at the time of assignment.
6. If the Advocacy Task Force recommends approval, the proposal will be conveyed to the President for submission to the entire Board, but in no case longer than three months from the established time.

E. Approval and Dissemination

Approval:

1. If recommended for immediate action by the Board the Board may approve the proposal by a simple majority of the Board. Once approved, the proposal proceeds to the next steps of dissemination.

If there is an urgent need to adopt a particular policy, the Executive Committee may act, but must ratify said action with the Board at its next regularly scheduled meeting.

2. If assigned to the Advocacy Task Force, the Task Force recommendations shall be provided to the President for presentation to the Board.
1. Dissemination Approved policy positions shall be recorded and may be published in the CSMFO periodical, on the CSMFO website and to the email group listserv at the discretion of the Executive Committee and/or Board of Directors.
3. Approved policy positions will also be disseminated as appropriate and necessary to elected officials at the local, state, and federal levels and to media outlets.
4. Approved policy positions will be provided to the League of California Cities for consideration, inclusion, and implementation.
5. Approved policy positions will be provided to CSMFO consultants, as appropriate.

F. Special Circumstances and Sunset Provisions

In the event that the Board has failed to approve a proposal within three months of the time that it was assigned to the Advocacy Task Force, the issue will no longer be available for consideration. Further consideration would require the matter to be newly introduced.

XII. CHAPTERS

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

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

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

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

Each Chapter shall define its own meeting time and place and may send local meeting notices to interested parties. Regular meetings of each Chapter provide the membership with opportunities for personal and professional development that can only be accomplished at the local level. Meeting data shall be forwarded to the CSMFO staff for posting to the CSMFO website and publication in the monthly email blast.

CSMFO membership carries with it automatic membership in the local chapter. Chapters are not authorized to collect dues or to have their own newsletter. Meeting notices shall be advertised with a common authorized style. For more information see the "Chapter Chair Handbook".

XIII. ACCOUNTING and Budget policy

Accounting –

Accounting records are maintained in full accordance with all the requirements of Generally Accepted Accounting Principles (GAAP) and shall be audited annually in accordance with Generally Accepted Auditing Standards (GAAS). The Fiscal Year is January 1st to December 31st.

Financial reporting – Reports are prepared monthly for review by the Executive Committee and Administration Committee before being presented to the Board for full approval.

Annual Audit – The Audit Committee is responsible for all aspects of the audit.

Budget

Annually, the Executive Committee shall prepare a proposed budget for consideration by the Board at the Fall Board meeting. Final Board approval of the budget shall occur at the last Board meeting prior to the beginning of the new fiscal year.

The CSMFO will strive to maintain a balanced budget. This means that:

1. Operating revenues must fully cover operating expenditures.
2. Reserves must meet minimum policy levels.
3. Reserves or undesignated net assets may be used to fund new projects or one-time expenditures (e.g., capital outlays, start-up programs, revenue stabilization efforts, or other "one-time," non-recurring expenditures).

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

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

Reserve policies

Operating Reserve

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

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

Conference Reserve Account

CSMFO will maintain a conference reserve account sufficient to mitigate potential future contracted conference liabilities. The calculation should be presented as part of the budget based on known contracted liabilities effective January 1 of the budget year.

Use of Undesignated Net Assets:

Net assets remaining over and above the Operating or Conference Reserve shall be classified as Undesignated Net Assets. Use of these undesignated funds requires Board approval and is intended to be limited to one-time, non-operating expenses..

Examples of such uses include but are not limited to the following: contributions to the Odell Scholarship Fund; website upgrades; conference subsidies; one-time expenses not budgeted such as covering the cost of a Chapter meeting or providing free or subsidized in-person or virtual training to members.

The reserve accounts and undesignated net assets will be reviewed by the Administration Committee at least annually to ensure that the organization is in compliance with this policy.

Changes or Use of Reserves or Undesignated Net Assets:

Any spending of the reserves must be approved in advance by the Board.

The ultimate responsibility for oversight of the reserves and undesignated net assets resides with the Board of Directors, who will establish the Reserve annually at the time of budget adoption.

Restricted Net Assets – any asset restricted by GAAP, such as Chapter balances.

Operating Expenses and Disbursement procedures

B. Travel Expenses

1. General

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

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

2. President's Expenses

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

3. CSMFO Board Member Expenses

Subject to the annual CSMFO budget process, CSMFO Board members other than the President shall be entitled to reimbursement of eligible expenses not borne by his/her agency associated with attendance at official Board meetings, chapter meetings and Board retreats. The CSMFO Board shall establish a pool in the annual budget from which Board member reimbursements will be funded. Board members who will require reimbursement during the year shall notify the Executive Director prior to the presentation of the budget. The Board of Directors shall determine the maximum reimbursement amount for each individual Board member for that fiscal year.

4. League Policy Committee Appointee Expenses

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

5. GFOA Related Expenses

It is the policy of CSMFO to encourage the involvement of its members in GFOA activities.

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

C. Committee Expense

The CSMFO annual budget also provides limited funds for committee meeting expenses, which includes meals or refreshments for committee meetings as well as additional expenses required in administering approved programs.

D. Chapter Expense

The CSMFO annual budget also provides limited funds for covering possible occasional deficits in chapter meetings, which are normally expected to be self-sustaining. The cost of printing and other miscellaneous expenses associated with the chapter meetings should be included in the cost of the meeting and not borne by the chapter chairs' agency.

E. Chapter Balances

CSMFO will maintain an annual budget item for chapter support. Chapter Chairs will make an advance request to the Executive Director for support in the event that they anticipate incurring a permanent deficit that will result in a negative chapter balance. The Executive Director will perform a chapter balance reconciliation at the end of each fiscal year. Any negative balances that remain, that will not be resolved with time, will be supplemented from the chapter support budget to bring the balance to zero.

F. Disbursement

1. Disbursement Approvers

Disbursements must be approved by no fewer than two of the following, prior to distribution: President, President-Elect, Immediate Past President, Secretary/Treasurer, and Administration Committee Chair.

2. Check Signers

All checks require two signatures. The designated signers will be the Executive Director and another member of the Executive Committee. To alleviate the necessity of updating signature cards annually, they will be updated once every three years. The President-Elect at the beginning of the three-year period will be designated as the second check signer. This duty will follow the elected official through the three-year term on the Executive Committee in their role as President-Elect, President, and Past President. Upon departure of the second signer from the Executive Committee, new signature cards will be prepared for the incoming President-Elect. If the check signer departs the Executive Committee prior to completing the three-year cycle, new signature cards will be prepared to replace the second signer with the existing President-Elect.

This policy shall be effective for all financial accounts under CSMFO's federal tax identification number, including but not limited to checking, savings, and investment of funds.

3. Disbursement Approval Process

Prior to entering the distribution process, invoices related to consultant services shall be submitted to the committee overseeing the services for review. If the nature of the consultant services is not specific to any single committee function, the Administration Committee shall review the invoice. The reviewing committee will ensure that the invoice reflects services and fees that are complete and in accordance with the approved contract.

Following approval by the reviewing committee, invoices and requests for reimbursement will be submitted to the five disbursement approvers. A disbursement report should accompany the backup documentation submitted to the disbursement approvers.

Upon approval by at least two of the five disbursement approvers and no earlier than one business day following the request for approval (to allow all five disbursement approvers adequate time to review and ask questions), checks will be signed by the authorized signers. A monthly disbursement report should be included in the monthly Board meeting materials for Board member review.

XIV.COOPERATIONWITHOTHERS

A. Like Organizations

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

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

B. Press

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

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

C. CSMFO Policy Position

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

XV. CSMFO PUBLICATION

CSMFO publishes the CSMFO News on a regular schedule, as established by the Board of Directors. The News is intended to be a professional publication with relevant articles related to the government finance profession, and will include letters from the current President, President-Elect and Executive Director, highlights from local chapters and members and other relevant information. The Communications Committee will be responsible for coordinating the publication and distribution of the CSMFO News. The Board of Directors has adopted a separate Communication Policy/Guidelines, along with an organizational style guide related to branded communications.

XVI. CONTRACT APPROVAL POLICY

The primary objective of this policy is to establish procedures for approval of all CSMFO contracts to promote transparency and efficiency.

- A. Every CSMFO contract with fees in excess of \$5,000 shall be presented to the Board of Directors at a board meeting for consideration and approval. Unless otherwise stated in the board report, every CSMFO contract shall be executed by the Executive Director. In the event that the Executive Director is unavailable, the CSMFO President will execute the contract.
- B. All contracts with fees of \$5,000 or less shall be executed by the Executive Director. Contracts that are executed within the Executive Director's contract authority will be included as an information item on the consent calendar of the next Board meeting.
- C. If there is a contract that is urgent in nature where the duration of time until the next Board meeting would be detrimental to CSMFO, the Executive Director will obtain authorization from the Executive Committee to execute the contract. The Executive Director will notify the Board of Directors at the subsequent Board meeting, noting the reason for the urgency.
- D. The budget line item account for every CSMFO contract will be provided in the accompanying report to the Board, no matter the dollar amount, for tracking and reconciliation purposes.

XVII. RECORDS RETENTION POLICY

The purpose of records management is to ensure that information is available when needed. Efficiency in record-keeping requires identification, organization, and maintenance for the requisite number of years, and documentation when destroyed.

Disposition of records should occur routinely in accordance with the provisions of the Records Retention Schedule, available from the CSMFO office. For example, if the Schedule states that certain records shall be retained for three years, records review and disposal should occur promptly at the conclusion of the three-year retention period. This ensures that file space is used efficiently and prevents active records from becoming interfiled with records that have outlived their administrative usefulness.

A listing of records to be destroyed shall be submitted by the Committee of Record to the Secretary or the Secretary's designee for review prior to destruction. The Secretary or designee will verify compliance with the Schedule and respond with authorization to proceed.

Ownership of Records

All records are the property of CSMFO and shall be delivered by outgoing consultants and volunteers to their successors.

Definitions

Disposition – The length of time a record is kept, which may be permanent

Historical Record – The retention of records that have enduring value because they reflect significant historical events or document the history and development of CSMFO

Records Retention Schedule – The document identifying the length of time a record is maintained, including disposition.

Records Retention Codes

A/E: After expiration

AU: Audit

C: Current

D/R: Destroy when no longer relevant

P: Permanent

XVIII. AMENDMENTS

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



CSMFO BOARD REPORT

Date November 18, 2021

FROM: Scott Catlett
President Elect

SUBJECT: Modifications to the CSMFO Standing Committees

Background:

During the 2021 Strategic Planning Session at Disneyland last month, one area of focus for the discussions was the current complement of CSMFO committees. This is outlined in the output from the Strategic Planning Session, which is also on today's Board agenda. Generally, it appears that the current committee structure is working, and the standing committees are effectively advancing CSMFO's strategic plan and initiatives. Yet, we have collectively identified a need for greater focus on the financial operations of our organization as it continues to grow and take on more programs and services.

The Executive Committee recommends that the Policy and Procedures Manual be amended to combine the Administration and Technology Committees into a single committee, which will focus on all of the non-financial administrative functions of our organization. These include contracts, technology initiatives, and maintaining CSMFO's governing documents including the By-Laws and Policy and Procedures Manual. A new Finance Committee would be added, which would leave the current number of standing committees unchanged. The Finance Committee would take on the financial administration tasks formerly assigned to the Administration Committee, as well as assist the President and President-Elect in crafting and monitoring CSMFO's annual budget.

With these changes approved by the Board, 2022 committee appointments can be made with the new committee structure in mind.

A copy of the proposed revisions to the Policy and Procedures Manual is attached for the Board's review. As a separate comprehensive review of the Policy and procedures Manual is also included on the Board's agenda, the attached changes should be incorporated into those revisions.

Recommendation:

That the CSMFO Board of Directors approve revisions to the Policy and Procedures Manual to combine the Administration and Technology Committees and create a new Finance Committee.

Attachment:

Amended Policy and Procedures Manual.

STANDING COMMITTEES

A. Committees

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

1. Administration Committee, whose primary objectives are to:
 - a. Review and update CSMFO Policies and Procedures as needed or requested.
 - b. Undertake special projects as directed by the Executive Committee or Board of Directors.
 - c. Coordinate the Odell Scholarship program with California State University system, outlined in Section VIII, conduct scholarship fundraising efforts as deemed appropriate by the Board, and provide an annual report to the Board.
 - d. Administer contracts on behalf of CSMFO. Draft and execute contracts as directed by the Executive Committee, Board of Directors, or standing committees. Conduct annual evaluation of contracts and consultants, with results to be presented at the annual Board retreat.
 - e. Enhance the effectiveness and use of technology by CSMFO and its member agencies in exchanging information, increasing productivity, and enhancing member service.
 - f. Maintain a CSMFO internet presence and website to enhance membership benefits, provide professional information, establish relevant links, and support continued training.
 - g. Facilitate information sharing among members.
2. Finance Committee, whose primary objectives are to:
 - a. Review the financial statements and check register of CSMFO on a monthly basis.
 - b. Assist the President Elect with the preparation of the CSMFO annual budget.
 - c. Evaluate existing financial policies and make recommendations for new financial policies.
 - d. Coordinate with other standing committees on financial matters and provide assistance as needed.
 - e. Perform other financial duties outlined in Section XIII of this Manual.
3. Career Development Committee, whose primary objective is to promote the professional development of its members by providing affordable and accessible training opportunities. Activities may include, but are not limited to:
 - a. Review and/or develop core courses and webinars.
 - b. Plan and execute the annual Weekend Training.
 - c. Coordinate coaching program and professional development services.
 - d. Undertake special projects as directed by the Executive Committee or Board of Directors.
4. Communications Committee, whose primary objectives are to:
 - a. Enhance the communications between CSMFO leadership and its members through the CSMFO Magazine, website, email, and other common forms of communication.
 - b. Work to ensure a common branding experience for all CSMFO members.
 - c. Develop policies, guidelines and procedures related to CSMFO Magazine, publications, and other communication materials.
 - d. Coordinate with CSMFO leadership and Board on consistent messaging.
 - e. Undertake special projects as directed by the Executive Committee or Board of Directors.
5. Membership Benefits Committee, whose primary objectives are to:
 - a. Solicit and encourage new members from eligible agencies and promote the benefits of CSMFO membership.
 - b. Solicit feedback from members on what benefits they want out of CSMFO membership.
 - c. Follow-up on non-renewing members and outstanding membership invoices.

- d. Undertake special projects as directed by the Executive Committee or Board of Directors.
6. Professional Standards Committee, whose primary objective is to identify and analyze new or emerging professional standards for municipal finance. To accomplish this, the committee will:
- a. Disseminate information on emerging standards to the members.
 - b. Support content for potential new training courses.
 - c. Develop suggested systems and procedures, as needed.
 - d. Undertake special projects as directed by the Executive Committee or Board of Directors.
7. Program Committee, whose primary objective is to set the educational content of the Annual Conference, including:
- a. Conducting calls for presentations, as the committee deems necessary.
 - b. Working with speakerbureaus.
 - c. Setting the schedule of classes for the conference.
 - d. Coordinating the pre-conference sessions.
 - e. Coordinating with speakers regarding their materials, audio visual needs and payments and/or reimbursements, as necessary.
 - f. Assigning moderators for each session.
 - g. Communicating and coordinating with the Annual Conference Host Committee as appropriate.
8. Recognition Committee, whose primary objective is to promote the highest standards of budgeting and financial reporting, including:
- a. Encourage the use of professional standards through award programs for financial reporting.
 - b. Encourage improved techniques for budget preparation and presentation.
 - c. Recognize excellence in financial reporting and budgeting through annual awards programs.
9. Student Engagement Committee, whose primary objectives are to:
- a. Reach out to the next generation (graduate and undergraduate students in political science, public administration, accounting, and finance) to let them know we are here and what we have to offer.
 - b. Promote municipal finance as a rewarding career choice.
 - c. Increase the number of student memberships.
 - d. Create a self-reinforcing cycle for student engagement in which relationship building and exposure to municipal finance provides momentum for growth in student memberships and participation.

Board Meeting November 18, 2021

To: CSMFO BOARD

Date: November 11, 2021

FROM: Marcus Pimentel, President

SUBJECT: That the Board accepts this update on the Executive Director recruitment

RECOMMENDATION

That the Board accepts this update on the Executive Director recruitment

Background

On June 24, 2021, the Board authorized the selection of Cooperative Personnel Services dba CPS HR Consulting (CPS HR) as the recruitment firm for a new Executive Director. Also on June 24, the Board authorized this special board meeting following the review of a report on considerations for a new Executive Director position including key milestones to meet the previously approved Executive Director timeline.

On July 22, 2021, the Board was provided a verbal report on the status of the recruitment process and provided feedback.

On August 24, 2021, the Board authorized the Executive Director job description and pay range, approved the appointment of the Executive Director selection committee, and accepted the reduced scope of CPS HR. The selection committee is led by President Elect Scott Catlett and includes Rich Lee (President-Elect), Margaret Moggia (Past President and Chair of the Ad Hoc committee), Steve Heide (Past President), committee chairs Jennifer Wakeman and Jason Al-Imam.

On September 10, 2021, the Executive Director recruitment opened and was closed on October 8, 2021 with planned panel interviews in November 2021. A total of 25 candidates applied.

The Executive Director selection committee has concluded two rounds of interviews. The first round of all candidates was conducted by CPS HR and the second round for the top six (6) candidates was conducted by the two panels formed by the selection committee. Final in-person interviews are planned for December 9, 2021, in Newport Beach.

The Board will hold closed sessions at each board meeting beginning on November 18, 2021, to receive updates and provide direction to the Executive Committee regarding subsequent negotiations with final candidate(s). A final candidate is expected to be recommended to the Board during their January 13, 2022, board meeting.

Fiscal Impact (none)

ATTACHMENT (none)



CSMFO BOARD REPORT

Date November 18, 2021

FROM: Scott Catlett
President Elect

SUBJECT: Approval of 2021 CSMFO Budget

Background:

At the Board's most recent meeting, the draft 2021 budget was reviewed. No changes to the budget were recommended by the Board at that time, and no changes have been made subsequent to that meeting. The only portion of the budget that remains unfinalized is the allocation of resources to the SMA and Executive Director contracts.

While the Executive Director search process is nearing its conclusion, we do not currently anticipate that contract negotiations with the selected Executive Director will be completed by the end of the calendar year. Additionally, Board action will be required to approve the final contract and any related amendment to the SMA contract. In anticipation of those items coming before the Board at its January meeting, the Executive Committee recommends that the Board adopt the 2021 budget as currently drafted, which will be amended in January to accommodate any required adjustments related to the SMA and Executive Director contracts.

Recommendation:

That the CSMFO Board of Directors adopt the 2021 CSMFO budget as presented and direct the President Elect to return with an amended budget in January concurrent with the Board's approval of the Executive Director contract and any required amendment to the SMA contract.

Attachment:

2021 CSMFO Budget

California Society of Municipal Finance Officers
Draft Budget Detail - As of October 11, 2021

Acct No	Account Description / Line Item Detail	Cost Per	FY 2022 Budget	FY 2021 Estimated YE	FY 2021 Budget	FY 2020 Actual	FY 2019 Actual	FY 2018 Actuals	FY 2017 Actuals
REVENUES									
4100	<u>Membership Dues</u>								
	Municipal	\$ 110	\$ 195,000	\$ 193,000	\$ 149,868	\$ 194,285	\$ 196,550	\$ 187,365	\$ 175,505
	Other Gov	\$ 50	\$ 4,000	\$ 4,000	\$ 2,900	\$ 4,305	\$ 4,050	\$ 2,100	\$ 1,825
	Commercial	\$ 220	\$ 50,000	\$ 45,000	\$ 33,264	\$ 45,320	\$ 58,080	\$ 56,800	\$ 52,910
	Retired	\$ 20	\$ 1,200	\$ 1,200	\$ 1,056	\$ 1,160	\$ 1,160	\$ 1,320	\$ 1,320
	Education	\$ 20	\$ -	\$ -	\$ -	\$ -	\$ 160	\$ 140	\$ 160
	Other/Misc.		\$ -	\$ -		\$ -	\$ -	\$ -	
	SUBTOTAL		\$ 250,200	\$ 243,200	\$ 187,088	\$ 245,070	\$ 260,000	\$ 247,725	\$ 231,720
4200	<u>Interest Income</u>		\$ 5,000	\$ 5,000	\$ 5,000	\$ 10,338	\$ 19,794	\$ 26,041	\$ 7,549
4302	<u>Advertising Income</u>								
	Job Board Posts	275 or 400	\$ 150,000	\$ 150,000	\$ 131,400	\$ 121,325	\$ 147,250	\$ 130,725	\$ 145,600
	CSMFO Magazine Ads	various	\$ 10,000	\$ 14,000	\$ 3,000	\$ 1,400	\$ 13,395	\$ 8,028	\$ 13,465
	Other/Misc.			\$ -	\$ -	\$ -	\$ -	\$ (10)	\$ -
	SUBTOTAL		\$ 160,000	\$ 164,000	\$ 134,400	\$ 122,725	\$ 160,645	\$ 138,743	\$ 159,065
4490	<u>Budget/CAFR Fees</u>								
	\$50 Submissions	\$ 50	\$ 100	\$ 100	\$ 100	\$ 150	\$ 250	\$ 150	\$ 300
	\$100 Submissions	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$150 Submissions	\$ 150	\$ 14,700	\$ 14,700	\$ 14,700	\$ 14,700	\$ 16,350	\$ 16,350	\$ 17,700
	\$200 Submission	\$ 200	\$ 200	\$ 200	\$ 200	\$ 800	\$ 1,600	\$ 200	\$ 600
	SUBTOTAL		\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,650	\$ 18,200	\$ 16,700	\$ 18,600
4501	<u>Chapter Income</u>		\$ 100,000	\$ 10,000	\$ 100,000	\$ 9,897	\$ 93,067	\$ 112,433	\$ 106,686
4503	<u>Contributions & Donations</u>								
	CalPSA/Odell		\$ -	\$ -	\$ -	\$ 167	\$ -	\$ -	\$ -
	CalCPA		\$ -	\$ -	\$ -	\$ 6,424	\$ -	\$ -	\$ 1,905
	SUBTOTAL		\$ -	\$ -	\$ -	\$ 6,591	\$ -	\$ -	\$ 1,905
4505	<u>Webinar Income</u>	\$ 25	\$ 2,600	\$ 2,623	\$ 5,156	\$ 6,156	\$ 10,175	\$ 4,600	\$ 3,750

California Society of Municipal Finance Officers
Draft Budget Detail - As of October 11, 2021

Acct No	Account Description / Line Item Detail	Cost Per	FY 2022 Budget	FY 2021 Estimated YE	FY 2021 Budget	FY 2020 Actual	FY 2019 Actual	FY 2018 Actuals	FY 2017 Actuals
4520	<u>Weekend Training</u>								
	Extra Hotel Night	\$ 160	\$ 1,600	\$ -	\$ -	\$ -	\$ 480	\$ 1,600	\$ 750
	Commuter Rate	\$ 400	\$ 2,000	\$ -	\$ -	\$ -	\$ 2,400	\$ 2,800	\$ 2,800
	Regular Rate	\$ 475	\$ 16,625	\$ -	\$ -	\$ -	\$ 12,350	\$ 14,250	\$ 7,600
	Regular Rate + Hotel Night	\$ 625	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,225
	Other							\$ 75	\$ (215)
	SUBTOTAL		\$ 20,225	\$ -	\$ 21,000	\$ -	\$ 15,230	\$ 18,725	\$ 20,160
4570	<u>Introductory Government Accounting</u>	\$ 75	\$ 21,000	\$ 20,850	\$ 22,000	\$ 19,501	\$ 19,763	\$ 14,100	\$ 11,550
4580	<u>Fiscal Policies / Long Term Financial Planning (Paused)</u>								
	\$100 fee	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$150 fee	\$ 150	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,300	\$ 2,100
	SUBTOTAL		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,300	\$ 2,100
4590	<u>Intermediate Government Accounting</u>	\$ 150	\$ 46,500	\$ 44,845	\$ 35,000	\$ 22,650	\$ 28,500	\$ 20,250	\$ 44,550
4594	<u>Investment Accounting</u>	\$ 75	\$ 6,600	\$ 6,450	\$ 7,500	\$ 7,350	\$ 3,750	\$ 1,725	\$ 2,400
4595	<u>Fundamentals of Tax Revenues</u>	\$ 150	\$ 10,500	\$ 16,500	\$ 7,500	\$ -	\$ 6,750	\$ 6,150	\$ 5,600
4596	<u>Fundamentals of Fees, Rates, & Charges</u>	\$ 150	\$ 6,150	\$ -	\$ 7,500	\$ -	\$ -	\$ -	\$ -
4597	<u>Developing Successful Supervisory Skills (Paused)</u>	\$ 200	\$ -	\$ -	\$ 5,000	\$ -	\$ 4,000	\$ 5,400	\$ 10,200
4598	<u>Successful Leadership Skills for Finance Directors (Paused)</u>	\$ 200	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -
4591	<u>Budget Modules 1-2</u>	\$ 150	\$ 13,500	\$ 22,950	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -
	<u>Budget Modules 3-4</u>	\$ 150	\$ 13,500	\$ 11,250	\$ 7,500	\$ -	\$ -	\$ -	\$ -
	<u>Leadership Training Pilot</u>	\$ 150	\$ 4,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<u>Capital Assets</u>	\$ 150	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL REVENUE			\$ 681,275	\$ 562,668	\$ 579,644	\$ 480,929	\$ 639,874	\$ 615,891	\$ 625,836

California Society of Municipal Finance Officers
Draft Budget Detail - As of October 11, 2021

Acct No	Account Description / Line Item Detail	Cost Per	FY 2022 Budget	FY 2021 Estimated YE	FY 2021 Budget	FY 2020 Actual	FY 2019 Actual	FY 2018 Actuals	FY 2017 Actuals
EXPENSES									
6105	<u>Marketing/Membership</u>		\$ 10,000	\$ 10,000	\$ 10,000	\$ 14,037	\$ 14,463	\$ 5,233	\$ 8,395
6106	<u>Storage</u>		\$ 1,000	\$ 1,000	\$ 1,000	\$ 916	\$ 1,001	\$ 856	\$ 864
6110	<u>President's Expenses</u>								
	CMTA Conference Travel		\$ 500	\$ -	\$ 500		\$ 189	\$ 257	\$ 225
	WFOA Conference Travel		\$ 1,000	\$ -	\$ 1,500		\$ 675	\$ 270	\$ 376
	OGFOA Conference Travel		\$ 1,000	\$ -	\$ 1,500	\$ 1,468	\$ 644	\$ 578	\$ 387
	AGFOA Conference Travel		\$ 1,500	\$ -	\$ 3,000		\$ 1,534	\$ 1,445	\$ 685
	GFOA Conference		\$ 1,500	\$ -	\$ 2,000		\$ 1,549	\$ 552	\$ 1,306
	Gifts/Discretionary		\$ 1,000	\$ 3,500	\$ 3,500	\$ 1,027	\$ 923	\$ 558	\$ 769
	SUBTOTAL		\$ 6,500	\$ 3,500	\$ 12,000	\$ 2,496	\$ 5,514	\$ 3,660	\$ 3,749
6115	<u>Board of Directors</u>								
	Meetings (in-person expenses)		\$ 10,000	\$ 5,000	\$ 5,000	\$ 3,192	\$ 15,174	\$ 4,370	\$ 3,692
	Supplies		\$ -	\$ -	\$ 100	\$ -	\$ -	\$ -	\$ -
	Other (business card holders in 2011)		\$ -	\$ -	\$ -	\$ -	\$ 2,280	\$ -	\$ -
	SUBTOTAL		\$ 10,000	\$ 5,000	\$ 5,100	\$ 3,192	\$ 17,453	\$ 4,370	\$ 3,692
6120	<u>Committee/Chapter Support</u>								
	Committee Support		\$ 1,000	\$ 1,000	\$ 5,000	\$ -	\$ 2,513	\$ 482	\$ 1,516
	Student Engagement Initiative		\$ 1,000	\$ 1,000	\$ 5,000	\$ 733	\$ -	\$ -	
	Chapter Support		\$ 5,000	\$ 2,500	\$ 10,000	\$ 8,337	\$ 8,752	\$ 9,519	\$ 1,145
	SUBTOTAL		\$ 7,000	\$ 4,500	\$ 20,000	\$ 9,069	\$ 11,265	\$ 10,000	\$ 2,661
6125	<u>Board Planning Session</u>								
	Lodging		\$ 20,000	\$ 20,000	\$ 23,000	\$ -	\$ 23,807	\$ 11,639	\$ 10,794
	Audio/Visual		\$ -	\$ -	\$ 2,500	\$ -	\$ -	\$ 2,295	\$ 1,695
	Facilitator Fee		\$ 5,000	\$ 5,000	\$ 4,500	\$ 4,300	\$ 5,000	\$ 4,000	\$ 4,000
	Facilitator Travel/Expenses		\$ -	\$ 1,500	\$ 500	\$ -	\$ -	\$ -	\$ -
	Staff Travel/Expenses		\$ 2,000	\$ 3,500	\$ 1,500	\$ -	\$ 3,714	\$ 2,136	\$ 2,202
	Team Building Activity		\$ 5,000	\$ 7,000	\$ -	\$ -	\$ 1,919	\$ 2,196	\$ 1,393
	Group Dinner		\$ 8,000	\$ 7,000	\$ 6,500	\$ -	\$ 8,425	\$ 6,367	\$ 4,000
	Meals (during meeting)		\$ 10,000	\$ 13,000	\$ 7,000	\$ -	\$ 6,738	\$ 12,691	\$ 2,121
	SUBTOTAL		\$ 50,000	\$ 57,000	\$ 45,500	\$ 4,300	\$ 49,604	\$ 41,325	\$ 26,205

California Society of Municipal Finance Officers
Draft Budget Detail - As of October 11, 2021

Acct No	Account Description / Line Item Detail	Cost Per	FY 2022 Budget	FY 2021 Estimated YE	FY 2021 Budget	FY 2020 Actual	FY 2019 Actual	FY 2018 Actuals	FY 2017 Actuals
6140	<u>Management Services</u>								
	SMA Management Services (allocated a portion to Annual Conference)		\$ 166,250	\$ 170,000	\$ 170,000	\$ 165,023	\$ 159,442	\$ 155,717	\$ 150,451
	Contract Executive Director		TBD	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Legal/Other/Harriet (Through 2021)		\$ 1,000	\$ 8,600	\$ 8,600	\$ 6,000	\$ 6,000	\$ -	\$ 542
	Harriet Commons		\$ 10,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Coleman Services		\$ 24,040	\$ 24,040	\$ 24,040	\$ 12,600	\$ 21,672	\$ 31,173	\$ 26,101
6470	Webinar Program Services		\$ 50,000	\$ 50,000	\$ 50,000	\$ 46,055	\$ 93,038	\$ 83,928	\$ 79,028
	SUBTOTAL		\$ 252,090	\$ 252,640	\$ 252,640	\$ 229,678	\$ 280,152	\$ 270,818	\$ 256,121
6150	<u>Office Supplies</u>		\$ 250	\$ 100	\$ 250	\$ 360	\$ 68	\$ 289	\$ 177
6155	<u>Merchant Fees/Bank Charges</u>		\$ 30,000	\$ 15,000	\$ 30,000	\$ 6,359	\$ 20,770	\$ 20,396	\$ 14,642
6160	<u>Awards</u>		\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,080	\$ 4,694	\$ 4,572	\$ 4,936
6165	<u>Printing</u>								
6167	Directory		\$ 10,000	\$ 20,000	\$ 15,000	\$ 20,061	\$ 12,026	\$ 11,096	\$ 10,220
6166	Other Printing		\$ 2,000	\$ 100	\$ 2,000	\$ 1,726	\$ 3,269	\$ 1,114	\$ 249
	SUBTOTAL		\$ 12,000	\$ 20,100	\$ 17,000	\$ 21,787	\$ 15,295	\$ 12,210	\$ 10,469
6170	<u>Magazine/CSMFO News</u>		\$ 20,000	\$ 10,000	\$ 20,000	\$ 18,449	\$ 7,123	\$ 15,790	\$ 14,438
6175	<u>Postage</u>		\$ 2,000	\$ 1,500	\$ 2,000	\$ 1,261	\$ 2,292	\$ 1,690	\$ 3,590
6185	<u>Telephone/Bridge Calls</u>								
	Land Line Usage		\$ 1,500	\$ 1,000	\$ 1,600	\$ 931	\$ 907	\$ 1,578	\$ 1,204
	Conference Calls		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,779
	SUBTOTAL		\$ 1,500	\$ 1,000	\$ 1,600	\$ 931	\$ 907	\$ 1,578	\$ 3,984
6190	<u>Web and Technology</u>		\$ 35,000	\$ 35,000	\$ 35,000	\$ 28,886	\$ 36,432	\$ 13,050	\$ 14,522
6200	<u>Travel/Staff Expenses</u>		\$ 2,000	\$ -	\$ -	\$ -	\$ 2,145	\$ 3,434	\$ 24
	Staff travel not falling under another program area								
6220	<u>Audit & Tax Filing</u>		\$ 9,500	\$ 9,500	\$ 9,500	\$ 9,315	\$ 9,570	\$ 9,000	\$ 8,910
6230	<u>Insurance</u>		\$ 4,000	\$ 4,000	\$ 5,000	\$ 3,271	\$ 1,769	\$ 1,219	\$ 1,710
	CSMFO has Directors & Officers insurance								
6240	<u>Taxes</u>		\$ 30,000	\$ 30,000	\$ 30,000	\$ 26,265	\$ 30,490	\$ 36,064	\$ 32,703
6250	<u>Miscellaneous</u>		\$ -	\$ -	\$ -	\$ 5,076	\$ -	\$ -	\$ -

California Society of Municipal Finance Officers
Draft Budget Detail - As of October 11, 2021

Acct No	Account Description / Line Item Detail	Cost Per	FY 2022 Budget	FY 2021 Estimated YE	FY 2021 Budget	FY 2020 Actual	FY 2019 Actual	FY 2018 Actuals	FY 2017 Actuals
6255	<u>GFOA Reception</u>		\$ 20,000	\$ -	\$ -	\$ -	\$ 52,250	\$ 20,390	\$ 15,439
6260	<u>Donations</u>		\$ -	\$ -	\$ -	\$ 175	\$ -	\$ -	\$ -
6401	<u>Chapter Expenses</u>		\$ 100,000	\$ 10,000	\$ 100,000	\$ 12,701	\$ 97,754	\$ 122,627	\$ 108,734
6420	<u>Weekend Training</u>		\$ 25,000	\$ -	\$ 25,000	\$ -	\$ 9,658	\$ 20,612	\$ 15,564
6430	<u>Introductory Government Accounting</u>		\$ 5,000	\$ 2,000	\$ 11,000	\$ 13,602	\$ 14,686	\$ 12,641	\$ 13,819
6450	<u>Fiscal Policies / Long Term Financial Planning (Paused)</u>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,522	\$ 4,879
6494	<u>Webinar Expenses</u>		\$ -	\$ 1,000	\$ -	\$ 5,750	\$ -	\$ -	\$ -
6594	<u>Investment Accounting</u>		\$ -	\$ -	\$ -	\$ -	\$ 1,621	\$ 883	\$ 2,805
6480	<u>Intermediate Government Accounting</u>		\$ 14,000	\$ 9,894	\$ 18,000	\$ 9,643	\$ 32,920	\$ 22,070	\$ 38,396
6595	<u>Fundamentals of Tax Revenues</u>		\$ 3,500	\$ 750	\$ 4,750	\$ -	\$ 2,204	\$ 819	\$ 1,265
6596	<u>Fundamentals of Rates, Fees, & Charges</u>		\$ 3,500	\$ -	\$ 5,000	\$ -	\$ 3,200	\$ -	\$ -
6597	<u>Developing Successful Supervisory Skills (Paused)</u>		\$ -	\$ -	\$ 6,300	\$ -	\$ 360	\$ 11,066	\$ 11,663
6598	<u>Successful Leadership Skills for Finance Directors (Paused)</u>		\$ -	\$ -	\$ 6,300	\$ -	\$ 5,816	\$ -	\$ -
6491	<u>Budget Modules 1-2</u>		\$ 5,000	\$ 4,950	\$ 5,000	\$ 3,000	\$ -	\$ -	\$ -
	<u>Budget Modules 3-4</u>		\$ 5,000	\$ 5,000	\$ 2,500	\$ -	\$ -	\$ -	\$ -
	<u>Leadership Training Pilot</u>		\$ 2,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<u>Education Other</u>		\$ -	\$ -	\$ -	\$ -	\$ 6,817	\$ -	\$ -
TOTAL EXPENSES			\$ 670,840	\$ 498,434	\$ 685,440	\$ 435,598	\$ 738,294	\$ 673,184	\$ 624,357
NET OPERATIONAL INCOME/LOSS			\$ 10,435	\$ 64,234	\$ (105,796)	\$ 45,330	\$ (98,420)	\$ (57,293)	\$ 1,479
One-Time Budgeted Expenses - Carryover				\$ (35,000)	\$ (65,000)	\$ (8,189)	\$ (34,152)	\$ (6,220)	\$ (7,731)
Budget Course Development				\$ (25,000)					
Course Curriculum Development				\$ (5,000)					
Anticipated One-Time Budgeted Expenses - Current Period									
Learning Management System				\$ (24,000)					

California Society of Municipal Finance Officers
Draft Budget Detail - As of October 11, 2021

Acct No	Account Description / Line Item Detail		FY 2022	FY 2021	FY 2021	FY 2020	FY 2019	FY 2018	FY 2017
		Cost Per	Budget	Estimated YE	Budget	Actual	Actual	Actuals	Actuals
	<i>Other Income (Conference)</i>		\$ 1,418,920	\$ 410,105	\$ 332,250	\$ 1,374,153	\$ 1,058,038	\$ 911,040	\$ 828,100
	<i>Other Expenses (Conference)</i>		\$ 1,406,554	\$ 252,663	\$ 333,906	\$ 1,328,812	\$ 1,025,126	\$ 848,529	\$ 729,721
	NET OTHER		\$ 12,366	\$ 157,442	\$ (1,656)	\$ 45,341	\$ 32,911	\$ 62,511	\$ 98,380
	TOTAL NET INCOME/LOSS		\$ (31,199)	\$ 186,676	\$ (172,452)	\$ 82,483	\$ (99,661)	\$ (1,002)	\$ 92,128



CSMFO BOARD REPORT

Date November 18, 2021

FROM: Scott Catlett
President Elect

SUBJECT: Strategic Planning Session Output

Background:

On October 11, 2021, the CSMFO leadership met at Disneyland for the 2021 strategic planning session. The session was facilitated by David Garrison from SMA. SMA has prepared an output document, which is attached to this report. The President Elect will be working with SMA to incorporate this output into the remaining elements of the 2020 strategic plan's matrix, with a goal to provide the Board with an updated strategic planning matrix at the January board meeting. We are providing the output document to the Board at this time so that the Board can see what was prepared and offer any comments to the President Elect regarding the observations and recommendations contained therein.

Recommendation:

That the CSMFO Board of Directors receive and file the strategic planning output document and provide any feedback to the President Elect on the contents of the document that should be incorporated into the updated strategic planning matrix.

Attachment:

2021 CSMFO Strategic Planning Output Document



CSMFO 2021

Strategic Planning Session

October 11, 2021 - Jazz Kitchen 9AM - 4PM

Designed and Facilitated by David Garrison

POST-MEETING OUTPUT:

- NEXT STEPS
- NOTES

Strategic Planning Session

October 11, 2021 - Jazz Kitchen 9AM - 4PM

Attendees & Values

Joan Michaels Aguilar (*Integrity and Financial Stability*)

Jason Al-Imam (*Excellence and Community*)

Barbara Arenado (*Safety*)

Pam Arends-King

Jasmin Bains

Michelle Bannigan (*Integrity and Accuracy*)

Kofi Antobam

Rich Lee (*Accountability and Authenticity*)

Jennifer Becker (*Connection and Justice*)

Bob Biery

Craig Boyer (*Integrity and Perseverance*)

Mary Bradley (*Gratitude and Responsibility*)

Daniel Buffalo

Veronica Bustillos (*Authenticity and Leadership*)

Viki Copeland (*Making A Difference*)

David Cain (*Strive and Legacy*)

Grace Castaneda (*Serenity*)

Scott Catlett (*Making A Difference and Vision*)

Will Fuentes (*Authenticity and Making A Difference*)

Steve Heide (*Making A Difference and Optimism*)

Kim Scott (*Ethics and Optimism*)

Amber Johnson (*Love and Stewardship*)

Vanessa Portillo

Kyle Johnson (*Optimism and Financial Stability*)

Melissa Manchester (*Optimism and Competence*)

Margarita Moreno

Laura Nomura (*Respect and Collaboration*)

June Overholt

Stephen Parker

Marcus Pimentel (*Altruism and Commitment*)

Jennifer Wakeman (*Curiosity and Connection*)

John Adams (*Balance*)

Alberto Preciado (*Empathy and Perseverance*)

Derek Rampone (*Reliability and Generosity*)

Margaret Moggia (*Giving back and Collaboration*)

Stephanie Reimer (*Love and Family*)

Ernie Reyna (*Inclusion and Usefulness*)

Karla Romero (*Collaboration and Making A Difference*)

Debbie Rosales

James Russell-Field

David Garrison (*Knowledge and Creativity*)

“One of the greatest gifts everybody can give is the inspiration to develop courage. If people feel comfortable enough to develop some courage, then they can do anything they really want to- why, they can devise their own lives.” - Maya Angelou



Monday, October 11, 2021

9:00 a.m. – 9:15 a.m.	Introduction and Meeting Intention/Tools and Safe Environment
9:15 a.m. – 9:30 a.m.	Warm Up: Values, Permission Slips and Containers
9:30 a.m. – 9:45 a.m.	Review the 2021 Strategic Plan
9:45 a.m. – 10:00 a.m.	Review the Results of the Survey and Interview Process
10:00 a.m. – 10:30 a.m.	Warm-Up: Kindle
10:30 a.m. – 10:45 a.m.	Break
10:45 a.m. – 11:00 a.m.	Three Major Topics
11:00 a.m. – 11:15 a.m.	PPAC Survey Results
11:15 a.m. – 12:00 p.m.	Exercise 1: The Van Gough's of CSMFO
12:00 p.m. – 12:30 p.m.	Present Paintings
12:30 p.m. – 1:30 p.m.	Lunch
1:30 p.m. – 2:00 p.m.	Exercise 2: Turn and Learn
2:00 p.m. – 2:05 p.m.	Re-Warm Up
2:05 p.m. – 3:00 p.m.	Exercise 3: Breakouts
3:00 p.m. – 3:10 p.m.	Quick Break (with Beignets!)
3:10 p.m. – 3:35 p.m.	Roundtable Discussion
3:35 p.m. – Adjourn	Review Developments/Ideas for 2022 Strategic Plan
6:30 p.m.	Dinner

**The secret to bringing people together
and being successful is to build your
organization with people, not for them.**



Meeting Output

It was a pleasure to have facilitated the 2021 CSMFO Planning Session. We felt the entire two-day gathering went extremely well and it was clear that CSMFO leaders were happy to be back together again in-person.

We have included the transcript of the planning session with this document. What we did want to highlight was discussion areas that clearly were a priority to the attendees and areas that you may want to focus on moving forward.

All Things Committees

A great deal of time was spent on the various aspects of CSMFO's committee structure, function and interaction. Some areas for future deliberations:

- Clearly outline the function and role of each committee and an estimated time commitment.
- Identify duplicated efforts between committees. Need to better identify and clarify what each committee is doing so you don't have multiple committees doing the same type of work.
- Look at the committee structure in its totality. Should Technology and Administration be combined? Should you add a Finance Committee? So, do you have committees we don't need or don't have committees we do need.
- Clarify the role and reach of the Executive Committee. What decisions can that body make versus the board as a whole.
- Can Commercial Members serve as the chair or vice chair of a committee?
- Formalize when collaboration between committees on a project or effort is beneficial. Clarify what each committee is doing and how best to work together toward completion.
- How can committees be used to address succession planning for CSMFO leadership?
- What is the difference between the committee chair and the board liaison? Specifically at the board meeting.

Leadership Succession Planning

Succession planning was another topic that came up within various groups and during our general discussions.

- Establish a definition of "finance officer" so it is clear who qualifies for potential leadership.
- Identify opportunities to involve entry level professionals so we have more of a "cradle to grave" approach to members?
- Establish a clear strategic approach to getting new people into the leadership pipeline. One-on-one asks are somewhat working but we need a specific initiative at the association level.
- Share stories about how current leaders got to their positions, so people know there are many paths into CSMFO leadership.
- Ensure the discussion on committees includes the role those bodies can play in identifying future leaders.

Organizational Potpourri

These items are all related to the functionality of CSMFO but didn't fall cleanly into one specific topic. We just wanted to identify them so the topics didn't fall off the radar. Perhaps they can be placed within an appropriate committee to address and report out to the full Board.

- Selection of the Learning Management System and identify how it supports our educational program.
- Assimilate the new Executive Director into CSMFO specifically in strategic planning/implementation and communication/coordination. Ensure the leadership all has similar and clear expectations for this new position and stay nimble, open-minded and flexible as the organization adjusts to a new staff leadership role.
- Develop a five (5) – seven (7) year financial plan to help ensure long-term fiscal stability. CSMFO is not a financial train wreck waiting to derail, but a fiscally solid organization that is looking to address possible new initiatives and financial reporting changes. Why is the conference a separate budget from the general operating budget?
- Reestablish board meetings as an opportunity to have in-depth conversations. At this time, board meetings feel like they happen simply to check off boxes.
- Identify all opportunities to brand CSMFO, including chapter meetings.
- Although most of the ideas shared by our volunteers are amazing, we don't have to do them all. Keep them recorded for the future but stay razor-focused on our identified priorities, don't get distracted.
- Who actually reads the annual report? Is there cost savings to be had while still sharing the information?
- Do we need to update our policies and procedures manual, 2018 guiding principles?

Conclusion

From our perspective, it was a great session and the feedback was all positive. CSMFO is at a pivotal point of its organizational development and is facing some changes and new challenges. The key to success will be the leadership's ability to have open and difficult conversations with respect and a willingness to listen. CSMFO is governed by a Board not one individual or committee. As long as the members of the Board remain passionate about the organization and committed to their leadership role, there isn't anything that these volunteers can't tackle on behalf of the members they serve.

Again, thank you for this opportunity. We are available for any questions on our report.

Overall Meeting Notes

Incoming President Scott Catlett welcomed the attendees to their first “in-person” meeting for some time. He introduced David Garrison who will be facilitating the planning session.

David shared some concepts which included courage and vulnerability.

Meeting Intention:

To engage in courageous and hard conversations on a variety of topics including CSMFO’s future, leadership identification and mentorship and our internal structure and governance. While also holding time and space for the issues within those topics and anything else the group collaboratively brings to the table for discussion.

David asked for permission slips and containers attendees wanted to share:

Share ideas freely
Don't be so reserved
Listen and learn as it is my first strategic planning session
Be open minded
Be excited, be engaged
Stay engaged and don't worry about work
Don't outright object an idea
Not speak up as much, to really listen more
Hold back my own thoughts so I can listen to others
New to leadership, first session, sound naïve
Forget about work stress
Actively listen and limit my words today
I can't spell so don't ask me to write anything
Have patience with me as I am new
I am not going to have all the answers but will give it my best
Have a refresher course on how CSMFO operates
I have a council meeting tonight so I have to make sure that is handled
A bit distracted. Trying to figure out my role with CSMFO as I am looking a pending retirement
Insomnia – I totally want to be here but struggling to sleep
I have to do a presentation due for my City Council.... sweating when you said we can't work during the session
To let the coffee kick in... we are present and engaged but a little sluggish in the beginning
A little rusty but engaged
Figure out my role now that I have retired -absorb, participate, just be.
To take a nap today. Not during the session however
Public speaking is very hard for me so be patient with me – I am trying to speak up
Being okay to trust my opinions; remind myself to ask more
Not feel like a newbie with a room full of pros – “feel like a pro today”
Okay to not know my role; and ask questions even if they may be silly
Unwind a little bit
Not have all the answers; and listen to everyone
To “let go”
Be patient
Listen and don't talk so much
Don't need to have all of the answers
Share ideas and stay engaged

Reviewing the 2020 – 2021 Strategic Plan

Attendees recognized that we have items that have past due dates; things just got pushed back...we're okay with where we are at because so much popped up with COVID.

New goals – some are multi-year tasks – not everything has to be done immediately. It is okay push some non-priorities out years.

We chose to add Fiscal sustainability to our first topic; Innovation and future

Applying standards more broadly. Look to serving all local governments not just municipalities. Need to have local government experts for all types of local governments. Special districts and counties need to be better served.

The plan was developed in the fall of 2020. Had to shuffle the decks due to the pandemic and other challenges, so we are proud of our success but okay that we didn't get to everything.

Need to keep on the plan – long-term fiscal stability of the organization.

Celebrated the success. We really have accomplished a lot during a challenging time.

People who are currently in leadership must thoughtfully/intentionally bring in new leaders.

Legislation/advocacy – is that part of our mission in service to our members. (If there is time).

Be able to measure the success of the organization.

Kindle Exercise (What keeps the fires of CSMFO burning)

- Relationships
- Networking
- Fun
- Common goals – learn and grow – count on each other; leaning on one another
- Everyone in this room; synergy
- Learning
- Mentorships
- Community
- Passion for the organization and the profession
- Connections – others going through the same thing in other public agencies
- Chapters
- Passion to make a difference and giveback
- Generosity, time, expertise and resources

“Fires can't be made with the dead embers, nor can enthusiasm be stirred by spiritless men.” – Baldwin

Our Three Topics

1. Innovation & Future

1. Are the bylaws or organizational structure outdated and limiting our success?
What is working and what needs improvement?
2. What does meaningful growth for CSMFO look like? How can we measure it?
3. What new initiatives should CSMFO undertake?
4. Can we be better at financial planning and financial sustainability?

2. Succession: Leader Identification & Development

1. Is there a new generation of finance officers interested in CSMFO leadership?
Are we doing an effective job of engaging with them?
2. How can we increase quality leadership recruitment?
3. What does the CSMFO volunteer path look like? How do you start and where can you go and what does it require?

3. Communication & Organizational Effectiveness

1. How do we create a unifying mechanism that will channel all the efforts of the committees within CSMFO? Their goals, their progress, their learning, etc.
Celebrating milestones and making expectations clear.
2. How can CSMFO create a feedback loop within the board itself, with volunteers and with contractors?
3. What role, if any, should the new Executive Director play prospectively in executing the output of strategic planning efforts and facilitating communication between committees and the board?

General Discussion and Thoughts

- Duplicated efforts between committees – better identify and clarify what everyone is doing. So we don't have multiple committees doing the same type of work.
- Painting done: Painting done means not just assigning a task, but explaining the reason—clarifying how the end product will be used. Providing color and context—the purpose, not just the mechanics. Sharing the reason for a task helps cultivate commitment and contribution, and facilitates growth and learning.
- Executive Committee/Board all making decisions together – not one separate group making them – act as a board.
- Executive Director should act as the center/glue of the organization. He/she is the core communicating, coordinating all of the efforts of volunteers/committees.
- Ask people to join/volunteer. Talk/invite – set up porch talks.
- Better at talking, listening, communicating – having hard conversations
- Should we remove any boundaries/obstacles that are related to regions. Get rid of North/South...people can serve from everywhere. Maybe look at percentage of membership – how the make-up of the board is or isn't reflective of our actual membership.
- Meaningful growth, what are the important metrics
- Financial stability – we aren't a speeding train about to get derailed. We should approach it step-by-step... manageable bites not feel like this is an overwhelming monster.
- Planting seeds, low hanging fruit and taking a bite at the apple
- Thinking outside the box – get rid of the “we've always done it this way”
- Succession/leadership there are various path in which one can get there.

Breakout Groups – Assigned A Topic and Questions To Explore

Group #1: Innovation & Future

1. Are the bylaws or organizational structure outdated and limiting our success? What is working and what needs improvement?
2. Can we be better at financial planning and financial sustainability?
 - Better define the role of Treasurer/Secretary
 - Expand the scope of work to AMC, minutes/financials
 - North/South election rules – eliminate and open to all no restrictions
 - Commercial membership – consider allowing participation on board, chair/VC of Com
 - Spell out specific authority for president – more board involvement in decisions, less emphasis on role of the Executive Committee
 - Committee structure – add Finance Committee – Adm/Tech combined
 - Prepare five-seven year financial plan
 - More visibility/be more big picture
 - Redesign financial reporting – more user friendly – to make it easier to evaluate trends
 - 501(c)(6) – make sure we are in compliance – make sure to review – bylaws versus policies
 - Why are we separating the “conference” out from the association general budget?

- We have a lot of great year-around training but what would we look like without the annual conference?
- We have been operating our association with proceeds from the conference which isn't a problem – but a long-term financial plan would take into consideration these assumptions and programs. Visibility/clarity to our financials.
- Member/non-Member issues – are we making the difference big enough?
- The issue of advocacy still needs to be discussed

Group #2: Innovation & Future

1. What does meaningful growth for CSMFO look like? How can we measure it?
2. What new initiatives should CSMFO undertake?
 - Meaningful growth?- membership numbers are not as important as membership engagement (tracking, recruiting, potential new members, etc.)
 - How can we measure? Technology linked. Signing up as non-members for training; how do we identify and recruit them? Tracking.
 - Relooking at post-training surveys (limited responses) – why are we not getting those returned? Are we asking the right questions?
 - CSMFO marketing brochure – how to make it more contemporary, user friendly website, etc.
 - Can we group trainings into some type of a certificate?
 - Learning Management System
 - Collaboration between committees on projects where the specific focus on a committee will be helpful
 - QR Code – to tap into technology – in Anaheim – five (5) huge poster boards to a different CSMFO feature. How are we tracking “cradle to grave” for finance professionals?
 - Perhaps a video on why you should join CSMFO on the website?
 - What does the pipeline look like for the development of talent to fill the CSMFO/leadership void that is coming due to retirements?

Group #3: Succession: Leader Identification & Development

1. Is there a new generation of finance officers interested in CSMFO leadership? Are we doing an effective job of engaging with them?
2. How can we increase quality leadership recruitment?
 - How do you define finance officers as you look at CSMFO leadership? Is this a manager, director, assistant director – what are the qualifications for leadership? DEFINITION. How do you address entry level opportunities? Want to be inclusive and intentional.
 - Not doing a great job of engaging new leadership in the organization – individually maybe one on one we are doing okay – but not a specific program at the association level. It is all about the ask? What is the story that how people landed into a leadership position.
 - CSMFO is more than CPEs
 - Marketing/outreach videos that can be played at the chapter levels.
 - Role of chair, role of commercial members
Bite-size opportunities
 - Definition of opportunities, expectations, time commitments
 - Any appetite to change the name of the organization to reflect more appropriately the membership?
 - How do people know what opportunities are available to get involved with CSMFO? Newer professionals

(supervisor) have to support their employees to volunteer. Before we put anything out there asking for volunteers – have roles, responsibilities, time, expectations, etc. before the volunteer drive (or request) is made

- Testimonials? To encourage support of employers to retirements?

Group #4: Communication & Organizational Structure

1. How do we create a unifying mechanism that will channel all the efforts of the committees within CSMFO? Their goals, their progress, their learning, etc. Celebrating milestones and making expectations clear.
2. How can CSMFO create a feedback loop within the board itself, with volunteers and with contractors.
 - How do we create a unifying mechanism to pull together all of the committees; moving forward together.
 - Our strategic plan needs to be addressed. Rebuilding the system to prioritize our programs/initiatives.
 - Committees be transparent, easy to find.
 - We're all incredibly busy – lean into the Executive Director and professional staff more
 - Realignment on strategic plan
 - Executive Director – mid level managers – support staff (membership and education) – committees
 - Executive Director – RFPs to Board
 - Committee updates @ board have an action plan, for feedback – feedback loop
 - Why is expected of the board liaison at the board meeting versus committee chairs
 - Expectations – committee, board, volunteers
 - Annual evaluations for contractors, staff, etc. Feedback mechanism.
 - Strategic planning-keep tracking and communicate with all...
 - CSMFO committee chair agenda (giving an update on the status of your committee efforts with the strategic plan).
 - REMINDER of the committee meetings – is the Past President responsible – notification, agenda, etc.

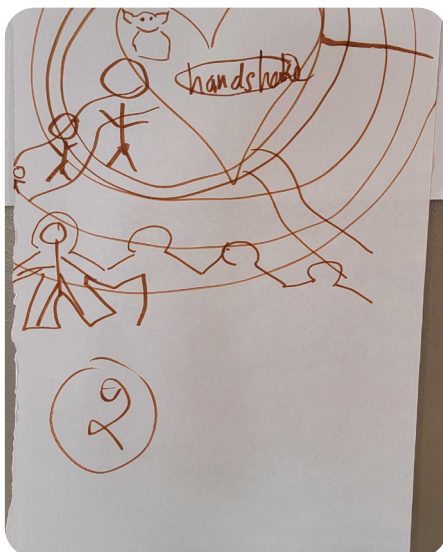
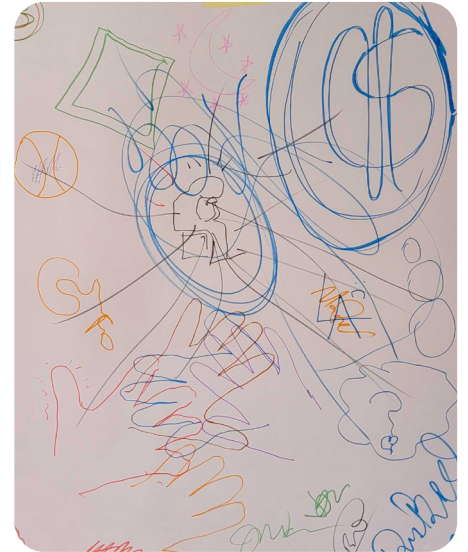
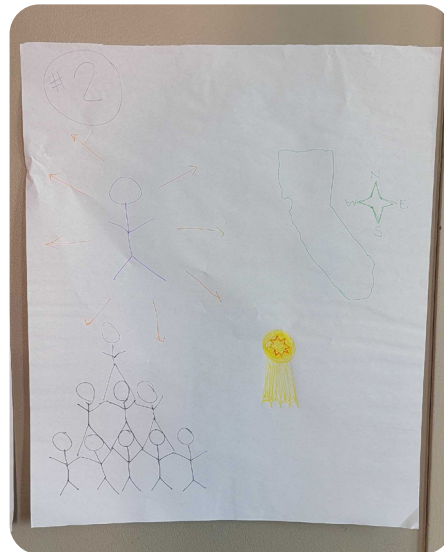
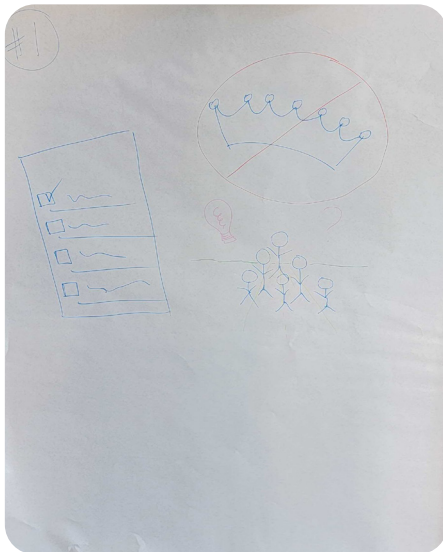
Group #5: Communication & Organizational Structure/ Succession

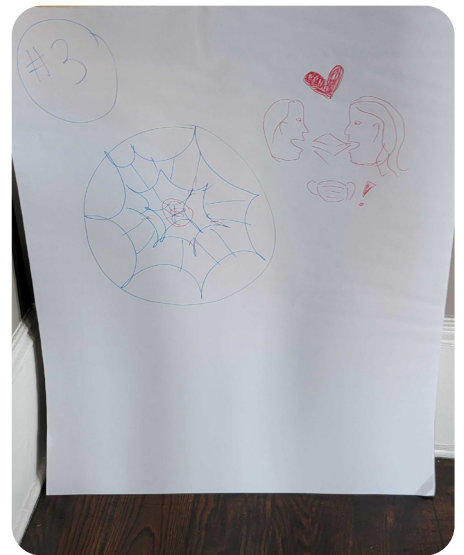
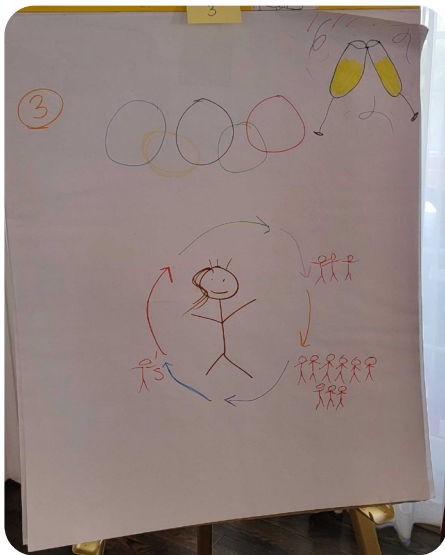
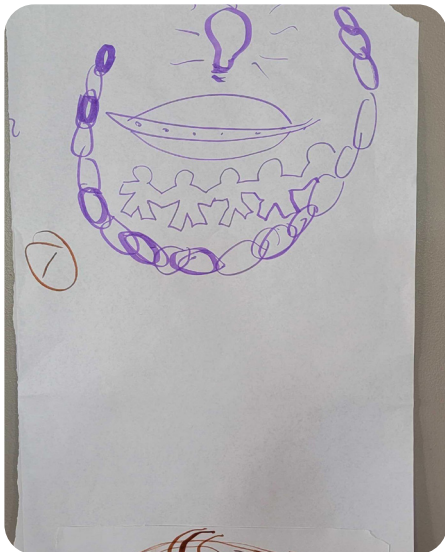
1. What role, if any, should the new Executive Director play prospectively in executing the output of strategic planning efforts and facilitating communication between committees and the board.
2. What does the CSMFO volunteer path look like? How do you start and where can you go and what does it require?
 - What does a CSMFO volunteer path look like and what does it require?
 - Share our stories – everyone got here differently.
 - What is the right approach for volunteers – maybe different for personalities.
 - Purposefully inclusive.
 - Front porch chats (GFOA)
 - Reevaluate the Executive Director position – how can this help the organization better communicate with one another-we all have great ideas – but how do we keep those ideas from being duplicative or overwhelming us.
 - Adjust the position as needed overtime...be nimble, open minded and flexible.
 - More in-person meetings; before the pandemic hit, we were going to have more in-person meetings – we can't lose that.
 - Board meetings are more of a check-off; doesn't really allow for in-depth conversations.

- At a chapter meeting, there was no branding of CSMFO – wouldn't know it was a CSMFO meeting – need to be sure to drive everything into the mission.
- Method by which we put all of these wonderful ideas on an “aspiration” list – we don't have to do everything but we need to keep track of them.
- Timing of this session, report release is interesting. Challenge we get the buy-in from past chairs and new chairs.
- Who actually reads the annual report? Outside of that printed document and the CSMFO report – something that makes it easier to access. Transparent.
- 2018 Guiding Principles – in our policies & procedures manual. That's not our role. Bring it back for discussion at some point.

The Van Goughs' of CSMFO

For Topics 1, 2 and 3, review the questions on your own and generate some thoughts or answers to the posed questions. Meet with your group and share answers – then each of you must use your flip chart to illustrate your collective answers on three pages- one for each topic. Each group member is responsible for contributing a graphic/illustration to each of the three pieces. Identify three individuals in the group (perhaps people with the least talk time so far) – they will each be responsible for explaining each painting.









COMMUNICATIONS COMMITTEE AGENDA

Date: Wednesday, September 16th

Time: 1:00 p.m.

Zoom Link:

<https://us02web.zoom.us/j/89801546905?pwd=czBjdHQ3Q0hBcmpXSzY4NEdYQlo2QT09>

Zoom Phone: 669-900-6833

Meeting ID: 898 0154 6905

Passcode: 860621

Communication Committee Members:

Chair – James Russell-Field

Vice Chair – Kofi Antobam and ~~Yolanda Rodriguez~~

Senior Advisors/Editors - David Cain, ~~Wing See Fox~~

Board Liaison/Editor – ~~Karla Romero~~, Marcus Pimentel

Committee Members – ~~Veronica Alvarado~~, Joan Michaels Aguilar, Lily Ng, Andre

Aberdeen, ~~Ernie Reyna~~

SMA Staff: David Garrison

I. **Check in** – roundtable discussion, general welcomes and updates.

II. 2021 Communications Committee Strategic Plan

Trend towards enjoying industry vs CSMFO centric.

Survey results were posted.

III. November 2021 Content

- a) Reminder from prior year: Veteran's Day Highlight – CSMFO Member Highlight? (James Karla can follow up to determine approach)
- b) Technical - Audit Tips from LSL (Karla) – *Will be submitted for publication*
- c) Technical – Professional Standards Highlight (Jason Al-Imam) - *will coordinate with Jason for timing of direct email as well as CSMFO News publication.*
- d) Technical –

- e) CSMFO – Strategic Planning recap (Karla) – [Will be submitted for publication](#)
- f) CSMFO – Central LA / South Bay Highlight – *Meet and Confer Aspect of Vaccines* – [Kofi / James will try to draft a template that Chapter Chairs can fill out that the Communications Committee can turn into content.](#)

IV. Future Content

- a) IE, DM, CV Joint Chapter Meeting with Michael Coleman – See 3(f)
- b) Exhibitor content (“lead-ins”) to conference sessions – [Karla presented the Host Committee communication schedule. Other vendors that were mentioned for publication were Stifel, Mark Petrasso, and Davis Farr. David Cain will forward on contact information to the Communications Committee so article coordination can be delegated.](#)
- c) Technical – Kevin Harper Billing Fraud article – sponsored content? – [Confirm if he is presenting a webinar or at the conference and tie article into the training component, as long as the content is neutral and not advertising services.](#)
- d) Technical – Bill Statler ISF article from Knowledgebase – Opinion disclaimer? – [David Garrison will reach out to Bill for the ISF article, as well as Neil Kupchin and Michael Coleman for monthly or bi-monthly content.](#)

V. Adjournment - Next Meeting is Wednesday, November 17th @ 1pm

Misc Notes:

- [Check with Rich Lee and PERS Ad-Hoc Committee for the November meeting discussing changes in assumptions and rates. Could be two articles:](#)
 - [Training reminder and overview](#)
 - [Recap of training](#)
- [Potentially have a monthly or bi-monthly article recapping CSMFO committees and chapters.](#)
- [Andre and Lily had a great comment about re-emphasizing visuals in articles to avoid just paragraphs of texts.](#)



STUDENT ENGAGEMENT COMMITTEE AGENDA

Date: Tuesday, October 19, 2021
Time: 12:00 p.m.
Zoom Meeting: <https://zoom.us/j/154628360> or by phone +1 669 900 6833
Meeting ID: 154 628 360
Password: 527407

1. Action Item #1 – Student Outreach

- a. Chapter support
 - i. *Future idea – Student liaisons between schools and chapters*
- b. Classroom engagement
 - i. CSU Dominguez Hills – Fall Budgeting course (Rui’s class) – David and Chu to present
[Rui - Scheduled for November 9th](#)
 - ii. CSU San Bernadino – Fall Public Budgeting/Finance (Andy’s connection) – Scheduled for November 15
[Andy - Veronica has very helpful in preparing for this event](#)
 - iii. CSU Dominguez Hills – Finance Student Society – casual format, Mon-Thu 4-5p
[\(Amber, Craig & Kate to present\) Amber will reach out to contact to schedule date and time](#)
- c. “Three school goal” – Each SEC member to select three schools and develop relationships with Finance/MPA departments – spreadsheet in Basecamp
[Modified by Amber to have everyone choose a minimum of 1 school](#)
[Connect with someone and get to know them on a first name basis](#)
- d. Other ideas for student outreach?
[Craig – continue to nurture relationships with schools that we already have relationships with](#)
[Amber – Annual outreach to all the schools, perhaps an annual mass email](#)
- e. *Please don’t forget* – spreadsheet in Basecamp to track outreach efforts
[Be sure to record outreach efforts on spreadsheet in Basecamp](#)

- ### 2. Action Item #2 – Internship Program Guide/Communications Plan – completed.
- Continue to update communications plan as Committee refines repeatable outreach efforts.

3. **Action Item #3 – Student Listserv** – tabled

4. **Action Item #4 – CSMFO News** – keep this item in mind – February will highlight Student Engagement again.
 News articles due in February
 Share any ideas for upcoming articles

5. **Action Item #5 – San Diego Conference**
 - a. Update on outreach efforts – Andy, Jenn, Taylor & Veronica
 Andy – no progress made, hoping to send some emails this weekend
 Veronica will be making calls on
 Amber does not know if scholarship application has been finalized
 Host Committee advised - Only 20 full scholarships can be offered unless not all 1st time attendee scholarships are used
 David – Reduced to balance the budget
 Chu – Can we offer free virtual attendance to students
 Jenn – This was discussed at strategic planning session and it seemed well received as there were no additional costs for students to attend
 Rui – this would be a good time to reach out to students and get feedback
 - b. Sub-committee to work with Program committee on conference ideas for students – Amber, Jenn, Veronica & Kate – when should we meet?
 David – there will be no first-time attendee or student breakfast (cost cutting)
 Jenn – There is a room right off of the conference on the 2nd floor that we can use for students or first-time attendees. Staffed by student engagement or membership committee meeting
 David – there is not breakfast on Wednesday so this may be a good time to meet with the students
 Amber – Set up a time to meet (Friday at 1:00)
 - c. **Conference & hotel registration is live!**

6. **Other Announcements/Discussion items**
 - a. The Membership Committee is proposing a mentorship program – discussion regarding general framework that will be most beneficial to our student members – Stephanie
 Stephanie – Debbie & Margaret working on Mentorship. They asked Stephanie and a commercial member to join. Student Engagement is encouraged to provide any feedback on the mentorship program as it pertains to students. The program is intended to be a year round program. Mentors and mentees are thoughtfully matched and given guidelines to build a relationship over the year. All categories of members are invited to participate. Discussions regarding timing – Stephanie is concerned about considering the student school year.

 Veronica suggests a fall start and Andy agreed
 David suggested considering graduate program
 Stephanie likes that all membership classes can participate

Amber – We need to invite commercial members to participate in Student Engagement To enhance intership opportunitines. Everyone reach out to their commercial members and invite them to attend a meeting

7. Next Meeting – Tuesday, November 16 at 12pm

TECHNOLOGY COMMITTEE AGENDA

DATE: November 4, 2021
TIME: 2pm
ZOOM LINK: zoom.us/j/374905148
Meeting ID: 374 905 148
Zoom meeting passcode is 351787
+1 669 900 6833 US (San Jose)

2021 Work Plan and Assignments

1. Priority #1 Investigate Learning Management Systems – Finalize the learning management system report for submittal for inclusion in the November CSMFO board meeting packet.
2. Knowledge Base – increase usage. Are there ways to encourage participation/use at the upcoming conference?
3. CSMFO Website – What updates/improvements are needed? Consider how to improve Job Openings on CSMFO's web site since it is the most visited/used part of the web site. Review overall layout and wording to improve how content is found. Modernize.
4. Survey
5. Increase communications from Tech Committee to CSMFO membership
6. 2022 Technology Committee