



Leadership Roles & Responsibilities

Revised January 2021

CALIFORNIA SOCIETY OF MUNICIPAL FINANCE OFFICERS
Leadership Roles & Responsibilities

TABLE OF CONTENTS

Terms	3
President.....	4
President-Elect	6
Past President.....	8
Board Members.....	9
Career Development Committee Chair.....	11
Communications Committee Chair.....	12
Membership Committee Chair.....	13
Professional Standards Committee Chair	14
Program Committee Chair	15
Recognition Committee Chair	16
Technology Committee Chair.....	19
Annual Conference Host Committee Chair	20
Nominating Committee Chair.....	21
Chapter Chairs	24
League of California Cities Policy Committee Appointees.....	25

Overview

This document is intended to provide an overview of the roles and responsibilities for each of the volunteer leadership positions within CSMFO. While it is intended to be comprehensive, the Bylaws and policy manual are the governing documents and should be referenced in the event of a discrepancy.

Terms

The new officers, Board members and committee appointees take office with the first day of the Annual Conference. For 2019, that day is Tuesday, January 8. Until that time, the 2018 officers, Board members and committees are still active.

The League Policy Committee appointments take effect on January 1 and run concurrent with the calendar year.

Chapter chair terms vary by chapter. Consult your chapter leadership for more information.

President

It is the primary responsibility of the CSMFO President to be the leader of and spokesperson for the organization. The CSMFO President should:

- Conduct him/herself at CSMFO functions and in their professional and personal life in a manner becoming of the CSMFO leadership.
- Be outwardly supportive of decisions made by the majority of the CSMFO Board of Directors, regardless of personal opinions.
- Participate in the annual survey evaluating CSMFO consultants.
- Chair all Board of Directors meetings.
- Chair all Executive Committee meetings.
- Review monthly financials; review and approve check runs.
- Host/emcee the Annual Conference at which the presidency begins.
- Submit a President's Message to the CSMFO Office monthly for the CSMFO News.
- Attend conferences as the representative of CSMFO. Complimentary registrations and hotel stays are provided for AGFOA, CMTA, OMFOA and WFOA. CSMFO will reimburse for travel, incidentals and any meals not provided for the president and a guest; as well as registration and hotel for GFOA:

Oregon Municipal Finance Officers Association (OMFOA)
Generally March and October

Alaska Government Finance Officers Association (AGFOA)
Generally April and November

California Municipal Treasurers Association (CMTA)
Generally April

Government Finance Officers Association (GFOA)
Generally May

Washington Finance Officers Association (WFOA)
Generally September

(President continued)

- It is customary to provide a small gift to the president of each association that provides CSMFO with complimentary registration and hotel accommodations. Typically these gifts are \$50-100, and have in the past included items such as a wine and cheese basket or a donation to the organization's scholarship fund. Expenses are recorded under the President's Expense line in the budget.
- Coordinate, in conjunction with Executive Director, CSMFO reception at GFOA's Annual Conference, when applicable.
- Appoint Nominating Committee by October 1 annually. Nominating Committee shall consist of the President, Immediate Past President, President-Elect and up to five (5) past presidents.
- Participate in the Nominating Committee. Identify, contact and confirm nominees for Board Member North, Board Member South and President-Elect. Participate in conference call with Nominating Committee to finalize slate.
- Determine recipient(s) of the Volunteer of the Year Award.
- Submit report on goals to the CSMFO Office for the Annual Report by January 15.
- Discuss with the President-Elect what, if any, gifts or tokens of appreciation to present to staff, etc. at the conference.

President-Elect

It is the role of the CSMFO President-Elect to spend the year in this position learning from the President and training to be the leader of and spokesperson for the organization in the following year. The CSMFO President-Elect should:

- Conduct him/herself at CSMFO functions and in their professional and personal life in a manner becoming of the CSMFO leadership.
- Be outwardly supportive of decisions made by the majority of the CSMFO Board of Directors, regardless of personal opinions.
- Participate in the annual survey evaluating CSMFO consultants.
- Attend all Board of Directors meetings.
- Attend all Executive Committee meetings. Chair meetings in the President's absence.
- Review monthly financials; review and approve check runs.
- Invite members to your conference in Anaheim during the final day of the 2019 Annual Conference.
- Chair the Annual Conference Host Committee for the following year's conference. The finance director of the host city should be your first consideration for a Co-Chair. Typically the committee consists of 10-12 CSMFO members that are geographically nearby, and should include both government and commercial members for a broad overall perspective. Annual Conference Host Committee meetings should begin late March/early April, and all Committee/Annual Conference activities should be coordinated through the Meeting Coordinator.
- Determine dates for the Strategic Planning Session; coordinate through the Executive Director.
- Identify Facilitator for the Planning Session, and coordinate the content/structure of the day therewith.
- Prepare draft operational budget for the following year in collaboration with Executive Director.
- Choose team-building activity and dinner venue for Planning Session; coordinate with Executive Director.

(President-Elect continued)

- Chair the Nominating Committee. Task Nominating Committee members with identifying, contacting and confirming nominees for Board Member North, Board Member South and President-Elect. Conduct conference call with Nominating Committee to finalize slate. Submit slate to Executive Director.
- Determine recipient(s) (if any) for the Distinguished Service Award. Plaque must be ordered within six (6) weeks of the conference.
- Work with Executive Director to finalize verbiage for President's plaque, to be awarded at the conference.
- The President-Elect appoints the League Policy Committee representatives from CSMFO.
- The President-Elect appoints all chair, vice chair, senior advisor and Board liaison positions for all standing committees for the following year. Contact existing committee leadership for ideas/consultation regarding next year's appointees; start contacting potential appointees.
- Confirm GFOA representatives for another year of service; find replacement representatives as necessary.
- Discuss with the President what, if any, gifts or tokens of appreciation to present to staff, etc. at the conference.
- Submit report on goals to the CSMFO Office for the Annual Report by January 15.

Past President

It is the role of the CSMFO Past President to serve as a mentor and advisor to the President and President-Elect. The CSMFO Past President should:

- Conduct him/herself at CSMFO functions and in their professional and personal lives in a manner becoming of the CSMFO leadership.
- Be outwardly supportive of decisions made by the majority of the CSMFO Board of Directors, regardless of personal opinions.
- Participate in the annual survey evaluating CSMFO consultants.
- Attend all Board of Directors meetings. Chair meetings in the President's absence.
- Attend all Executive Committee meetings.
- Review monthly financials; review and approve check runs.
- Serve as Chapter Chair Liaison. Conduct at least two (2) conference calls annually, inviting all chapter chairs to attend. Purpose of calls is to check in with each chapter, ensure everyone is meeting (at least once annually; monthly to every-other-month is preferable), exchange ideas for speakers and resources, etc. If a chapter is without a chair or vice chair, it is the responsibility of the Chapter Chair Liaison to find a candidate to fill the position. Ensure each chapter holds an election annually for the position of Chair. If no election is held, the Past President may appoint a Chair. Provide all new and existing chapter chairs with support.
- Maintain Chapter Chair Tool Box. Conduct annual review of Tool Box with Chapter Chairs to ensure it remains up to date.
- Work with CSMFO staff and a small committee of his/her choosing to identify and recommend to the Board of Directors annual conference host venues for upcoming conferences.
 - Work with Meeting Coordinator to schedule site visits to potential venues in order to assess their potential as a future host for the CSMFO Annual Conference. Priority should be given to venues with ample space for a vendor hall.
 - Present recommendation on conference sites for Board approval.
- Participate in the Nominating Committee. Identify, contact and confirm nominees for Board Member North, Board Member South and President-Elect. Participate in conference call with Nominating Committee to finalize slate.
- Submit report on goals to the CSMFO Office for the Annual Report by January 15.

Board Members

It is the role of the CSMFO Board of Directors to provide leadership and policy direction for the organization as a whole. The Board of Directors is responsible for making decisions that will ultimately have a positive effect on CSMFO's governance, administration, internal and external perception and the like.

Each Board member is responsible for the following:

- Conduct themselves at CSMFO functions and in their professional and personal lives in a manner becoming of the CSMFO leadership.
- Be outwardly supportive of decisions made by the majority of the CSMFO Board of Directors, regardless of personal opinions.
- Participate in the annual survey evaluating CSMFO consultants.
- Attend all Board of Directors meetings.
- In their capacity as Board Liaison to their committee:
 - Attend all committee meetings.
 - Provide guidance as necessary on committee activities.
 - Ensure goals assigned to the committee (as outlined in the 2017 Action Plan) are completed during the year.
 - Present committee updates to the Board of Directors in the absence of the committee leadership.
- In their capacity as Board Liaison to their assigned chapters:
 - Attend at least one meeting from each of their chapters, if the chapters are active and holding meetings
 - Make contact with each chapter chair, introduce themselves and offer any assistance in finding speakers, requesting funding from the Board of Directors, finding meeting locations, etc.
 - If chapter is not active, contact the Past President to discuss strategies for engaging the chapter to determine how CSMFO can best meet the chapter's needs.
 - Attend the Chapter Chair breakfast at the annual conference.
 - If possible, attend the bi-monthly conference calls the Past President holds with chapter leadership.

Administration Committee Chair

It is the role of the CSMFO Administration Committee to coordinate various administrative aspects necessary for the smooth and effective operation of CSMFO. The Committee Chair should:

- Conduct him/herself at CSMFO functions and in this professional and personal lives in a manner becoming of the CSMFO leadership.
- Be outwardly supportive of decisions made by the majority of the CSMFO Board of Directors, regardless of personal opinions.
- Participate in the annual survey evaluating CSMFO consultants.
- Attend Board of Directors meetings to keep the Board apprised of committee activities.
- Review the monthly financial statements prepared by the organization's management company; review and approve check runs prepared by same.
- Monitor, negotiate and make recommendations to the Board on consultant contracts, as necessary.
- Conduct RFPs for consultant services as requested by the Board.
- Work with the Meeting Coordinator and Executive Director as needed to keep the Annual Conference Handbook up to date.
- Conduct an annual survey of the CSMFO leadership regarding consultant services. Share results with the Board at the annual Planning Session.
- Support the Board's strategic objectives, and take appropriate steps to complete annual goals by year-end.
- Chair regularly scheduled committee meetings to ensure the work of the committee is completed in an efficient and timely manner.
- Communicate regularly with Executive Director on matters affecting committee activities.
- Submit report on goals to the CSMFO Office for the Annual Report by January 15.

Career Development Committee Chair

It is the role of the CSMFO Career Development Committee to manage the educational activities of the organization. The Committee Chair should:

- Conduct him/herself at CSMFO functions and in their professional and personal lives in a manner becoming of the CSMFO leadership.
- Be outwardly supportive of decisions made by the majority of the CSMFO Board of Directors, regardless of personal opinions.
- Participate in the annual survey evaluating CSMFO consultants.
- Attend Board of Directors meetings to keep the Board apprised of committee activities.
- Identify and coordinate with consultants to provide educational opportunities for the webinars, including webinars, bridge calls, one-day seminar and the annual Weekend Training.
- Collaborate with other organizations where possible to provide efficient and effective educational opportunities to the membership.
- Conduct surveys as necessary to determine the educational needs and demands of the membership.
- Support the Board's strategic objectives, and take appropriate steps to complete annual goals by year-end.
- Chair regularly scheduled committee meetings to ensure the work of the committee is completed in an efficient and timely manner.
- Communicate regularly with Executive Director on matters affecting committee activities.
- Submit report on goals to the CSMFO Office for the Annual Report by January 15.

Communications Committee Chair

It is the role of the CSMFO Communications Committee to oversee the publications for CSMFO, including the bi-monthly CSMFO Magazine. The Committee Chair should:

- Conduct him/herself at CSMFO functions and in her professional and personal lives in a manner becoming of the CSMFO leadership.
- Be outwardly supportive of decisions made by the majority of the CSMFO Board of Directors, regardless of personal opinions.
- Participate in the annual survey evaluating CSMFO consultants.
- Attend Board of Directors meetings to keep the Board apprised of committee activities.
- Produce, on a bi-monthly basis, the CSMFO Magazine.
- Develop and maintain communications policies.
- Coordinate social media activities for CSMFO, as determined necessary.
- Support the Board's strategic objectives, and take appropriate steps to complete annual goals by year-end.
- Chair regularly scheduled committee meetings to ensure the work of the committee is completed in an efficient and timely manner.
- Communicate regularly with Executive Director on matters affecting committee activities.
- Submit report on goals to the CSMFO Office for the Annual Report by January 15.

Membership Committee Chair

It is the role of the CSMFO Membership Committee to oversee the membership activities of the organization. The Committee Chair should:

- Conduct him/herself at CSMFO functions and in their professional and personal lives in a manner becoming of the CSMFO leadership.
- Be outwardly supportive of decisions made by the majority of the CSMFO Board of Directors, regardless of personal opinions.
- Participate in the annual survey evaluating CSMFO consultants.
- Attend Board of Directors meetings to keep the Board apprised of committee activities.
- Work with staff to manage the membership renewal process annually, including approving all renewal communications prior to distribution. First renewal notices are sent November 1 annually.
- Develop recruitment plans to increase membership in CSMFO.
- Review membership structures periodically to determine optimal framework for the organization. Review dues every five years (2015, 2020, etc.).
- Identify and secure new member benefits where possible.
- Develop and maintain list of benefits that are provided with the annual membership fee.
- Work with staff to identify those that did not renew their membership, and coordinate follow-up contacts among the committee, chapter chairs and Board members. Conduct an exit survey in March.
- Work with the Past President in his/her role as Chapter Chair Liaison.
- Support the Board's strategic objectives, and take appropriate steps to complete annual goals by year-end.
- Chair regularly scheduled committee meetings to ensure the work of the committee is completed in an efficient and timely manner.
- Communicate regularly with Executive Director on matters affecting committee activities
- Submit report on goals to the CSMFO Office for the Annual Report by January 15.
- Oversee the content development and presentation of the committee-led membership benefits session at the Annual Conference each year.

Professional Standards Committee Chair

It is the role of the CSMFO Professional Standards Committee to identify and analyze new or emerging professional standards for municipal finance management, disseminate this information to the membership, and support content for potential new training courses. The Committee Chair should:

- Conduct him/herself at CSMFO functions and in their professional and personal lives in a manner becoming of the CSMFO leadership.
- Be outwardly supportive of decisions made by the majority of the CSMFO Board of Directors, regardless of personal opinions.
- Participate in the annual survey evaluating CSMFO consultants.
- Attend Board of Directors meetings to keep the Board apprised of committee activities.
- Secure and coordinate reviewers so that all budgets and CAFRs are reviewed in a timely manner.
- Provide recommendations on issues relating to professional standards as requested by the Board.
- Support the Board's strategic objectives, and take appropriate steps to complete annual goals by year-end.
- Chair regularly scheduled committee meetings to ensure the work of the committee is completed in an efficient and timely manner.
- Communicate regularly with Executive Director on matters affecting committee activities.
- Submit report on goals to the CSMFO Office for the Annual Report by January 15.

Program Committee Chair

It is the role of the CSMFO Program Committee to set the educational content of each Annual Conference. The Committee Chair should:

- Conduct him/herself at CSMFO functions and in their professional and personal lives in a manner becoming of the CSMFO leadership.
- Be outwardly supportive of decisions made by the majority of the CSMFO Board of Directors, regardless of personal opinions.
- Participate in the annual survey evaluating CSMFO consultants.
- Attend Board of Directors meetings to keep the Board apprised of committee activities.
- Conduct calls for presentations, as the committee deems necessary.
- Work with speaker bureaus to help identify keynote speakers, in coordination with the Annual Conference Host Committee Chair.
- Set the schedule of classes for the Annual Conference.
- Coordinate the pre-conference sessions.
- Coordinate with speakers their materials, audio visual needs and payments and/or reimbursements, as necessary.
- Assign moderators for each session. Communicate assignments to staff for room monitor and moderator packet coordination.
- Communicate and coordinate with the Annual Conference Host Committee as appropriate.
- Support the Board's strategic objectives, and take appropriate steps to complete annual goals by year-end.
- Chair regularly scheduled committee meetings to ensure the work of the committee is completed in an efficient and timely manner.
- Communicate regularly with Executive Director, Meeting Coordinator and Annual Conference Host Committee Chair on matters affecting the Annual Conference.
- Submit report on goals to the CSMFO Office for the Annual Report by January 15.

Recognition Committee Chair

It is the role of the CSMFO Recognition Committee to promote the highest standards of budgeting and financial reporting and to provide opportunities for recognition to members that achieve such standards. The Committee Chair should:

- Conduct him/herself at CSMFO functions and in their professional and personal lives in a manner becoming of the CSMFO leadership.
- Be outwardly supportive of decisions made by the majority of the CSMFO Board of Directors, regardless of personal opinions.
- Participate in the annual survey evaluating CSMFO consultants.
- Attend Board of Directors meetings to keep the Board apprised of committee activities.
- Review and revise the application documents for the budget and CAFR awards as needed. Coordinate with staff the posting of new documents on the website.
- Secure and coordinate reviewers so that all budgets and CAFRs are reviewed in a timely manner.
- Provide list of those to receive certificates to staff; coordinate delivery of certificates with staff.
- Support the Board's strategic objectives, and take appropriate steps to complete annual goals by year-end.
- Chair regularly scheduled committee meetings to ensure the work of the committee is completed in an efficient and timely manner.
- Communicate regularly with Executive Director on matters affecting committee activities.
- Submit report on goals to the CSMFO Office for the Annual Report by January 15.

Student Engagement Committee Chair

It is the role of the CSMFO Student Engagement Committee to reach out to the next generation (graduate and undergraduate students in political science, public administration, accounting and finance) to make them aware of CSMFO; to promote municipal finance as a rewarding career choice; to increase the number of student members; and to 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. The Committee Chair should:

- Conduct him/herself at CSMFO functions and in their professional and personal lives in a manner becoming of the CSMFO leadership.
- Be outwardly supportive of decisions made by the majority of the CSMFO Board of Directors, regardless of personal opinions.
- Participate in the annual survey evaluating CSMFO consultants.
- Attend Board of Directors meetings to keep the Board apprised of committee activities.
- Coordinate with Chapter Chairs on engagement efforts:
 - Implementation of campus meetings at least one time a year
 - Regular invitation of students to chapter meetings
 - Mentoring opportunities
- Preparation for Annual Conference
 - Participate in conference-centric campus meet and greet events
 - Assist with rollout of student scholarship program by organizing conference-centric campus outreach, directly and through CSMFO member alumnus
- Identify event opportunities for engaging with students either in the classroom or through academic associations
- Develop a core group of presenters (potentially in coordination with award presenters)
- Moderate a student listserv
- Develop a student mentorship program
- Ensure consistency of messaging and materials at student events
- Maintain databases on member alumnus and university contacts
- Identify students to provide feedback/participate in engagement efforts

- Provide updates to the Board on the Committee's progress and incorporate feedback and new ideas
- Support the Board's strategic objectives, and take appropriate steps to complete annual goals by year-end.
- Chair regularly scheduled committee meetings to ensure the work of the committee is completed in an efficient and timely manner.
- Communicate regularly with Executive Director on matters affecting committee activities.
- Submit report on goals to the CSMFO Office for the Annual Report by January 15.

Technology Committee Chair

It is the role of the CSMFO Technology Committee to maintain and enhance the use of technology in providing services to CSMFO members. The Committee Chair should:

- Conduct him/herself at CSMFO functions and in her professional and personal lives in a manner becoming of the CSMFO leadership.
- Be outwardly supportive of decisions made by the majority of the CSMFO Board of Directors, regardless of personal opinions.
- Participate in the annual survey evaluating CSMFO consultants.
- Attend Board of Directors meetings to keep the Board apprised of committee activities.
- Look for ways to utilize technology to enhance CSMFO's ability to provide services or information sharing to or among members.
- Provide direction to staff regarding website updates and necessary maintenance.
- Monitor general membership listserv, notifying Executive Director of any violations that may need to be addressed. Periodically post guideline reminders to the listserv.
- Support the initiatives of the other committees to more effectively and/or efficiently gather and disseminate information.
- Support the Board's strategic objectives, and take appropriate steps to complete annual goals by year-end.
- Chair regularly scheduled committee meetings to ensure the work of the committee is completed in an efficient and timely manner.
- Communicate regularly with Executive Director on matters affecting committee activities.
- Submit report on goals to the CSMFO Office for the Annual Report by January 15.

Annual Conference Host Committee Chair

It is the role of the CSMFO Annual Conference Host Committee to plan the Annual Conference. The Committee Chair should:

- Conduct him/herself at CSMFO functions and in their professional and personal lives in a manner becoming of the CSMFO leadership.
- Be outwardly supportive of decisions made by the majority of the CSMFO Board of Directors, regardless of personal opinions.
- Attend Board of Directors meetings to keep the Board apprised of committee activities.
- Determine conference theme and work with designer to establish a logo.
- Pick out conference giveaways (bag style/color, padfolios, water bottles, mugs, etc.).
- Work with Program Committee to help identify opening keynote speaker.
- Determine concept for and plan the President's Dinner, including venue, theme (if any), attire, menu selections, music (if any), guest list, etc.
- Secure sponsorships for the President's Dinner and the conference as a whole.
- Determine extracurricular events (golf, tennis, etc.), if any, and plan accordingly.
- Determine concept for and plan the annual "banquet", including venue, theme (if any), attire, menu selections, music, etc.
- Determine if an Out-of-State Guests' Dinner will be held on Wednesday evening during the conference. If so, determine venue, menu and guest list.
- Help market the conference by spreading positive word of mouth, writing articles/updates for the monthly Magazine, etc.
- Chair regularly scheduled committee meetings to ensure the work of the committee is completed in an efficient and timely manner.

Nominating Committee Chair

It is the role of the CSMFO Nominating Committee to establish a slate for the annual CSMFO Board of Directors elections. The Committee Chair should:

- Solicit, and encourage other committee members to solicit candidates for the open North and South Director positions, as well as President-Elect (North or South, depending on the year).
- Schedule and chair a committee meeting to finalize the slate.
- Communicate final slate to Executive Director by deadline as defined by the Bylaws.
- Ensure ballots are distributed to membership by deadline as defined by the Bylaws.
- Ensure results are communicated to the candidates, the Board and then the membership.

Past President Advisory Council

It is the role of the Past President Advisory Council (PPAC) to engage past presidents who welcome the opportunity of continuing to be engaged in CSMFO, and be a strategic voice to CSMFO leadership, support committees and chapters, and be a general resource or ambassador for the organization. The PPAC is to coordinate with the CSMFO leadership and may receive direction from the Executive Committee or at the request of Board members of chairs. The PPAC may provide input and guidance in the following areas:

- Support CSMFO committees to:
 - Serve as a Senior Advisor to a standing committee
 - Offer speaker suggestions for Career Development Committee and Program Committee for their consideration
 - Be a resource for presenting CAFR/Budget awards
 - Serve as conference moderators
 - Participate in Career Development programs as speakers or trainers
 - Advise on President's Dinner
 - Be a resource for the Nominating Committee

- Support local chapters to:
 - Offer advice and speakers
 - Attend meetings

- Offer recommendations for CSMFO awards
 - Suggest Distinguished Service Award recommendations to the President-Elect
 - Identify additional ways to recognize members in the CSMFO community

- Be a strategic voice for the organization
 - Provide input and feedback on long-term strategic endeavors or initiatives the organization might be considering
 - Develop roadmap for succession planning or path for future leaders
 - Provide insight and history at strategic planning sessions and board meetings
 - Advise the Board on matters affecting CSMFO (i.e., public policy efforts)

- Mentor CSMFO members and leaders
 - Advise/strategize with finance managers about career issues
 - Share words of wisdom from our presidency and prepare for the next significant association milestone
 - Participate in mentorship programs for first-time attendees at the annual conference

- Foster relationships and share insights
 - Engage with retirees
 - Have Immediate Past President act as a liaison to out-of-state associations
 - Become part of a speaker's bureau
 - Be CSMFO ambassadors, if properly leveraged. Image thank-you letters signed by PPAC for top sponsors
 - Participate in college visits and speaking engagements to promote CSMFO and to engage students to consider careers in local government finance

- Support the Board's strategic objectives, and take appropriate steps to complete annual goals by year-end

Chapter Chairs

CSMFO has twenty (20) chapters arranged geographically throughout the state of California. CSMFO chapter chairs should:

- Conduct themselves at CSMFO functions and in their professional and personal lives in a manner becoming of the CSMFO leadership.
- Be outwardly supportive of decisions made by the majority of the CSMFO Board of Directors, regardless of personal opinions.
- Participate in the annual survey evaluating CSMFO consultants.
- Attend Board of Directors meetings to keep the Board apprised of committee activities.
- Appoint and work collaboratively with vice chairs.
- Coordinate chapter meetings, including speakers and facilities, as well as market meetings to chapter members.
- Attend chapter chair conference calls held by the Past President.
- Attend the chapter chair breakfast at the annual conference.
- Communicate with Board liaison; ensure they are invited to all chapter meetings.
- Work with CSMFO staff to coordinate chapter finances and event registrations.
- Submit report on goals to the CSMFO Office for the Annual Report by January 15.

League of California Cities Policy Committee Appointees

CSMFO is provided a representative on each of the League of California Cities policy committees. Appointments should be made by December 31 annually. Each year the President will assign a liaison to these appointees from the pool of CSMFO Leadership. CSMFO representatives should:

- Conduct themselves at CSMFO functions and in their professional and personal lives in a manner becoming of the CSMFO leadership.
- Be outwardly supportive of decision made by the majority of the CSMFO Board of Directors, regardless of personal opinions
- Participate in the annual survey evaluating CSMFO consultants
- Attend Board of Directors meetings, following the 3 League Committee meetings, to keep the Board apprised of committee activities
 - Prepare written reports for the Board meeting packet, that should include:
 - Policy Committee actions taken
 - Provide a summary of votes
 - Identify the vote taken on behalf of CSMFO
 - Legislation of interest
 - Identify elected officials most aligned with CSMFO positions
 - Provide insight on the probable path forward or likely outcome
- Attend all policy committee meetings. Attendance at a minimum of 66% of the meetings is required, or the representative may be replaced
 - Be available for extra League Committee meetings
- Attend Board of Director's meetings and the annual planning session in order to provide an annual update
- Follow written Guiding Principles when casting vote or taking a position on behalf of CSMFO, keeping in mind the diversity of CSMFO member organizations
- Actively communicate items of interest to membership via: magazine articles, email blasts to ListServ
- Upon receiving legislative/state budget update, select one or two of the League Appointees to disseminate the information to the Board and/or membership
- Submit a summary report of important items discussed at the League meetings to the CSMFO office for the Annual Report by January 15 of each year.