Accounting and Financial Reporting

GASB Update – The Implementation Guides are Here
The wait is over with the issuance of new implementation guides on fiduciary activities and leases. Those guides are being supplemented with a proposed implementation update that connects the dots on some important issues, such as how to assess a potential fiduciary component unit that has no board and how to determine whether a government controls a right to use asset in contract that could be a lease. This session will address those issues and more as California governments face implementation issues associated with new GASB standards.

GASB Update – Projects Under Construction
The GASB Big Three continue to grab the accounting and financial reporting headlines, but there is more to the GASB's technical agenda. In addition to providing participants with the latest on the financial reporting model, revenue and expense recognition, and the disclosure framework, this session will provide insights on forthcoming standards that address public private partnerships, availability payment arrangements, subscription-based information technology arrangements (cloud computing), and many other topics on the current and research agendas.

Inventorying and Accounting for Capital Assets: A Case Study
The San Francisco International Airport (SFO) received a recommendation from its auditors to conduct a physical inventory of its capital assets and was notified by the City and County of San Francisco that a new financial system would be implemented for all departments. In response, SFO embarked on a comprehensive program to do the following:

- Clean up its capital assets database in preparation for migration to the new financial system, including consolidation of parent/child assets, write off assets with historical cost less than the capitalization threshold, and write off fully depreciated easements and capital interest.
• Improve its policies, procedures, and practices related to constructing, capitalizing, valuing, depreciating, inventorying, and accounting for capital assets.
• Conduct a physical inventory of all capital assets for 43 divisions, representing $6.4 billion at historical cost.

Using SFO’s experience, this session will present a roadmap on how to conduct a physical inventory of capital assets and improve procedures to assure those assets are accounted for accurately. The panelists will share forms, reports, and policies developed during the project that can be tailored by other governments, including observation count sheets, reports to management, asset lists, and written policies and procedures. Practical advice and pitfalls to be avoided will be discussed.

**Lease Accounting of Tomorrow**
Say goodbye to the lease accounting of yesterday, and hello to GASB 87: the lease accounting of tomorrow. Erase the terms “capital lease” and “operating lease” from your memory and learn the new way to account for your leases. This session will walk you through the implementation process of the new accounting standard, including identifying the leases that will be subject to the standard, understanding the new accounting terminology, and communicating the upcoming changes to those in governance. Using real lease examples from a California city and a water district, learn how to calculate the lease asset, lease liability, lease receivable, and deferred inflow of resources. This session will also go through the journal entries and new footnote disclosures to prepare you for implementing the standard.

**One Day you Wake up and Have Material Weaknesses in Internal Control**
Is it possible to one day wake up and realize you have nearly 300 deficiencies in internal controls, a city on the brink of bankruptcy, and a huge reduction in finance staff? The answer to that question is a resounding “yes.” The larger question is how do you respond and manage such an enormous undertaking to correct many years of unidentified control deficiencies, gain enough support to institute change, and focus the organization on moving forward by offering solutions to governance bodies and stakeholders. Our panel of speakers will guide you through how, at the City of Stockton and other distressed agencies, management, internal audit, and external audit collaboratively worked together to offer solutions, build transparency into the transition process, and provide accountability in order to build a stronger and more resilient organization through its internal controls, policies, and procedures. They will share with you their experience with best practices and how to use the principles found in the Committee of Sponsoring Organization (COSO) authored internal control framework, which was developed to provide thought leadership through the framework and guidance on internal control, enterprise risk management, and fraud.

**Budget and Financial Planning**

**Actuarial Information/Valuations 101**
With the recent attention on pension reform and new Governmental Accounting Standards Board (GASB) reporting requirements for pensions, finance practitioners need to become well versed in how to read actuarial reports, including basic terms, methodology, and information essential to determining your pension plan contribution and funded status. This session will
explain what you need to know in clear terms, and will help you translate this complex information for decision makers, employees, bargaining units, and the public.

**Avoid Being the "Un-happiest" Place in California**
Some economists are worried that we are headed for a recession. Being unprepared for recession could make your municipality the un-happiest place on earth. Learn and exchange ideas with other municipalities about how to approach the next recession through cohesive management planning, including long-term budgeting, growing and utilizing fund balances, and community stakeholder support. Panelists will present their unique economic outlooks from various perspectives.

**California Burning: Fight Wild Fire...But How to Pay For It?**
One of California’s most pressing and potentially devastating challenges is the management of uncontrolled wildland fires, especially considering the now-recognized potential to spread to urban areas and even suburban subdivisions. Expert thought-leaders are developing key strategies, including the essential three-pronged approach to wildland fire management: fire suppression, vegetation management, and structure resiliency. Several different funding approaches for these essential services will be presented, including Proposition 218-compliant special taxes, property-related fees, and benefit assessments. The City of Santa Barbara’s unique and very successful funding approach will be presented as a case study.

**Navigating the Uncertain Waters: CalPERS’ New Pension Navigator Tool For Public Agencies**
CalPERS has developed a new tool for employers to help plan for future pension costs. Called “Pension Navigator,” this free program available through the CalPERS portal allows employers to adjust key variables in the pension cost equation and see what it would mean for their agency’s pension obligations over time. A senior CalPERS pension actuary and a local agency finance director will demonstrate the tool, and show how you can adjust hypothetical investment returns, factor in possible future discount rate changes, and incorporate hypothetical additional discretionary payments to see the impact to your plans’ funded status, contribution rates, and total dollar costs. This is an exciting new tool for you and your city to use to extrapolate the budgetary impacts that could arise given various market events and employer contribution scenarios.

**On the Horizon: CalPERS’ Efforts to Sustain and Protect the System**
The most expensive line item for most cities is employee costs: salaries, pensions, and health benefits. The last two are squarely in the purview of CalPERS, which administers pensions and health care benefits for 1.9 and 1.5 million members, respectively. In this session, you will hear from Marcie Frost, the Chief Executive Officer of CalPERS, on the current state of play in those fields. She will discuss key cost drivers, projections of employer costs, tools available for finance officials to help plan their budgets, and what the future landscape looks like. She will also zero in on the rules for enrolling employees as members, what differentiates an independent contractor from an employee, guidelines around hiring retired annuitants, and why it is so important to stay in contact with CalPERS to make sure information is reported correctly the first time.

**The Salinas Plan: Serving More than Financial Stability**
As costs for CalPERS retirement almost double over the next seven years, cities throughout California face increasingly unsustainable structural deficits. Cities are forced to grapple with difficult questions about maintaining vital services while also finding resources to tackle newer challenges, like housing affordability, in an environment where employee and construction costs are rapidly rising and outside aid is static or declining. Recognizing this challenge, at the end of 2018, the City of Salinas completed a plan to address forthcoming budget deficits (through new revenue, internal efficiencies, and cost reductions) and to establish new and expanded initiatives that address the growing housing crisis. The Salinas Plan includes over 30 recommendations covering seven action areas, designed to be implemented over a multi-year period. Over the last year, the City has been actively working to implement the recommended actions.

This session provides an overview of the Salinas Plan, an update on how the (sometimes controversial) implementation of recommendations has progressed, and how the plan has evolved. Presenters will also discuss the pros and cons of a large, public-facing study in changing the conversation within the community, as well as the City’s ability to provide services and still take a leadership role in addressing difficult housing issues. This session will also demonstrate how a city’s financial plan should focus on more than just financial sustainability; ultimately, the quantity, quality, and cost of services provided are the measures by which the community judges its officials, and service level preservation (or prioritization) needs to be a vital component to any financial plan.

Why Every Local Government Needs a Long-Term Financial Plan
With increasing talk of an “imminent recession” and rising financial pressures confronting all levels of public service, the value of preparing a long-term financial plan continues to spread across the California local government landscape. However, there are many different types of financial plans. Some plans have worked well. Others did not quite live up to their expectations. Three seasoned local government professionals will explain what a long-term financial plan is, how such plans have worked to turn around some distressed local governments, and how they may be used to navigate future financial stress.

Yesterday-Cannabis, Tomorrow-Hemp, and Finance-Fiscal Trends
Since the passage of Proposition 64, cities in California have dealt with the fiscal impacts and benefits of allowing cannabis businesses to operate in their communities. This presentation will discuss how one agency has adopted community economic benefits and how it was marketed by the City’s Chief of Police. In addition, the panel will discuss the lessons learned from the collection of taxes, audits, the challenges of tax apportionment, the impacts of delivery services on retail store revenues, mergers and acquisitions, and the red flags of projecting revenues from cannabis operations in the budget process. Finally, the panel will examine how the “impacts of hemp” will reshape the economic development of cannabis businesses in California.

Financial Management

The Coleman Report
In his annual update on local municipal financial conditions and issues, Michael Coleman will discuss the latest hot legislative and budget issues in the Capitol, important legal
developments, current trends and issues in key local revenues, including sales tax, property tax, and highway users tax, and the latest on municipal financial health and bankruptcy.

Financial Foundations for Thriving Communities
Over the past few years, GFOA has been researching a new formula for how local governments can maintain their financial health and thereby contribute to a thriving community. This new formula is based on a Nobel-prize winning body of work about how communities can make better decisions about shared resources, such as a public budget. It builds on the concepts of long-term financial planning and financial policies. It also raises new concepts that are vital to financial health. At this session, you will be introduced to these financial foundations and find out how you can start to put them into practice. Attendees will walk away having learned the following:

- The five foundations of financial health
- What to look for in your community to see if these foundations are in place
- The leadership strategies needed to strengthen your organization’s financial foundation

Gone in 24 Hours – The Paradise Fire and its Lasting Effects
On November 8, 2018, the most devastating wildfire in California history physically wiped out the entire Town of Paradise. Many of the 26,000 Paradise residents relocated to Chico overnight. This tragedy forever changed the lives of all Butte County residents. As such, it has dramatically impacted the economy and finances of Butte County, the City of Chico, and the Town of Paradise. This session will provide a firsthand account of the Paradise fire and its effects from a local government financial and information technology perspective. Questions discussed will include the following:

- What happens when your tax basis is eliminated overnight?
- What happens when your City’s population grows by 20,000 overnight?
- Will your information systems backups operate upon an emergency relocation?
- How do you deal with FEMA?
- Are you properly insured for a disaster?

Hiring CalPERS Retirees the Right Way
CalPERS contracting agencies are using retirees more and more to provide needed services. The restrictions on hiring retirees have become stricter and enforcement of those rules has increased. The result is that public agencies and the retirees they hire are increasingly getting hit with penalties for violating the rules. Hiring retirees the right way is not easy, but it is possible – and we will show you how! Topics to be covered include the following:

- What retirees can be hired to do
- Limits on hours, salary, benefits and duration of appointment
- Penalties for violating the rules
- “Extra help” assignments and the limits on filling a vacant position
- The difference between independent contractors and employees

Optimizing Water Revenues with Advanced Metering Infrastructure
Water agencies face reduced revenues and higher enforcement costs when implementing conservation policies to preserve limited water resources. Many water agency boards have required local water agencies to submit conservation plans in exchange for financial assistance, which often compels them to modify their business plans. Many water agencies are looking for new ideas to boost revenues and optimize performance. Some of these strategies consist of the following:

- Replace aging pipes and install new water meters
- Install new advanced meter reader/advanced meter infrastructure (AMR/AMI) technology to improve customer billing and revenue collection
- Finance total project cost and reduce outstanding loan balance with future grant dollars

You will hear from the financing partner, the technology provider, and an agency that has implemented a fixed network AMI.

**Protecting Your Entity from Fraud**

While advances in technology have brought greater transparency and efficiency to how public entities operate, they have also exposed them to a pervasive barrage of sophisticated attacks to deceive and defraud them of public funds. This session will feature a practitioner’s efforts to recognize and manage these attacks, and a security professional who will share the genesis, evolution, and anticipated future trends of these fraudulent attacks.

**Rate-setting with a Divining Rod – Groundwater Fees with the Sustainable Groundwater Management Act (SGMA)**

In the midst of a major drought, California Governor Jerry Brown signed what was perhaps the most significant legislative water initiative in California in half a century: the Sustainable Groundwater Management Act (SGMA). The legislation provides a framework for long-term sustainable groundwater management by requiring local and regional authorities within common groundwater basins to form Groundwater Sustainability Agencies (GSAs), which are then required to prepare and implement local Groundwater Sustainability Plans (GSPs).

While the SGMA has catapulted California forward in its quest to sustainably manage its most precious resource, the law was passed in a state that struggles with complicated rate-setting requirements, emboldened utility rate watchdog organizations, a massive agricultural community with high operating costs, and many questions regarding the future costs of actually implementing the SGMA.

While the SGMA clearly gives GSAs the authority to collect revenue from groundwater extractors, the law does not specify which existing California fee authority(ies) is/are applicable in regulating groundwater extraction charges. GSAs across the state have already adopted a wide diversity of SGMA-related fees and they have cited a wide variety of legal justifications for those groundwater extraction fees. This panel will examine various examples of those fees and explore some case studies in more detail.

This presentation will help simplify the myriad of potential legal interpretations that face GSAs and their member agencies. The panel will review what the SGMA says about GSAs’ fee authority, how that authority relates to other fee authorities, and the best legal vehicles for
adopting a sustainable revenue source for GSAs. This presentation will be of interest to all GSAs as well as any water utilities, cities, and/or counties that are tied to a GSA, which implicates a vast majority of the municipal governments across California.

SB 998 – The Do’s, The Don’ts, and the “It Depends”!
Are you prepared to comply with SB 998 on February 1, 2020? SB 998 puts restrictions on shutting off water customers within certain time periods and other criteria. Water agencies face severe fines for not complying, so come get educated on what you need to do to protect your agency! Even if you are prepared, come listen to the best practices of other agencies regarding compliance with SB 998 and strategies to minimize the impact on your organization. This session is designed to be interactive, with participant and attendee questions, insights, and compliance tips.

7 Solutions to Addressing Pension Liabilities
This session will provide a brief background on CalPERS amortization bases and how to apply targeting strategies (i.e., select specific amortization bases to achieve your financial objectives). The focus of this session will be to discuss 7 practical solutions for addressing your pension and other postemployment benefit (OPEB) liabilities and the practical considerations of their implementation. These solutions include the following:

1. Full Cost Recovery – Allocation to All Funds
2. Invest Reserves/One-time Monies (internal loans)
4. Adjust Benefit Levels and Eligibility for OPEB
5. Tax-Exempt Exchange
6. Synthetic Fresh Start
7. Pension Obligation Bonds (POB)

The participants will discuss the benefits and risks for each option, but more importantly will focus on the process they took in evaluating their options and the steps needed to implement their recommended pathway. Because each agency/city has a different liability/financial position and policy context, we will provide two perspectives from cities that have begun to address their unfunded retirement cost. The dialogue will discuss the practical steps needed to get their councils to a decision.

Taking a Policy-Based Approach to Setting User Fees
It is essential to have a strong analytical foundation when setting user fees for General Fund services like planning applications, building permits, and recreation programs; and that they meet State requirements under AB 1600 and Propositions 218 and 26. But this is not enough for effective fee setting. That is best accomplished by taking a policy-based approach to determining appropriate cost recovery. Stated simply, services are either funded by general purpose taxes or by some form of user fees. And setting user fees – determining cost recovery levels – is one of the few remaining areas for local elected official judgment. In setting fees, if there are areas where services fees are not assessed where they legitimately could be, then general purpose revenues are making-up the difference. The direct consequence of this is lower levels of service (and in tough times, deeper cuts) in essential programs that have no significant user fee potential, such as police, fire, streets, libraries, and parks.
Full cost recovery is not warranted in all circumstances: there can be legitimate policy reasons for subsidizing some services. But those circumstances of partial or no cost recovery should be clearly articulated though adopted Council policy, along with those circumstances where the goal is full cost recovery. This session will present strategies for taking a policy-based approach to rate setting that will result in a more effective and productive process for the governing body, community, and organization.

**Transforming Local Government Finances Through Innovative Use of Special Taxes**

The panel will discuss the various ways the use of special taxes is transforming local government finance to help enhance local jurisdictions’ revenue, promote innovative development projects, and fund core infrastructure and services. Community facility districts (CFDs) have long been used to fund infrastructure for “greenfield” developments in suburban areas. Over the last decade, this tool has expanded in scope to fund services and has been increasingly applied to urban settings. The modernization of the CFD tool still promotes development, but now also helps mitigate development’s strain on a local jurisdiction’s budget and infrastructure. The panel will primarily cover two topics relating to special taxes:

- **City-wide Services Special Tax**: The first part of the panel will highlight one city’s innovative approach to implementing a services special tax on all future development within the city’s boundaries.
- **Urban Community Facilities Districts**: The next portion will focus on creative applications of CFDs for infrastructure.

Attend this session to find out if these tools might provide some increased financial flexibility for your jurisdiction.

**Water Rates and Trends – Where Are We Going?**

The cost of water services is rising much faster than customers’ incomes and there is no end in sight. In 2003, the average 15 hundred-cubic-feet (hcf) water bill was $30 a month. In 2015, that same bill was over $50. While increases have been averaging 6% per year for water service, some California communities are headed into the dreaded double-digit territory with much needed increases of more than 10% annually.

No one likes a rate increase, and California’s penchant for regulation, mandatory hearings, and litigation means that water rates are a contentious issue in many communities. An added complication is that both the water industry and the public sector itself have received a lot of attention over the last several years – water quality crises, failing infrastructure, massive droughts, and affordability concerns here and across the nation have been the focus of ongoing national media coverage. Consumers are engaged and responding on social media and showing up at public meetings to voice concerns. This means utilities’ governing bodies are challenged with increasing rates in a way that balances these concerns with the very real need to invest in infrastructure at a level not seen before. This panel will discuss how rates have changed in the past, how future regulation will affect rates in the future, and how to develop communication strategies that bring customers along as we work to explain these complex issues and gain their acceptance.

**Who is Watching the Hen House? The 457 Nest Egg Dilemma**
Many cities have a better understanding of their 457 plan fees and fiduciary duties than ever before in the past. Implementing best practices are important, but without understanding the roles and responsibilities of all the players, such as consultants, third-party record-keepers, and investment oversight committees, the fight to protect and deliver this benefit is caught in the cross hairs of new hidden fees in plain sight. Understanding the role of all the 457 plan relationships is key to setting up best practices and providing proper oversight, not just for the plan, but for those watching the hen house itself.

**IT and Innovation**

**Change Is Coming: Needs Assessments and Software Planning**
Do you find it increasingly difficult to meet the needs of management and governing board members with your current software? Is your IT staff warning that your financial software has reached end-of-life status? Is your vendor requiring that you conduct a major upgrade that sounds more like an implementation than a simple update? These are just some of the factors that can cause an organization to evaluate whether an upgrade of current software or implementation of new software is needed. If selecting new software may be on the horizon for you, join us to discuss strategies that will equip you to determine whether an upgrade of your current system or implementation of a new system is the best option for your organization. The session will then explore best practices in project management and change management that will lay a strong foundation for evaluating your current environment and planning for an implementation or major upgrade.

**Do More with Less: The Power of Automation**
As budgets tighten, agency management is compelled to wring efficiency (and cash) out of programs, while improving services to constituents. In early 2019, the Mendocino County Board of Supervisors made increased efficiency a formal goal. Session panelists will discuss the return-on-investment (ROI) related to application improvement and business process projects. They will examine practical business approaches that agencies can implement to save staff time and money, and they will discuss the basics of calculating ROI, as well as technology best practices that increase efficiency of use. This session is designed to spark the interest of agency management, financial officers, and technologists in implementing process improvements using technology. It will give you recommendations for projects, and a methodology to measure the effectiveness of your projects.

**Lessons in Cybersecurity from the Hacker’s Playbook**
As digital technologies create huge user benefits, their use also advances the capabilities of cyber criminals. Anyone who uses the internet, email, and social media is exposed to cybersecurity risks, and nearly all data can potentially be exploited. For public agencies, this could include data that is by nature publicly available, such as investment reports or official statements for debt issuances. With more information available today than ever before, along with tools to access it, hackers are increasingly making sophisticated attempts at fraud. Popular cybersecurity attacks among public agencies are payroll fraud, business email compromises (aka email “spoofing”), vendor impersonation fraud, and ransomware, to name a few. This session will discuss what you can do to mitigate these attacks, how to recognize fraudulent attempts when they happen, and real world examples among public agencies.
Learn how you can apply these lessons in the form of practical checks and balances that could protect your agency from losses.

**Flying in Clouds: How to Gain Visibility of Outsourced Information Services**

Organizations, including governments, are moving their data, accounting, and management information systems to the cloud by contracting with infrastructure, platform, and software-as-a-service providers. While shifting operations responsibilities to service organizations and vendors, the ultimate bottom line, “the buck stops here” responsibility, remains with the government. Learn what steps you should take to increase your cyber resilience and control your external audit costs. Best practices and tools exist to gain insight and practice oversight of your contractors and vendors, including their suppliers that are providing services to your City indirectly. This session will cover the cybersecurity triad, related reporting risks at a high level, and what your financial statement auditors should be evaluating. Then dive deeper into questions you and your external auditors should be asking your outsourced service management concerning cybersecurity frameworks, information security management, and how to proactively use service organization control (SOC) reports to help you evaluate how well your service provider is maintaining the confidentiality, integrity, and availability of your organization’s data and information. Finally, this session will cover the documentation needed to manage your outsourced services and support your annual financial statement audits.

**Not Just Another ERP Presentation: Two Agencies’ Experiences**

In the era of big data, with ever-increasing community and customer expectations, many municipal agencies are still living with antiquated financial and information systems. As these agencies face competing pressures for limited resources, upgrading enterprise platforms is often cost and time prohibitive. For the Santa Margarita Water District (SMWD) and the South Coast Water District (SCWD), their outdated and inefficient systems provided a unique opportunity for each agency to implement a contemporary, cross-departmental platform with a common management objective.

SMWD developed a Technology Enterprise Resources Program (TERP) to upgrade and implement a portfolio of systems – accounting system; customer billing system; Computer Maintenance Management System (CMMS); and Geographic Information System (GIS). These upgrades were undertaken as a single, comprehensive process that involved all departments within the agency. In doing so, the district was able to implement a common schema across its different information systems and reduce data silos, and improve collaboration and work efficiencies. The district continues to find opportunities to streamline business processes and is implementing data analytics across the platform. This presentation will discuss both agencies’ approach to undertaking these upgrades, the cross-departmental collaboration and challenges, and benefits gained.

**Technical Debt and Finance: Legacy Technologies Will Eventually Break the Bank!**

During the great recession, the North American domestic auto industry almost imploded because of astronomical legacy costs, such as pensions and retiree healthcare. The world of government technology is suffering from the same issue, but this time it is the legacy costs of old technologies. Old technologies require more support, maintenance, and people costs, and eventually they outlive their useful lives. This session will explore the financial impact of old
technologies, better known as “technical debt.” Attendees will gain a thorough understanding of the causes and effects of technical debt while they obtain best practices to solve this growing problem.

Leadership and Management

Being the Boss is Easy: Said No One in Government Finance Ever!
A great leader once said that “leadership is over-glorified,” but the reality is that leadership is very rewarding. Too many confuse management and leadership, which in turn could cripple an organization. Leading government professionals is difficult, but with the right skills, finance officers can do it! This session will explore the many facets of leadership as they relate to best practices for all levels of government. Attendees will leave with relevant leadership advice they can take home and put to use.

Creating a Right Brain Culture in a Left Brain Environment
Finance departments/divisions are often perceived as being too rigid, rule bound, and closed off to anything outside the box. While it is important to maintain strong fiduciary oversight of your agency’s fiscal operations, it is also increasingly important to create a work culture that embraces collaboration, new ideas, and continuous learning. Moving beyond the technical skills and focusing on the interpersonal skills will elevate your leadership to a new level, and will help create a culture of acknowledgement, respect, and trust with both your employees and your customers.

How do you do that? You create a right brain culture. This dynamic session will provide 7 key strategies to foster a right brain culture and embrace emotional intelligence within your finance department/division. We will detail the specific actions and initiatives that the City of Redwood City has implemented; discuss the art of saying “no”; and demonstrate how to enhance communication and engagement for the benefit of your operations.

Financial Leadership (In Difficult Situations)
By design, government makes tough decisions every day. Even well seasoned budgeteers can recall when they first learned to say “no.” This session will provide recommendations from experienced finance professionals on how to have difficult conversations; coordinate an effective process that facilitates discussion and collaboration; and involve elected officials in the decision-making process early enough to better balance competing demands in the face of varying pressures.

Inclusion, Diversity and Equity: Building a Culture of Excellence in the Workplace
This session will focus on how to enhance your workforce by embracing diversity of thought, age, gender, and cultural background, while establishing equity and promoting an inclusive environment. Dan McAllister, San Diego County Treasurer-Tax Collector, and Lisa Marie Harris, Director of Finance/Treasurer at San Diego County Water Authority, both advocate for these practices within their agencies and on behalf of their workforce. As managers, they value and seek to promote inclusive practices of engagement with staff from different backgrounds, be advocates for their staff's professional growth and development, and develop mentoring opportunities. This pursuit of inclusiveness at their agencies supports better management and decision-making, and enhances the public’s overall experience with their
respective agencies. Together, Dan and Lisa Marie will focus on their experience implementing inclusion in the public sector by sharing best practices and experience, as well as providing guidance to other professionals charged with growing their staff for future generations.

The Leader’s Toolkit: Maximizing Your Daily Leadership Effectiveness
The successful leader’s day starts with “Good morning” and ends with “Thank you.” In between, there are dozens of interactions, behaviors, and decisions that will determine the success of that leader and their team for that day and in the future. Daily leadership actions we will explore in detail include body language, importance of a positive attitude, displaying authenticity, and playing up your skills and knowledge. Emphasis will be on 15 actions you can take daily, like articulating vision and goals, teaching and engaging others, staying calm and level headed, and being a positive role model. We can all add tools to our leadership toolbox, and you will be able to use these immediately on the job.

Leading Successful Team and Organizational Culture Change
“This is a great place to work!” We would all like our team members to articulate this sentiment, and there is a way every leader can create or change their current culture to achieve this goal. Organizational culture is made up of a combination of goals, values, expectations, and ethics that help influence behaviors. In this action-packed session, we will present specific actions to take to create or change your organizational culture from “go along to get along” to fully engaged. This transformation begins with successful finance department on-boarding and continues with recognition-driven leadership, recognizing what matters most, and practicing performance-based urgency, all of which will be explored so you can make your team and organization “a great place to work” quickly and effectively.

Public Speaking for Financial Folks
Impactful and memorable public speaking is both an art and a skill. Without it, your message can be ignored, diluted, or not taken as seriously. In addition, it is an essential part of leadership! Learn what it takes to overcome your fear of public speaking and to be more effective at it. As a financial professional, you need people to listen to you! This presentation breaks down into bite-size and actionable chunks what to do. The session is engaging, with exercises that move you around and interact with others. Here are some major take-aways from the session:

- Master how to be more calm and confident before, during, and after a presentation.
- Understand what your body is conveying to the audience without you even realizing it.
- Do these three things before every presentation to feel more confident.
- Learn how to express yourself as a leader that others will want to follow.

Learn, master, and have fun!

Putting Foresight to Work: Are you Future-Ready?
In this roll-up-your-sleeves session, attendees will practice some of the foresight tools they learned in Rebecca Ryan’s general keynote session. Attendees will participate in The Big Sort, a tabletop card game, to discuss and debate the trends most likely to affect our municipalities in the future. Materials will also be available on the conference app.
**Speed Coaching – Find the Answers You Need**

This session gives you a lively and engaging way to tap multiple perspectives and instantly broaden your network. CSMFO has a great team of talented volunteer senior professionals who are pleased to help colleagues and rising stars find resources to answer their questions and enjoy their careers. In the course of the session, you will have opportunities to rotate from one coach to another in segments of about 15 minutes each. Learn what you can do to address key issues and grow.

**Treasury and Debt Management**

**How Much Is Too Much: Understanding “Debt Affordability”**

State law now requires public agencies to adopt an official “debt policy” prior to a bond issuance. However, most debt policies avoid the most important public policy question: how much debt is too much? Most California debt is also issued outside the “limits” of indebtedness imposed by law – such as general fund lease revenue bonds, certificates of participation, or enterprise revenue bonds. Thus, issuers must look beyond the law to other measures and other voices as to what is a reasonable level of leverage. Capital markets participants, such as municipal advisors, bond rating agencies, and investors, have a perspective on affordability in terms of what the market will bear, while local public finance officers grapple with what is affordable from a budgetary perspective. This panel will explore the importance of debt and debt levels on bond ratings and examine how all this information can be used by issuers to evaluate capacity from a budgetary perspective. The panel will also discuss how to approach this subject with your governing bodies in crafting a policy to guide your agency through difficult decision-making.

**Investment Portfolio Solutions: Working With an Advisor or Going It Alone, and Other Themes in Public Investments**

This session will examine the pros and cons of in-house investment management with the help of brokers, as well as outsourced solutions from a registered investment advisor. Of special note are discussions around limits to each approach, pitfalls to be avoided, and advantages to both solutions. In either case, both approaches will require understanding how shifting rates, changing Fed policy, and fluid economic conditions will affect portfolio volatility and return. Come and learn how to mitigate risk and capture excess return through changing conditions under either option.

**Let’s Get Digital: Understanding Recent Advancements in Banking Technology**

Banking services are a cornerstone of cash management for local governments and there is no “one size fits all.” In recent years, banks have heavily invested in technology to promote digital processes, each with its own set of opportunities and challenges that change depending on your agency. With many new and interesting digital capabilities out there, how can you determine what fits well within your treasury process? This session will demystify new banking technologies by outlining the possible advantages and disadvantages for your agency, and will prepare you with questions to ask if presented with these options. We will also highlight some of the key features of most banking relationships, such as your earnings credit rate (ECR), and what you should expect when evaluating your services. The discussion will include a public agency’s recent experience with rebidding its banking relationship and the impact on its cash management.
Local Government Investment Considerations under the California Government Code
This session reviews the types of investments and investment practices that are permitted and prohibited for California public agencies. We will also discuss a history of key changes to the California Government Code over the years and provide a comprehensive list of investment guidance and policy resources. At the conclusion of this session, you should be able to (1) determine which investments are permitted or prohibited for California public agencies; (2) list four ways the Code has changed within the past 4 years; and (3) identify and apply investment policy best practices.

Navigating the Raging Rivers of Debt Management
In recent years, the California legislature, the Securities and Exchange Commission (SEC), and the Internal Revenue Service (IRS) have taken actions to encourage issuers of debt to adopt policies and procedures concerning the debt issuance process and post-issuance compliance for both federal tax and securities law purposes. This session will cover development and implementation of policies and procedures to comply with California law. The speakers will provide insight regarding best practices, priorities, and pitfalls in adopting or amending policies and procedures as they relate to both small and large issuers of debt. Issues addressed will include California Government Code section 8855(i), the recent amendments to SEC Rule 15c2-12, assigning responsibilities, and establishing training.

Purposeful Positioning for Positive Debt Issuance Results
Public agencies contemplating the issuance of debt to finance either new infrastructure improvements or to refinance existing debt must ensure that they are securing the lowest costs and best possible terms. Successful debt issuance is a result of many factors, not the least of which is pre-planning and strategizing to get your agency in top fiscal shape. Have you reviewed and updated your financial policies, such as debt management, reserve and investment policies, and do they follow best practices and meet current regulatory requirements? Are your audits not only up to date, but are they thorough and do they provide the information a rating agency, lender, or other potential investor is looking for, including supplementary information such as debt coverage ratios, appropriate demographic data or other information that may be required under continuing disclosure undertakings? Do you have adequate revenues to fund the debt service; if not, what do you need to do to increase revenues or decrease cost? Learn how you can positively position yourself from leaders in the field of public debt issuance.

7 Habits of Highly Effective Investment Programs
Public fund investment programs are one of the only places where revenue can be generated without charging taxes or fees to. Having key fundamentals in place helps ensure the three primary investment program objectives of safety, liquidity, and income are met. This session will discuss seven aspects of a successful investment program, which are the following:

- A detailed asset/liability matching (cash flow) model
- A responsible amount of interest rate risk and credit risk
- Do not try to time the market
- You love losses and hate gains
- The program follows generally accepted accounting principles (GAAP)
- Benchmark your investment program and portfolio in multiple ways
• Provide quality, timely, and transparent reporting

**Understanding the LIBOR Transition**

The financial industry is preparing for a seismic shift away from the London Interbank Offered Rate (LIBOR), a benchmark rate that underlies the vast majority of floating rate financial transactions, toward a new alternative. On a global basis, roughly $350 trillion worth of financial products are linked to LIBOR, ranging from institutional products such as derivatives, and floating rate notes and loans, as well as consumer products such as student loans, adjustable rate home mortgages, and some credit cards. During this session, we will discuss why LIBOR is transitioning, what the endorsed alternative rate is (Secured Overnight Finance Rate – SOFR), and how the market is planning for a smooth transition away from LIBOR.