



Tuesday, February 15, 2022

1:00 p.m. – 4:00 p.m.

Board of Directors Meeting

Town & Country San Diego

Skyview 2

Lunch will be served prior to the Board meeting, starting at 12:00 p.m.

1. Introduction 1:00 p.m.
 - a. Welcome/Roll Call
 - d. Additions to Agenda

2. Consent Items 1:10 p.m.
 - a. Approval of January 13, 2022, Board Meeting Minutes
 - b. Approval of Preliminary January 2022 Financial Reports

3. Discussion/Action Items 1:15 p.m.
 - a. Introduction of Jean Rousseau, CSMFO Executive Director
 - b. 2022 Conference Update – Schedules, Questions
 - c. Revised Board Meeting Schedule (Scott Catlett)
 - d. Tech Committee Survey Results (Gloriann Sasser/Rich Lee)
 - e. Strategic Plan Updates and Tracking (Scott Catlett)
 - f. Learning Management System (Gloriann Sasser/Alberto Preciado)

4. Committee Reports 2:00 p.m.
 - a. Administration (Alberto Preciado)
 - b. Career Development (Nick Kurns)
 - c. Communications (Will Fuentes)
 - d. Membership (Jennifer Wakeman)
 - e. Professional Standards (Jason Al-Imam)
 - f. Program (Laura Nomura)
 - g. Recognition (James Russell-Field)
 - h. Student Engagement (Amber Johnson)
 - i. Finance (Margaret Moggia)
5. Chapter Roundtable 2:45 p.m.
6. CalCities Policy Committee Roundtable 3:00 p.m.
7. Director Roundtable 3:15 p.m.
8. Officer Reports 3:30 p.m.
 - a. President (Scott Catlett)
 - b. Past President (Marcus Pimentel)
 - c. President-Elect (Richard Lee)
10. Other Discussion Items
11. Future Topics
12. Upcoming Meeting: April 21, 2022 in San Mateo (Tentative)
13. Adjournment 4:00 p.m.



Thursday, January 13, 2022

2:00 p.m. – 4:00 p.m.

Board of Directors Meeting

Minutes

Marcus Pimentel
Scott Catlett
Steve Heide
Karla Romero
Will Fuentes
Grace Castaneda
Brian Mohan
Stephen Parker
Ernie Reyna
Craig Boyer
Richard Lee
Alberto Preciado
Stephanie Reimer
John Adams
Karen Reid
Amber Johnson
Dennis Kaufman

Joan Michaels Aguilar
Jennifer Becker
Kyle Johnson
Margaret Moggia
Jason Al-Imam
Laura Nomura
Lorena Quijano
Veronica Bustillos
Monica Lo
Jennifer Wakeman
James Russell-Field
Gloria Sasser
Mike Manno
Catherine Smith
Kory Adams
Janet Salvetti
Jean Rousseau
Thomas Hays

Introduction

The California Society of Municipal Finance Officers (CSMFO) Board of Directors met via teleconference on Thursday, January 13, 2022. President Marcus Pimentel convened the meeting and confirmed a quorum was in attendance at 2:01 p.m. The meeting began with a review of the organization's mission. President Pimentel welcomed incoming CSMFO Executive Director Jean Rosseau to the meeting. Removal from the agenda of 4. Committee Reports; j. Management Contract Ad Hoc Report was requested. Director Stephen Parker moved to approve the revised agenda. Director Ernie Reyna seconded. Motion carried.

Consent Calendar

The Board addressed the consent calendar, which included the minutes from the November 21, 2021 Board Meeting, approval of the Preliminary December 2021 Financial Reports, Executive Committee Meeting Agenda for January 5, 2022, Pop Nouveau Contract (President's Dinner), Arlo Contract (President's Dinner), West End Entertainment Contract (Thursday Night Event), Lapper Contract (Thursday Night Event), Searchlights of San Diego Contract (Thursday Night Event), Town & Country Contract Amendment (add'l room night), Courtyard by Marriott

Contract (overflow hotel), CDC Contract Renewal Requests. President-Elect Scott Catlett moved to approve the consent calendar. Director Craig Boyer seconded. The motion passed unanimously.

Discussion/Action Items

President-Elect Catlett presented the 2022 Action Plan. It includes unfinished items from the 2021 Action Plan that were impacted by the pandemic. Tracking of the action plan was discussed. Director Grace Castaneda moved to approve the 2022 Action Plan as presented. Director Will Fuentes seconded. Motion carried.

President-Elect Catlett presented the 2022 proposed budget. The proposed budget just reflects a sizeable deficit due to some of the organizational structural changes CSMFO is experiencing and the unknown impact to the annual conference. President-Elect Catlett reminded the Board that although a deficit budget isn't preferred, CSMFO has a sizeable reserve for this reason. Director Stephen Parker moved to approve the 2022 budget as presented. Director Reyna seconded. Motion carried.

2022 committee appointments have been finalized including the California Cities appointments.

The next CSMFO board meeting will be held in conjunction with the annual conference on Tuesday, February 15, 2022 from 1-4 p.m. The 2022 meeting schedule will be discussed at that time. Being considered are fewer board meetings including four (4) in person and two (2) via Zoom.

Past President Steve Heide moved to approve contracts as presented by the Administrative Committee (Executive Director agreement, M&AMS and Sloan Sakai law firm). President-Elect Catlett seconded. Motion carried.

Committee Reports

Past President Heide reported on behalf of Membership Chair Jennifer Wakeman and shared the committee is continuing to discuss the price difference between members and non-members. What is the CSMFO value proposition? It doesn't benefit CSMFO for people to be able to access member benefits if they can get them for free. The committee continues to look at dues structures for similar organizations. The issue of non-members being able to participate in the awards program was raised. Reaffirmation of CSMFO wanting to reach out to all levels of finance professionals in all types of local government. No action is needed but the committee will be bringing forth recommendations at a future meeting.

Technology Chair Gloriann Sasser shared with the Board that the committee will be putting forth a recommendation for a Learning Management System (LMS). If anyone is interested in a virtual presentation to reach out to her.

A number of the committee chairs referenced their written report provided in the packet.

President Pimentel reminded the Board they will be getting a CSMFO leadership "Know Before You Go" email on conference activities.

President Pimentel thanked the outgoing Board members for their dedication and service.

Having no further business to address, the meeting was adjourned at 3:58 p.m.

Respectfully submitted,

Catherine Smith
Interim Executive Director

California Society of Municipal Finance Officers
Statement of Net Assets
As of January 31, 2022

	Jan 31, 22	Jan 31, 21	\$ Change	% Change
ASSETS				
Current Assets				
Checking/Savings				
1006 · Bank of America Checking (new)				
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	1,581.64	0.00	0.0%
1050.05 · East Bay (SF)	3,522.19	3,522.19	0.00	0.0%
1050.17 · Inland Empire	1,030.00	40.00	990.00	2,475.0%
1050.08 · Monterey Bay	3,383.99	2,953.99	430.00	14.56%
1050.03 · North Coast	550.00	0.00	550.00	100.0%
1050.16 · Orange County	4,191.17	4,652.24	-461.07	-9.91%
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	1,400.07	0.00	0.0%
1050.12 · San Gabriel Valley	135.94	400.00	-264.06	-66.02%
1050.14 · South Bay (LA)	2,364.54	2,364.54	0.00	0.0%
Total 1050 · Chapter Fund Balances	24,034.98	22,790.11	1,244.87	5.46%
1006 · Bank of America Checking (new) - Other	1,021,385.24	240,411.87	780,973.37	324.85%
Total 1006 · Bank of America Checking (new)	1,045,420.22	263,201.98	782,218.24	297.19%
1005 · Bank of America	0.00	165,552.83	-165,552.83	-100.0%
1040 · Investments LAIF	818,454.51	566,496.48	251,958.03	44.48%
Total Checking/Savings	1,863,874.73	995,251.29	868,623.44	87.28%
Accounts Receivable				
1100 · Accounts receivable	-945.00	7,550.70	-8,495.70	-112.52%
Total Accounts Receivable	-945.00	7,550.70	-8,495.70	-112.52%
Other Current Assets				
1080 · Undeposited Funds	0.00	110.00	-110.00	-100.0%
1120 · Accounts Receivable- YM	45,530.00	14,620.00	30,910.00	211.42%
1250 · Prepaid Expense - General				
1252 · Prepaid Admin/DataBase Fees	0.00	35,889.85	-35,889.85	-100.0%
1250 · Prepaid Expense - General - Other	6,000.00	6,000.00	0.00	0.0%
Total 1250 · Prepaid Expense - General	6,000.00	41,889.85	-35,889.85	-85.68%
1260 · Prepaid Expense Conference				
1262 · Facilities Deposits	79,544.00	77,544.00	2,000.00	2.58%
1264 · Conference Services	5,561.35	0.00	5,561.35	100.0%
1260 · Prepaid Expense Conference - Other	701.24	18,874.29	-18,173.05	-96.29%
Total 1260 · Prepaid Expense Conference	85,806.59	96,418.29	-10,611.70	-11.01%
Total Other Current Assets	137,336.59	153,038.14	-15,701.55	-10.26%
Total Current Assets	2,000,266.32	1,155,840.13	844,426.19	73.06%
Other Assets				
1500 · CSMFO/SMA Database AR	0.00	60,642.68	-60,642.68	-100.0%
Total Other Assets	0.00	60,642.68	-60,642.68	-100.0%

California Society of Municipal Finance Officers
Statement of Net Assets
 As of January 31, 2022

	Jan 31, 22	Jan 31, 21	\$ Change	% Change
TOTAL ASSETS	2,000,266.32	1,216,482.81	783,783.51	64.43%
LIABILITIES & EQUITY				
Liabilities				
Current Liabilities				
Accounts Payable				
2000 · Accounts payable	13,869.99	22,199.93	-8,329.94	-37.52%
Total Accounts Payable	13,869.99	22,199.93	-8,329.94	-37.52%
Other Current Liabilities				
2003 · A/P Other- SMA Conference	-4,107.69	45,184.90	-49,292.59	-109.09%
Total Other Current Liabilities	-4,107.69	45,184.90	-49,292.59	-109.09%
Total Current Liabilities	9,762.30	67,384.83	-57,622.53	-85.51%
Total Liabilities	9,762.30	67,384.83	-57,622.53	-85.51%
Equity				
3102 · Conference reserve	512,563.00	512,563.00	0.00	0.0%
3101 · Operating reserve	126,438.00	126,438.00	0.00	0.0%
3020 · Retained earnings	476,191.90	223,045.96	253,145.94	113.5%
3100 · Net Assets-Chapters	24,034.98	22,750.11	1,284.87	5.65%
Net Income	851,276.14	264,300.91	586,975.23	222.09%
Total Equity	1,990,504.02	1,149,097.98	841,406.04	73.22%
TOTAL LIABILITIES & EQUITY	2,000,266.32	1,216,482.81	783,783.51	64.43%

**California Society of Municipal Finance Officers
Summary of Financial Income and Expense
January 2022**

	Total Chapters	Conference	Education	Unclassified	TOTAL
Ordinary Income/Expense					
Income					
4000 · OPERATING REVENUES	0.00	0.00	0.00	169,635.00	169,635.00
Total Income	0.00	0.00	0.00	169,635.00	169,635.00
Gross Profit	0.00	0.00	0.00	169,635.00	169,635.00
Expense					
6100 · OPERATING EXPENSES					
6110 · President's Expense	0.00	0.00	0.00	4,500.00	4,500.00
6140 · Management Services	0.00	0.00	0.00	21,827.00	21,827.00
6155 · Merchant Fees/Bank Chgs.	0.00	0.00	0.00	9,907.13	9,907.13
6190 · Web and Technology	0.00	0.00	0.00	14,500.00	14,500.00
6230 · Insurance	0.00	0.00	0.00	550.00	550.00
6255 · GFOA Reception	0.00	0.00	0.00	342.20	342.20
Total 6100 · OPERATING EXPENSES	0.00	0.00	0.00	51,626.33	51,626.33
Total Expense	0.00	0.00	0.00	51,626.33	51,626.33
Net Ordinary Income	0.00	0.00	0.00	118,008.67	118,008.67
Other Income/Expense					
Other Income					
4501 · Chapter Income	580.00	0.00	0.00	0.00	580.00
4500 · PROGRAM REVENUES					
8000 · Conference Revenue	0.00	948,393.00	0.00	0.00	948,393.00
4504 · Education income	0.00	0.00	7,650.00	0.00	7,650.00
Total 4500 · PROGRAM REVENUES	0.00	948,393.00	7,650.00	0.00	956,043.00
Total Other Income	580.00	948,393.00	7,650.00	0.00	956,623.00
Other Expense					
6400 · PROGRAM EXPENSES					
9000 · Conference Expenses	0.00	223,355.53	0.00	0.00	223,355.53
Total 6400 · PROGRAM EXPENSES	0.00	223,355.53	0.00	0.00	223,355.53
Total Other Expense	0.00	223,355.53	0.00	0.00	223,355.53
Net Other Income	580.00	725,037.47	7,650.00	0.00	733,267.47
Net Income	580.00	725,037.47	7,650.00	118,008.67	851,276.14

California Society of Municipal Finance Officers
Profit & Loss Budget Performance
January 2022

	Jan 22	YTD Budget	\$ Over Budget	% of Budget	Annual Budget
Ordinary Income/Expense					
Income					
4000 · OPERATING REVENUES					
4100 · Membership Dues					
4110 · Dues - Municipal	117,255.00	114,000.00	3,255.00	102.86%	195,000.00
4115 · Dues NewMem-Municipal	0.00				
4120 · Dues - Other Gov	2,500.00	2,400.00	100.00	104.17%	4,000.00
4130 · Dues - Commercial	25,520.00	27,080.00	-1,560.00	94.24%	50,000.00
4140 · Dues - Retired	660.00	720.00	-60.00	91.67%	1,200.00
4150 · Dues - Education	0.00	0.00	0.00	0.0%	0.00
Total 4100 · Membership Dues	145,935.00	144,200.00	1,735.00	101.2%	250,200.00
4200 · Interest Income	0.00	1,250.00	-1,250.00	0.0%	5,000.00
4302 · Magazine Advertising	825.00	4,000.00	-3,175.00	20.63%	10,000.00
4303 · Job Board Post - Member	22,875.00	12,500.00	10,375.00	183.0%	150,000.00
4490 · Budget Awards	0.00	150.00	-150.00	0.0%	15,000.00
Total 4000 · OPERATING REVENUES	169,635.00	162,100.00	7,535.00	104.65%	430,200.00
Total Income	169,635.00	162,100.00	7,535.00	104.65%	430,200.00
Gross Profit	169,635.00	162,100.00	7,535.00	104.65%	430,200.00
Expense					
6100 · OPERATING EXPENSES					
6105 · Marketing/Membership	0.00	5,000.00	-5,000.00	0.0%	10,000.00
6106 · Storage Expense	0.00	200.00	-200.00	0.0%	1,000.00
6110 · President's Expense					
6111 · Presidents CSMFO- Gifts	0.00	0.00	0.00	0.0%	1,000.00
6112 · Presidents CSMFO-Dinner	0.00	0.00	0.00	0.0%	0.00
6110 · President's Expense - Other	4,500.00	0.00	4,500.00	100.0%	5,500.00
Total 6110 · President's Expense	4,500.00	0.00	4,500.00	100.0%	6,500.00
6115 · Board of Directors					
6116 · Board Meeting Expenses	0.00	0.00	0.00	0.0%	10,000.00
Total 6115 · Board of Directors	0.00	0.00	0.00	0.0%	10,000.00
6120 · Committee/Chapter Support					
6121 · Committee Support	0.00	1,000.00	-1,000.00	0.0%	2,000.00
6122 · Chapter Support	0.00	0.00	0.00	0.0%	5,000.00
6120 · Committee/Chapter Support - Oth	0.00	0.00	0.00	0.0%	0.00
Total 6120 · Committee/Chapter Support	0.00	1,000.00	-1,000.00	0.0%	7,000.00
6125 · Board Planning Session-Retreat	0.00	25,000.00	-25,000.00	0.0%	50,000.00
6140 · Management Services					
6143 · Management Services	15,827.00	13,854.13	1,972.87	114.24%	166,250.00
6146 · Consultants					
6146.10 · Coleman Services	0.00	0.00	0.00	0.0%	24,040.00
6146 · Consultants - Other	6,000.00	980.00	5,020.00	612.25%	11,800.00
Total 6146 · Consultants	6,000.00	980.00	5,020.00	612.25%	35,840.00
6470 · Webinar Program Services	0.00	0.00	0.00	0.0%	50,000.00
Total 6140 · Management Services	21,827.00	14,834.13	6,992.87	147.14%	252,090.00
6150 · Office Supplies	0.00	0.00	0.00	0.0%	250.00
6155 · Merchant Fees/Bank Chgs.	9,907.13	4,000.00	5,907.13	247.68%	30,000.00
6160 · Awards	0.00	0.00	0.00	0.0%	5,000.00
6165 · Printing					

California Society of Municipal Finance Officers
Profit & Loss Budget Performance
January 2022

	Jan 22	YTD Budget	\$ Over Budget	% of Budget	Annual Budget
6166 · Printing, copying, and admin	0.00	0.00	0.00	0.0%	2,000.00
6167 · Directory	0.00	10,000.00	-10,000.00	0.0%	10,000.00
6165 · Printing - Other	0.00	0.00	0.00	0.0%	0.00
Total 6165 · Printing	0.00	10,000.00	-10,000.00	0.0%	12,000.00
6170 · Magazine	0.00	0.00	0.00	0.0%	20,000.00
6175 · Postage	0.00	200.00	-200.00	0.0%	2,000.00
6185 · Telephone/Bridge Calls	0.00	110.00	-110.00	0.0%	1,500.00
6190 · Web and Technology					
6191 · DataBase Expense	0.00	0.00	0.00	0.0%	0.00
6192 · Web site	2,500.00	3,000.00	-500.00	83.33%	3,000.00
6195 · Web Site Hosting Fee	0.00	750.00	-750.00	0.0%	9,000.00
6190 · Web and Technology - Other	12,000.00	12,001.00	-1.00	99.99%	23,000.00
Total 6190 · Web and Technology	14,500.00	15,751.00	-1,251.00	92.06%	35,000.00
6200 · Travel/Staff Expenses	0.00	1,000.00	-1,000.00	0.0%	2,000.00
6220 · Audit & Tax Filing	0.00	0.00	0.00	0.0%	9,500.00
6230 · Insurance	550.00	1,200.00	-650.00	45.83%	4,000.00
6240 · Taxes					
6242 · Current Year Taxes	0.00	0.00	0.00	0.0%	30,000.00
6246 · Prior Year Taxes	0.00	0.00	0.00	0.0%	0.00
Total 6240 · Taxes	0.00	0.00	0.00	0.0%	30,000.00
6250 · Miscellaneous	0.00	0.00	0.00	0.0%	0.00
6255 · GFOA Reception	342.20	6,500.00	-6,157.80	5.27%	20,000.00
6260 · Donations	0.00	0.00	0.00	0.0%	0.00
Total 6100 · OPERATING EXPENSES	51,626.33	84,795.13	-33,168.80	60.88%	507,840.00
6900 · OTHER EXPENSES					
6970 · One-Time Budgeted Expenses	0.00	4,500.00	-4,500.00	0.0%	54,000.00
Total 6900 · OTHER EXPENSES	0.00	4,500.00	-4,500.00	0.0%	54,000.00
9950 · Prior Period Adjustment	0.00	0.00	0.00	0.0%	0.00
Total Expense	51,626.33	89,295.13	-37,668.80	57.82%	561,840.00
Net Ordinary Income	118,008.67	72,804.87	45,203.80	162.09%	-131,640.00
Other Income/Expense					
Other Income					
4501 · Chapter Income					
4501.01 · Northwest Counties	0.00	0.00	0.00	0.0%	0.00
4501.02 · Northeast Counties	0.00	0.00	0.00	0.0%	0.00
4501.03 · North Coast	550.00	0.00	550.00	100.0%	0.00
4501.04 · Sacramento Valley	0.00	0.00	0.00	0.0%	0.00
4501.05 · East Bay (SF)	0.00	0.00	0.00	0.0%	0.00
4501.06 · Central Valley	0.00	0.00	0.00	0.0%	0.00
4501.07 · Peninsula	0.00	0.00	0.00	0.0%	0.00
4501.08 · Monterey Bay	0.00	0.00	0.00	0.0%	0.00
4501.09 · South San Joaquin	0.00	0.00	0.00	0.0%	0.00
4501.11 · Channel Counties	0.00	0.00	0.00	0.0%	0.00
4501.12 · San Gabriel Valley	0.00	0.00	0.00	0.0%	0.00
4501.13 · Central Los Angeles	0.00	0.00	0.00	0.0%	0.00
4501.14 · South Bay (LA)	0.00	0.00	0.00	0.0%	0.00
4501.15 · Desert Mountain	0.00	0.00	0.00	0.0%	0.00
4501.16 · Orange County	0.00	0.00	0.00	0.0%	0.00

California Society of Municipal Finance Officers
Profit & Loss Budget Performance
January 2022

	Jan 22	YTD Budget	\$ Over Budget	% of Budget	Annual Budget
4501.17 · Inland Empire	30.00	0.00	30.00	100.0%	0.00
4501.18 · Coachella Valley	0.00	0.00	0.00	0.0%	0.00
4501.19 · San Diego County	0.00	0.00	0.00	0.0%	0.00
4501 · Chapter Income - Other	0.00	5,000.00	-5,000.00	0.0%	100,000.00
Total 4501 · Chapter Income	580.00	5,000.00	-4,420.00	11.6%	100,000.00
4500 · PROGRAM REVENUES					
8000 · Conference Revenue					
8950 · Virtual Conference Registration	55,865.00	85,000.00	-29,135.00	65.72%	85,000.00
8100 · Government Registrations					
8104 · Government Member	320,505.00	543,635.00	-223,130.00	58.96%	543,635.00
8102 · Government NonMember	13,610.00	34,210.00	-20,600.00	39.78%	34,210.00
8105 · Govt Non-Memb Full Early	0.00	0.00	0.00	0.0%	0.00
8106 · Govt Non-Memb-Full Regular	0.00	0.00	0.00	0.0%	0.00
8108 · Govt Non-Memb Daily Early	0.00	0.00	0.00	0.0%	0.00
8109 · Govt Non-Memb-Daily-Regular	0.00	0.00	0.00	0.0%	0.00
8110 · Govt Memb - Full Conf-Early	0.00	0.00	0.00	0.0%	0.00
8115 · Conf-Gov-Full-Norm-Mem	0.00	0.00	0.00	0.0%	0.00
8120 · Govt Memb Daily-Early	0.00	0.00	0.00	0.0%	0.00
8125 · Govt Memb-Daily Regular	0.00	0.00	0.00	0.0%	0.00
8150 · Govt Non-Memb Full Onsite	0.00	0.00	0.00	0.0%	0.00
8155 · Govt Memb-Full Regular	0.00	0.00	0.00	0.0%	0.00
Total 8100 · Government Registrations	334,115.00	577,845.00	-243,730.00	57.82%	577,845.00
8200 · Commercial Registrations					
8229 · Commercial Member	28,443.00	32,720.00	-4,277.00	86.93%	32,720.00
8228 · Commercial NonMember	18,905.00	27,935.00	-9,030.00	67.68%	27,935.00
8226 · Commercial Exhibitor	51,215.00	64,730.00	-13,515.00	79.12%	64,730.00
8225 · Conf-Com-Exhibitor-Addn Full	0.00	0.00	0.00	0.0%	0.00
8227 · Conf-Com-Exhibitor Daily	0.00	0.00	0.00	0.0%	0.00
8230 · Comm Non-Memb-Full-Early	0.00	0.00	0.00	0.0%	0.00
8231 · Comm Non-Memb-Full-Reg	0.00	0.00	0.00	0.0%	0.00
8235 · Comm Memb-Full-Early	0.00	0.00	0.00	0.0%	0.00
8236 · Comm Memb-Full-Regular	0.00	0.00	0.00	0.0%	0.00
8245 · Comm Memb-Daily-Early	0.00	0.00	0.00	0.0%	0.00
8250 · Comm-Memb Daily-Regular	0.00	0.00	0.00	0.0%	0.00
8260 · Comm Non-Memb Daily Early	0.00	0.00	0.00	0.0%	0.00
8265 · Comm Non-Memb Daily Regular	0.00	0.00	0.00	0.0%	0.00
Total 8200 · Commercial Registrations	98,563.00	125,385.00	-26,822.00	78.61%	125,385.00
8300 · Pre-Conference Registrations	14,240.00	39,000.00	-24,760.00	36.51%	39,000.00
8500 · Extra Meals					
8565 · Hosted Evening Event	0.00	4,375.00	-4,375.00	0.0%	4,375.00
8500 · Extra Meals - Other	3,510.00				
Total 8500 · Extra Meals	3,510.00	4,375.00	-865.00	80.23%	4,375.00
8600 · Event Registrations					
8610 · Golf	18,340.00	20,240.00	-1,900.00	90.61%	20,240.00
8630 · Pickleball/Tennis	385.00	0.00	385.00	100.0%	0.00
Total 8600 · Event Registrations	18,725.00	20,240.00	-1,515.00	92.52%	20,240.00
8700 · Exhibitors Fees					
8707 · Deluxe Exhibitor	0.00	0.00	0.00	0.0%	0.00

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	Jan 22	YTD Budget	\$ Over Budget	% of Budget	Annual Budget
8704 · Premier Exhibitor	0.00	0.00	0.00	0.0%	0.00
8702 · Featured Exhibitor/Sponsor	0.00	0.00	0.00	0.0%	0.00
8703 · Sapphire Exhibitor	106,750.00	112,000.00	-5,250.00	95.31%	112,000.00
8715 · Gold Package	198,500.00	272,000.00	-73,500.00	72.98%	272,000.00
8725 · Silver Package	35,625.00	45,000.00	-9,375.00	79.17%	45,000.00
8735 · Diamond Package	51,000.00	91,000.00	-40,000.00	56.04%	91,000.00
8700 · Exhibitors Fees - Other	13,000.00				
Total 8700 · Exhibitors Fees	404,875.00	520,000.00	-115,125.00	77.86%	520,000.00
8800 · Sponsorships					
8830 · Non-Exhibitor Sponsor 8830	14,000.00	36,000.00	-22,000.00	38.89%	36,000.00
8872 · Additional Sponsorship Monies	4,500.00	12,500.00	-8,000.00	36.0%	12,500.00
8800 · Sponsorships - Other	0.00				
Total 8800 · Sponsorships	18,500.00	48,500.00	-30,000.00	38.14%	48,500.00
8900 · Conference Miscellaneous					
8915 · Hotel Rebate	0.00	0.00	0.00	0.0%	0.00
8910 · Cancellation Fees	0.00	0.00	0.00	0.0%	0.00
8900 · Conference Miscellaneous - Other	0.00				
Total 8900 · Conference Miscellaneous	0.00	0.00	0.00	0.0%	0.00
Total 8000 · Conference Revenue	948,393.00	1,420,345.00	-471,952.00	66.77%	1,420,345.00
4503 · Contributions and Donations					
4503.5 · CALCPA Contribution	0.00	0.00	0.00	0.0%	0.00
4503.75 · Robert O'Dell Scholarship	0.00	0.00	0.00	0.0%	0.00
4503 · Contributions and Donations - Other	0.00	0.00	0.00	0.0%	0.00
Total 4503 · Contributions and Donations	0.00	0.00	0.00	0.0%	0.00
4504 · Education income					
4591 · California Local Budgeting	0.00	0.00	0.00	0.0%	27,000.00
4575 · Investment Accounting	0.00	0.00	0.00	0.0%	6,600.00
4505 · Webinar	0.00	0.00	0.00	0.0%	2,600.00
4520 · Weekend Training	0.00	0.00	0.00	0.0%	20,225.00
4540 · Fundamentals of Rates, Fees	0.00	2,000.00	-2,000.00	0.0%	6,150.00
4570 · Intro to Government	7,275.00	9,000.00	-1,725.00	80.83%	21,000.00
4590 · Intermediate Government Acct	375.00	12,000.00	-11,625.00	3.13%	46,500.00
4593 · Capital Assets	0.00	0.00	0.00	0.0%	6,000.00
4594 · CMTA/CSMFO Course	0.00	0.00	0.00	0.0%	0.00
4595 · Revenue Fundamentals	0.00	0.00	0.00	0.0%	10,500.00
4597 · Developing Supervisory Skills	0.00	0.00	0.00	0.0%	0.00
4598 · Leadership Skills	0.00	0.00	0.00	0.0%	4,500.00
Total 4504 · Education income	7,650.00	23,000.00	-15,350.00	33.26%	151,075.00
Total 4500 · PROGRAM REVENUES	956,043.00	1,443,345.00	-487,302.00	66.24%	1,571,420.00
8999 · YM Import Items	0.00	0.00	0.00	0.0%	0.00
Total Other Income	956,623.00	1,448,345.00	-491,722.00	66.05%	1,671,420.00
Other Expense					
6401 · Chapter Expenses					
6401.79 · Current Year Chapter Expenses					
6401.07 · Peninsula	0.00	0.00	0.00	0.0%	0.00
6401.08 · Monterey Bay	0.00	0.00	0.00	0.0%	0.00
6401.09 · South San Joaquin	0.00	0.00	0.00	0.0%	0.00
6401.12 · San Gabriel Valley	0.00	0.00	0.00	0.0%	0.00

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	Jan 22	YTD Budget	\$ Over Budget	% of Budget	Annual Budget
6401.16 · Orange County	0.00	0.00	0.00	0.0%	0.00
6401.17 · Inland Empire	0.00	0.00	0.00	0.0%	0.00
6401.19 · San Diego County	0.00	0.00	0.00	0.0%	0.00
6401.79 · Current Year Chapter Expenses	0.00	5,000.00	-5,000.00	0.0%	100,000.00
Total 6401.79 · Current Year Chapter Expe	0.00	5,000.00	-5,000.00	0.0%	100,000.00
6401.89 · Prior Year Chapter Income/Expen					
6401.57 · Prior Period Peninsula	0.00	0.00	0.00	0.0%	0.00
6401.58 · Prior Period Monterey Bay	0.00	0.00	0.00	0.0%	0.00
6401.61 · Prior Period Channel Counties	0.00	0.00	0.00	0.0%	0.00
6401.62 · Prior Period San Gabriele	0.00	0.00	0.00	0.0%	0.00
6401.63 · Prior Period Central LA	0.00	0.00	0.00	0.0%	0.00
6401.66 · Prior Period Orange	0.00	0.00	0.00	0.0%	0.00
Total 6401.89 · Prior Year Chapter Income.	0.00	0.00	0.00	0.0%	0.00
Total 6401 · Chapter Expenses	0.00	5,000.00	-5,000.00	0.0%	100,000.00
6400 · PROGRAM EXPENSES					
9000 · Conference Expenses					
9100 · Food & Beverage					
9105 · Registration Prep-Lunch	0.00	0.00	0.00	0.0%	1,200.00
9115 · Wednesday-Breakfast	0.00	0.00	0.00	0.0%	0.00
9125 · Wednesday-Lunch	0.00	0.00	0.00	0.0%	124,000.00
9135 · Wednesday-Food-Exhibitor Recep	0.00	0.00	0.00	0.0%	40,000.00
9138 · Wednesday-Beverage-Exhibitor R	0.00	0.00	0.00	0.0%	20,000.00
9140 · Thursday-Breakfast-Chapter Chai	0.00	0.00	0.00	0.0%	2,700.00
9143 · Thursday-Breakfast	0.00	0.00	0.00	0.0%	91,000.00
9145 · Thursday-Coffee Service	0.00	0.00	0.00	0.0%	0.00
9147 · Thursday-Lunch	0.00	0.00	0.00	0.0%	103,950.00
9148 · Thursday-PM Break	0.00	0.00	0.00	0.0%	49,500.00
9150 · Friday-Breakfast	0.00	0.00	0.00	0.0%	60,000.00
9155 · Friday-Lunch	0.00	0.00	0.00	0.0%	2,100.00
9197 · Food&Beverage-Other	1,137.50	0.00	1,137.50	100.0%	30,625.00
Total 9100 · Food & Beverage	1,137.50	0.00	1,137.50	100.0%	525,075.00
9200 · President's Dinners					
9210 · President's Dinner - Food & Bev	0.00	0.00	0.00	0.0%	34,000.00
9220 · Entertain-Transport-Decor-Favor	0.00	0.00	0.00	0.0%	10,974.00
9250 · Pres Dinner-Out of State Guest	542.79	0.00	542.79	100.0%	5,815.00
Total 9200 · President's Dinners	542.79	0.00	542.79	100.0%	50,789.00
9300 · Hosted Event					
9310 · Event Entertainment	25,360.00	0.00	25,360.00	100.0%	26,527.00
9320 · Event Food	0.00	0.00	0.00	0.0%	115,983.00
9321 · Event Bar	0.00	0.00	0.00	0.0%	24,918.00
9330 · Event Decor	0.00	0.00	0.00	0.0%	17,205.00
9340 · Event Other	525.28	0.00	525.28	100.0%	0.00
Total 9300 · Hosted Event	25,885.28	0.00	25,885.28	100.0%	184,633.00
9400 · Meetings and Training					
9410 · Speakers-Honorarium	21,250.00	0.00	21,250.00	100.0%	46,500.00
9420 · Speaker-Expenses-Lodging	0.00	0.00	0.00	0.0%	9,125.00
9430 · Speaker-Expenses-Transportation	1,500.00	0.00	1,500.00	100.0%	0.00
Total 9400 · Meetings and Training	22,750.00	0.00	22,750.00	100.0%	55,625.00

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	Jan 22	YTD Budget	\$ Over Budget	% of Budget	Annual Budget
9450 · Comps					
9462 · Comps - Other	0.00	0.00	0.00	0.0%	1,946.00
9460 · Other Guests Lodging (OOS)	0.00	0.00	0.00	0.0%	6,200.00
9465 · Board Scholarships	72.00	0.00	72.00	100.0%	4,250.00
9450 · Comps - Other	0.00	0.00	0.00	0.0%	0.00
Total 9450 · Comps	72.00	0.00	72.00	100.0%	12,396.00
9475 · Meetings					
9476 · Audio Visual and Lighting	90,977.75	0.00	90,977.75	100.0%	185,251.00
9477 · Virtual Platform	9,125.00	0.00	9,125.00	100.0%	39,385.00
9478 · General Session - Addl' product	208.32	0.00	208.32	100.0%	21,400.00
9479 · WiFi Internet	0.00	0.00	0.00	0.0%	12,025.00
9480 · Electric Power/Rigging	0.00	0.00	0.00	0.0%	30,000.00
9481 · Reg/Attendance Tracking	36,664.30	0.00	36,664.30	100.0%	35,984.00
9485 · Convention/Hotel Other Costs	0.00	0.00	0.00	0.0%	500.00
9475 · Meetings - Other	6,447.91				
Total 9475 · Meetings	143,423.28	0.00	143,423.28	100.0%	324,545.00
9490 · Pre-Conference Workshop					
9494 · Food & Beverage	0.00	0.00	0.00	0.0%	4,050.00
9496 · Pre-Conference-Other	0.00	0.00	0.00	0.0%	0.00
Total 9490 · Pre-Conference Workshop	0.00	0.00	0.00	0.0%	4,050.00
9500 · Exhibits					
9550 · Sponsor Branded Items	0.00	0.00	0.00	0.0%	16,075.00
9510 · Decorator Booth Fee	0.00	0.00	0.00	0.0%	18,585.00
9530 · Meeting space Additions	0.00	0.00	0.00	0.0%	7,401.00
9540 · Security	0.00	0.00	0.00	0.0%	400.00
9545 · Exhibit hall game	0.00	0.00	0.00	0.0%	1,000.00
9599 · Exhibits-Other	0.00	0.00	0.00	0.0%	0.00
Total 9500 · Exhibits	0.00	0.00	0.00	0.0%	43,461.00
9600 · Entertainment/Gifts					
9610 · Conference Gifts/Attendees	0.00	0.00	0.00	0.0%	57,000.00
9620 · Speaker/Board/Committee Memer	0.00	0.00	0.00	0.0%	7,875.00
9630 · Gift Baskets (VIPs)	0.00	0.00	0.00	0.0%	0.00
Total 9600 · Entertainment/Gifts	0.00	0.00	0.00	0.0%	64,875.00
9700 · Other Activities					
9732 · Golf Tournament Expenses	0.00	0.00	0.00	0.0%	20,008.00
9750 · Other Event Expenses	0.00	0.00	0.00	0.0%	300.00
Total 9700 · Other Activities	0.00	0.00	0.00	0.0%	20,308.00
9800 · Administration - Conference					
9805 · Conference Marketing	0.00	0.00	0.00	0.0%	1,500.00
9810 · Conference Contract Services	0.00	0.00	0.00	0.0%	77,380.00
9815 · Printing/Copy/Conference Media	0.00	0.00	0.00	0.0%	7,800.00
9820 · President Expenses	0.00	0.00	0.00	0.0%	800.00
9831 · Supplies-Badges-Ribbons-Etc	0.00	0.00	0.00	0.0%	650.00
9840 · Postage & Shipping	57.24	0.00	57.24	100.0%	200.00
9875 · Signage	713.57	0.00	713.57	100.0%	3,500.00
9880 · Bank Merchant Fees	0.00	0.00	0.00	0.0%	0.00
9890 · Conference Committee Expenses	0.00	0.00	0.00	0.0%	15,208.00
9895 · Staff Exp Inc. Lodging & Travel	773.87	0.00	773.87	100.0%	13,784.00

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	Jan 22	YTD Budget	\$ Over Budget	% of Budget	Annual Budget
9800 · Administration - Conference - Oth	0.00	0.00	0.00	0.0%	0.00
Total 9800 · Administration - Conference	1,544.68	0.00	1,544.68	100.0%	120,822.00
9000 · Conference Expenses - Other	28,000.00	0.00	28,000.00	100.0%	0.00
Total 9000 · Conference Expenses	223,355.53	0.00	223,355.53	100.0%	1,406,579.00
6404 · Education Expenses					
6491 · CA Local Budgeting Expense	0.00	0.00	0.00	0.0%	10,000.00
6420 · Weekend Training					
6420.10 · Weekend Training Reim. Exp.	0.00	0.00	0.00	0.0%	25,000.00
Total 6420 · Weekend Training	0.00	0.00	0.00	0.0%	25,000.00
6430 · Intro to Government					
6430.10 · Intro to Govt Account - Reimbu	0.00	0.00	0.00	0.0%	0.00
6430 · Intro to Government - Other	0.00	0.00	0.00	0.0%	5,000.00
Total 6430 · Intro to Government	0.00	0.00	0.00	0.0%	5,000.00
6480 · Intermediate Governmental Acct.	0.00	0.00	0.00	0.0%	14,000.00
6494 · Webinar Expenses	0.00	0.00	0.00	0.0%	0.00
6594 · CMTA/CSMFO Course Exp	0.00	0.00	0.00	0.0%	0.00
6595 · Revenue Fundamental Expense	0.00	0.00	0.00	0.0%	3,500.00
6596 · Revenue Fundamental Expense II	0.00	0.00	0.00	0.0%	3,500.00
6598 · Leadership Skills	0.00	0.00	0.00	0.0%	2,000.00
Total 6404 · Education Expenses	0.00	0.00	0.00	0.0%	63,000.00
Total 6400 · PROGRAM EXPENSES	223,355.53	0.00	223,355.53	100.0%	1,469,579.00
Total Other Expense	223,355.53	5,000.00	218,355.53	4,467.11%	1,569,579.00
Net Other Income	733,267.47	1,443,345.00	-710,077.53	50.8%	101,841.00
Net Income	851,276.14	1,516,149.87	-664,873.73	56.15%	-29,799.00

California Society of Municipal Finance Officers
Statement of Financial Income and Expense
January 2022

	Jan 22	Jan 21	\$ Change
Ordinary Income/Expense			
Income			
4000 · OPERATING REVENUES			
4100 · Membership Dues			
4110 · Dues - Municipal	117,255.00	103,185.00	14,070.00
4115 · Dues NewMem-Municipal	0.00	0.00	0.00
4120 · Dues - Other Gov	2,500.00	1,450.00	1,050.00
4130 · Dues - Commercial	25,520.00	21,120.00	4,400.00
4140 · Dues - Retired	660.00	620.00	40.00
4150 · Dues - Education	0.00	0.00	0.00
Total 4100 · Membership Dues	145,935.00	126,375.00	19,560.00
4200 · Interest Income	0.00	1,106.37	-1,106.37
4302 · Magazine Advertising	825.00	1,337.50	-512.50
4303 · Job Board Post - Member	22,875.00	17,575.00	5,300.00
4490 · Budget Awards	0.00	150.00	-150.00
Total 4000 · OPERATING REVENUES	169,635.00	146,543.87	23,091.13
Total Income	169,635.00	146,543.87	23,091.13
Gross Profit	169,635.00	146,543.87	23,091.13
Expense			
6100 · OPERATING EXPENSES			
6106 · Storage Expense	0.00	56.01	-56.01
6110 · President's Expense	4,500.00	0.00	4,500.00
6140 · Management Services			
6143 · Management Services	15,827.00	15,076.98	750.02
6146 · Consultants	6,000.00	6,000.00	0.00
6470 · Webinar Program Services	0.00	2,500.00	-2,500.00
Total 6140 · Management Services	21,827.00	23,576.98	-1,749.98
6155 · Merchant Fees/Bank Chgs.	9,907.13	6,016.12	3,891.01
6160 · Awards	0.00	745.28	-745.28
6165 · Printing			
6167 · Directory	0.00	6,899.00	-6,899.00
Total 6165 · Printing	0.00	6,899.00	-6,899.00
6190 · Web and Technology			
6192 · Web site	2,500.00	2,500.00	0.00
6195 · Web Site Hosting Fee	0.00	1,749.00	-1,749.00
6190 · Web and Technology - Other	12,000.00	12,108.65	-108.65
Total 6190 · Web and Technology	14,500.00	16,357.65	-1,857.65
6230 · Insurance	550.00	2,092.00	-1,542.00
6255 · GFOA Reception	342.20	0.00	342.20
Total 6100 · OPERATING EXPENSES	51,626.33	55,743.04	-4,116.71
6900 · OTHER EXPENSES			
6970 · One-Time Budgeted Expenses	0.00	840.00	-840.00
Total 6900 · OTHER EXPENSES	0.00	840.00	-840.00
Total Expense	51,626.33	56,583.04	-4,956.71

**California Society of Municipal Finance Officers
Statement of Financial Income and Expense
January 2022**

	Jan 22	Jan 21	\$ Change
Net Ordinary Income	118,008.67	89,960.83	28,047.84
Other Income/Expense			
Other Income			
4501 · Chapter Income			
4501.03 · North Coast	550.00	0.00	550.00
4501.17 · Inland Empire	30.00	40.00	-10.00
Total 4501 · Chapter Income	580.00	40.00	540.00
4500 · PROGRAM REVENUES			
8000 · Conference Revenue			
8950 · Virtual Conference Registration	55,865.00	0.00	55,865.00
8100 · Government Registrations			
8104 · Government Member	320,505.00	0.00	320,505.00
8102 · Government NonMember	13,610.00	0.00	13,610.00
8106 · Govt Non-Memb-Full Regular	0.00	24,450.00	-24,450.00
8115 · Conf-Gov-Full-Norm-Mem	0.00	105,450.00	-105,450.00
Total 8100 · Government Registrations	334,115.00	129,900.00	204,215.00
8200 · Commercial Registrations			
8229 · Commercial Member	28,443.00	0.00	28,443.00
8228 · Commercial NonMember	18,905.00	0.00	18,905.00
8226 · Commercial Exhibitor	51,215.00	0.00	51,215.00
8225 · Conf-Com-Exhibitor-Addn Full	0.00	2,800.00	-2,800.00
8231 · Comm Non-Memb-Full-Reg	0.00	6,500.00	-6,500.00
8235 · Comm Memb-Full-Early	0.00	0.00	0.00
8236 · Comm Memb-Full-Regular	0.00	4,550.00	-4,550.00
Total 8200 · Commercial Registrations	98,563.00	13,850.00	84,713.00
8300 · Pre-Conference Registrations			
8371 · PreConference-Session A	0.00	8,320.00	-8,320.00
8373 · PreConference-Session B	0.00	4,550.00	-4,550.00
8300 · Pre-Conference Registrations - Other	14,240.00	0.00	14,240.00
Total 8300 · Pre-Conference Registrations	14,240.00	12,870.00	1,370.00
8500 · Extra Meals			
8565 · Hosted Evening Event	0.00	0.00	0.00
8500 · Extra Meals - Other	3,510.00	0.00	3,510.00
Total 8500 · Extra Meals	3,510.00	0.00	3,510.00
8600 · Event Registrations			
8610 · Golf	18,340.00	0.00	18,340.00
8630 · Pickleball/Tennis	385.00	0.00	385.00
Total 8600 · Event Registrations	18,725.00	0.00	18,725.00
8700 · Exhibitors Fees			
8707 · Deluxe Exhibitor	0.00	92,000.00	-92,000.00
8704 · Premier Exhibitor	0.00	60,000.00	-60,000.00
8703 · Sapphire Exhibitor	106,750.00	0.00	106,750.00
8715 · Gold Package	198,500.00	0.00	198,500.00
8725 · Silver Package	35,625.00	0.00	35,625.00

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Statement of Financial Income and Expense
January 2022

	Jan 22	Jan 21	\$ Change
8735 · Diamond Package	51,000.00	0.00	51,000.00
8700 · Exhibitors Fees - Other	13,000.00	0.00	13,000.00
Total 8700 · Exhibitors Fees	404,875.00	152,000.00	252,875.00
8800 · Sponsorships			
8830 · Non-Exhibitor Sponsor 8830	14,000.00	30,000.00	-16,000.00
8872 · Additional Sponsorship Monies	4,500.00	3,500.00	1,000.00
Total 8800 · Sponsorships	18,500.00	33,500.00	-15,000.00
8900 · Conference Miscellaneous	0.00	0.00	0.00
Total 8000 · Conference Revenue	948,393.00	342,120.00	606,273.00
4503 · Contributions and Donations	0.00	1,000.00	-1,000.00
4504 · Education income			
4591 · California Local Budgeting	0.00	0.00	0.00
4505 · Webinar	0.00	2,623.00	-2,623.00
4540 · Fundamentals of Rates, Fees	0.00	6,750.00	-6,750.00
4570 · Intro to Government	7,275.00	7,725.00	-450.00
4590 · Intermediate Government Acct	375.00	0.00	375.00
Total 4504 · Education income	7,650.00	17,098.00	-9,448.00
Total 4500 · PROGRAM REVENUES	956,043.00	360,218.00	595,825.00
Total Other Income	956,623.00	360,258.00	596,365.00
Other Expense			
6400 · PROGRAM EXPENSES			
9000 · Conference Expenses			
9100 · Food & Beverage			
9197 · Food&Beverage-Other	1,137.50	0.00	1,137.50
Total 9100 · Food & Beverage	1,137.50	0.00	1,137.50
9200 · President's Dinners			
9250 · Pres Dinner-Out of State Guest	542.79	0.00	542.79
Total 9200 · President's Dinners	542.79	0.00	542.79
9300 · Hosted Event			
9310 · Event Entertainment	25,360.00	15,450.00	9,910.00
9340 · Event Other	525.28	0.00	525.28
Total 9300 · Hosted Event	25,885.28	15,450.00	10,435.28
9400 · Meetings and Training			
9410 · Speakers-Honorarium	21,250.00	22,000.00	-750.00
9430 · Speaker-Expenses-Transportation	1,500.00	0.00	1,500.00
Total 9400 · Meetings and Training	22,750.00	22,000.00	750.00
9450 · Comps			
9465 · Board Scholarships	72.00	0.00	72.00
Total 9450 · Comps	72.00	0.00	72.00
9475 · Meetings			
9476 · Audio Visual and Lighting	90,977.75	0.00	90,977.75
9477 · Virtual Platform	9,125.00	66,221.50	-57,096.50
9478 · General Session - Addl' product	208.32	0.00	208.32
9481 · Reg/Attendance Tracking	36,664.30	0.00	36,664.30

**California Society of Municipal Finance Officers
 Statement of Financial Income and Expense
 January 2022**

	Jan 22	Jan 21	\$ Change
9485 · Convention/Hotel Other Costs	0.00	4,560.00	-4,560.00
9475 · Meetings - Other	6,447.91	0.00	6,447.91
Total 9475 · Meetings	143,423.28	70,781.50	72,641.78
9800 · Administration - Conference			
9810 · Conference Contract Services	0.00	51,292.52	-51,292.52
9840 · Postage & Shipping	57.24	0.00	57.24
9875 · Signage	713.57	0.00	713.57
9890 · Conference Committee Expenses	0.00	1,393.90	-1,393.90
9895 · Staff Exp Inc. Lodging & Travel	773.87	0.00	773.87
Total 9800 · Administration - Conference	1,544.68	52,686.42	-51,141.74
9000 · Conference Expenses - Other	28,000.00	25,000.00	3,000.00
Total 9000 · Conference Expenses	223,355.53	185,917.92	37,437.61
Total 6400 · PROGRAM EXPENSES	223,355.53	185,917.92	37,437.61
Total Other Expense	223,355.53	185,917.92	37,437.61
Net Other Income	733,267.47	174,340.08	558,927.39
Net Income	851,276.14	264,300.91	586,975.23

California Society of Municipal Finance Officers
Chapter Income and Expense
 January 2022

	Inland Empire (Chapters)	North Coast (Chapters)	Total Chapters	TOTAL
Other Income/Expense				
Other Income				
4501 · Chapter Income				
4501.03 · North Coast	0.00	550.00	550.00	550.00
4501.17 · Inland Empire	30.00	0.00	30.00	30.00
Total 4501 · Chapter Income	30.00	550.00	580.00	580.00
Total Other Income	30.00	550.00	580.00	580.00
Net Other Income	30.00	550.00	580.00	580.00
Net Income	30.00	550.00	580.00	580.00

California Society of Municipal Finance Officers

Check Detail

January 2022

Type	Num	Date	Name	Account	Paid Amount
Bill Pmt -Check BILLPMT 01/12/2022 West End Entertainment Group, Inc. 1006 · Bank of America Checking (new)					
Bill	1055-1	01/10/2022		9310 · Event Entertainment	(11,805.00)
TOTAL					<u>(11,805.00)</u>
Bill Pmt -Check BILLPMT 01/13/2022 CPS HR Consulting [v] 1006 · Bank of America Checking (new)					
Bill	004785	12/23/2021		6970 · One-Time Budgeted Expenses	(8,000.00)
TOTAL					<u>(8,000.00)</u>
Bill Pmt -Check BILLPMT 01/13/2022 HdL Companies [v] 1006 · Bank of America Checking (new)					
Bill	SIN12682	12/23/2021		6491 · CA Local Budgeting Expense	(20,000.00)
TOTAL					<u>(20,000.00)</u>
Bill Pmt -Check BILLPMT 01/13/2022 Higher Logic, LLC 1006 · Bank of America Checking (new)					
Bill	INV035961	01/01/2022		6190 · Web and Technology	(12,000.00)
TOTAL					<u>(12,000.00)</u>
Bill Pmt -Check BILLPMT 01/13/2022 Madison Avenue, Inc. 1006 · Bank of America Checking (new)					
Bill	78765	01/01/2022		9875 · Signage	(713.57)
TOTAL					<u>(713.57)</u>
Bill Pmt -Check BILLPMT 01/13/2022 Michael Coleman {v} 1006 · Bank of America Checking (new)					
Bill	Oct-Nov-Dec 2021	12/31/2021		6401.12 · San Gabriel Valley	(754.16)
				6146.10 · Coleman Services	(4,635.00)
				6401.17 · Inland Empire	(600.00)
				6401.15 · Desert Mountain	(300.00)
				6401.18 · Coachella Valley	(300.00)
				6401.79 · Current Year Chapter Expenses	(600.00)
TOTAL					<u>(7,189.16)</u>

California Society of Municipal Finance Officers

Check Detail

January 2022

Type	Num	Date	Name	Account	Paid Amount
Bill Pmt -Check BILLPMT		01/13/2022	Melissa Manchester [v]	1006 · Bank of America Checking (new)	
Bill		01/12/2022		6110 · President's Expense	(4,500.00)
TOTAL					<u>(4,500.00)</u>
Bill Pmt -Check BILLPMT		01/13/2022	Sierra Office Supply & Printing	1006 · Bank of America Checking (new)	
Bill	3715581-0	01/12/2022		9840 · Postage & Shipping	(57.24)
TOTAL					<u>(57.24)</u>
Bill Pmt -Check BILLPMT		01/13/2022	Pacific Storage Company	1006 · Bank of America Checking (new)	
Bill	4206948	12/31/2021		6106 · Storage Expense	(533.11)
TOTAL					<u>(533.11)</u>
Bill Pmt -Check BILLPMT		01/25/2022	Melissa Manchester [v]	1006 · Bank of America Checking (new)	
Bill	AV Conf expense	01/17/2022		9478 · General Session - Addl' product	(43.32)
TOTAL					<u>(43.32)</u>
Bill Pmt -Check BILLPMT		01/25/2022	Probolsky Research	1006 · Bank of America Checking (new)	
Bill	08-3486	01/17/2022		6146 · Consultants	(6,000.00)
TOTAL					<u>(6,000.00)</u>
Bill Pmt -Check BILLPMT		01/25/2022	Scott Catlett {v}	1006 · Bank of America Checking (new)	
Bill		01/17/2022		6255 · GFOA Reception	(342.20)
TOTAL					<u>(342.20)</u>
Bill Pmt -Check BILLPMT		01/25/2022	Will Fuentes [v]	1006 · Bank of America Checking (new)	
Bill		12/31/2021		6116 · Board Meeting Expenses	(161.96)
TOTAL					<u>(161.96)</u>

California Society of Municipal Finance Officers

Check Detail

January 2022

Type	Num	Date	Name	Account	Paid Amount
Bill Pmt -Check BILLPMT		01/25/2022	Oxford Media Works	1006 · Bank of America Checking (new)	
Bill	266	01/25/2022		6192 · Web site	(2,500.00)
TOTAL					<u>(2,500.00)</u>
Check	EFT	01/03/2022	Merchant Service	1006 · Bank of America Checking (new)	
				6155 · Merchant Fees/Bank Chgs.	(9,348.63)
TOTAL					<u>(9,348.63)</u>
Check	EFT	01/07/2022	Remote Deposit Fee	1006 · Bank of America Checking (new)	
				6155 · Merchant Fees/Bank Chgs.	(15.00)
TOTAL					<u>(15.00)</u>
Check	EFT	01/20/2022	Affinipay	1006 · Bank of America Checking (new)	
				6155 · Merchant Fees/Bank Chgs.	(20.00)
TOTAL					<u>(20.00)</u>
Check	7052	01/05/2022	Elk Grove	1006 · Bank of America Checking (new)	
Payment	130905	01/05/2022	Elk Grove	1100 · Accounts receivable	(140.00)
TOTAL					<u>(140.00)</u>
Bill Pmt -Check 7053		01/13/2022	Smith Moore and Associates, Inc.	1006 · Bank of America Checking (new)	
Bill	20210564	01/01/2022		6143 · Management Services	(15,127.00)
				6143 · Management Services	(700.00)
				2003 · A/P Other- SMA Conference	(4,107.69)
TOTAL					<u>(19,934.69)</u>
Bill Pmt -Check 7055		01/25/2022	Clarity Experiences	1006 · Bank of America Checking (new)	

California Society of Municipal Finance Officers

Check Detail

January 2022

Type	Num	Date	Name	Account	Paid Amount
Bill	2949	01/24/2022		9476 · Audio Visual and Lighting	(90,977.75)
TOTAL					(90,977.75)
Check	7056	01/26/2022	Menifee, City of	1006 · Bank of America Checking (new)	
Credit Memo	YM200011348	01/14/2022		8104 · Government Member	(395.00)
TOTAL					(395.00)
Check	7057	01/26/2022	Menifee, City of	1006 · Bank of America Checking (new)	
Credit Memo	YM200011352	01/14/2022		8104 · Government Member	(395.00)
TOTAL					(395.00)
Check	7058	01/26/2022	The City of Menifee	1006 · Bank of America Checking (new)	
Credit Memo	YM200011350	01/14/2022		8102 · Government NonMember	(395.00)
TOTAL					(395.00)
Check	7059	01/26/2022	Menifee, City of	1006 · Bank of America Checking (new)	
Credit Memo	YM200011349	01/14/2022		8104 · Government Member	(395.00)
TOTAL					(395.00)

FOCUS AREAS AND GOALS

Focus Area: Unfinished Business

Goal	Action Plan	Responsible Parties	Target Date for Completion	Progress to Date
1. Chapter Meeting Consistency and Quality Control	<ol style="list-style-type: none"> 1. Define standard policy for transition and introduction of Chapter Chairs 2. Generate standardized evaluations for Chapter meetings 	Administration Committee	July 2022	
2. Succession Planning	<ol style="list-style-type: none"> 1. Evaluate the current pathways to leadership and develop an effective outreach strategy to potential new leaders. 2. Determine ways to inform the current leadership and other members about leadership opportunities, responsibilities, and time commitments. 	Executive Committee Executive Director	January 2023	
3. Modernize Revenue Structure	<ol style="list-style-type: none"> 1. Evaluate current revenue streams. 2. Determine what membership benefits should be included with dues. 3. Determine which current membership benefits should be priced separately. 4. Evaluate member versus non-member pricing. 	Finance Committee	October 2022	
4. Engage New Agencies	<ol style="list-style-type: none"> 1. Develop a strategy to target and involve: <ul style="list-style-type: none"> • Small agencies • Large cities • Counties 2. Develop metrics for evaluating success. 	Membership Committee Executive Director	January 2023	

FOCUS AREAS AND GOALS

Goal	Action Plan	Responsible Parties	Target Date for Completion	Progress to Date
<p>5. Partner with GFOA for California-Specific Certification Program</p>	<p>1. Work with GFOA to develop certification program add-on for California.</p> <p>2. Publicize program.</p>	<p>Career Development Committee</p>	<p>On Hold</p>	<p>On hold pending GFOA action.</p>
<p>6. Enhanced Communications</p>	<p>1. Establish standard reporting for Chapter Meetings to include:</p> <ul style="list-style-type: none"> • Annual Conference updates • Information about significant CSMFO initiatives • Reminders for membership renewals • Call to participate in committees and leadership <p>2. Implement “State of the Association” regular updates in the CSMFO News.</p>	<p>Communication Committee</p>	<p>July 2022</p>	
<p>7. Formalize Board, Committee, and Chapter Orientation and Metrics</p>	<p>1. Develop orientation program for new Board members, Committee Chairs / Vice Chairs, and Chapter Chairs / Vice Chairs</p> <p>2. Develop metrics for measuring volunteer success and identifying deficiencies.</p>	<p>Executive Director</p>	<p>2023 Annual Conference</p>	

FOCUS AREAS AND GOALS

Focus Area: Innovation and the Future

Goal	Action Plan	Responsible Parties	Target Date for Completion	Progress to Date
1. Evaluate the Organizational Structure and By-Laws for Opportunities for Change	<p>1. Evaluate and clarify, as needed:</p> <ul style="list-style-type: none"> • Presidential powers • Executive Committee powers and duties • Value of Board Liaison positions • Value of League Policy Committee appointments • Geographic limitations on Board Membership and Presidency <p>2. Evaluate by-laws and policies & procedures for any other deficiencies or vague language.</p>	<p>Ad Hoc:</p> <p>Executive Committee & Select PPAC:</p> <p>Mary Bradley John Adams Steve Heide Margaret Moggia Laura Nomura</p>	January 2023	
2. Develop a Long-Term Financial Plan	In concert with the prior goal to evaluate the dues structure, develop a long-term financial plan and implement a standard framework for updates.	Finance Committee	January 2023	
3. Board Meeting Format	Make recommendations regarding board meeting frequency and in-person/Zoom format.	2022 President	February 2022	
4. Board Meeting Utilization	Utilize board meetings as in-depth discussions to “check in” on major initiatives while in progress.	All Committees	Continuous	
5. Improve Financial Reporting	Evaluate current financial reports and make recommendations for improvements, including a focus on program-specific reporting.	Finance Committee	January 2023	
6. Evaluate Question of Advocacy	Determine what role CSMFO as an organization and the President and Executive Director as individual representatives of the Association should play in advocacy.	Professional Standards Committee	July 2023	

FOCUS AREAS AND GOALS

Focus Area: Leadership Identification and Development

Goal	Action Plan	Responsible Parties	Target Date for Completion	Progress to Date
<p>1. Better Engagement with Early Career Members</p>	<ol style="list-style-type: none"> 1. Identify methods to engage members who are early in their careers. 2. Consider collecting testimonials of what CSMFO has done for those who are later in their careers. 3. Evaluate the merits of an advisory group to include early career members and students that could provide insight to the Board and Committees. 	<p>Ad Hoc: 2023 President Membership Chair Student Engagement Chair Communications Chair</p>	<p>January 2023</p>	
<p>2. Commercial Member Involvement</p>	<ol style="list-style-type: none"> 1. Survey other state associations' best practices. 2. Formalize recommended guidelines for when commercial members can serve on committees and whether they can serve as committee officers. 3. Recommend whether commercial members should be allowed to serve on the Board, and if so in existing seats or one or more new seats. 	<p>Ad Hoc: 2021 President Administration Chair Membership Chair</p>	<p>January 2023</p>	
<p>3. Define "Finance Officer" and Establish Criteria for Leadership Participation</p>	<ol style="list-style-type: none"> 1. Evaluate whether there should be criteria to serve on the Board and as an Officer (e.g., Division Manager and above for Board and Finance Director for President). 2. Determine whether CSMFO should also focus on education and member benefits for non-professional level staff. 3. Evaluate whether membership dues and benefits should be tiered based on a member's position. 	<p>Ad Hoc: 2022 President Finance Chair Membership Chair Career Development Chair</p>	<p>January 2023</p>	

FOCUS AREAS AND GOALS

Focus Area: **Communication and Organizational Effectiveness**

Goal	Action Plan	Responsible Parties	Target Date for Completion	Progress to Date
1. Improve Communication Between Committees and Avoid Redundancy	<ol style="list-style-type: none"> 1. Develop an effective means for communication between committees beyond just periodic calls. 2. Consider making committee chair and chapter chair calls mandatory attendance. 3. Formalize information sharing methods for the committees and chapters. 	<p>Executive Committee</p> <p>Executive Director</p>	<p>April 2022</p>	
2. Improve Goal Setting and Monitoring for Committees and Chapters	<ol style="list-style-type: none"> 1. Develop a means for setting goals for committees beyond, but including, the strategic plan. 2. Develop a formalized framework to provide feedback to committee and chapter officers. 3. Recognize success and address failure through regular feedback. 	<p>Executive Committee</p> <p>Executive Director</p>	<p>October 2022</p>	
3. Executive Director's Organizational Assessment	<ol style="list-style-type: none"> 1. Assess the state of the Association and make recommendations relative to structure, policies, and procedures. 2. Evaluate staffing model and make recommendations for change, if required. 	<p>Executive Director</p>	<p>July 2022</p>	
4. New Opportunities for Member Engagement and Communication	<p>Evaluate opportunities for innovative communication between members to include:</p> <ul style="list-style-type: none"> • Front porch / coffee chats on topics of interest • Specialized forums for small agencies, specific types of agencies, etc. 	<p>Career Development Committee</p> <p>w/ Support from Communications Committee</p>	<p>January 2023</p>	



CSMFO BOARD REPORT

Date February 15, 2022

FROM: Alberto Preciado, Administration Committee Chair
Gloriann Sasser, Administration Committee Vice Chair

SUBJECT: Learning Management System Software

Background:

2021 CSMFO Action Plan Goal 5-1 is to reduce administrative overhead of career development programs. The Technology Committee was assigned the Action Plan Deliverable to investigate learning management systems in conjunction with the Career Development Committee (CDC).

The Technology Committee along with members of the CDC investigated learning management systems. Three systems were identified, and demonstrations of the systems were completed as follows:

- Government Finance Officers' Association – The Technology Committee met several times with representatives from GFOA and explored using the GFOA learning management system. The GFOA system is not compatible with the CSMFO membership database which would restrict the effectiveness of the learning management system.
- CE21 – This system is compatible with the CSMFO membership database and will meet the educational needs of CSMFO.
- Freestone – This system is compatible with the CSMFO membership database and will meet the educational needs of CSMFO. Freestone is owned by the same parent company as the CSMFO membership database.

Both CE 21 and Freestone provide similar services and benefits including:

- Compatible with CSMFO membership database
- One single sign-on to the CSMFO website. The learning management system would mimic the CSMFO website.
- Online education features and online catalog of available courses

- Live education programs
- Ability to virtually host CSMFO educational offerings including core courses, webinars and chapter meetings. Ability for public chat, questions and answers during live courses.
- Ability to charge members and non-members different amounts for courses
- Course payment processing
- Phone and email customer support and technology support during business hours
- Issuance of course completion certificates immediately following completion of the course. (Note it took six weeks to receive a course completion certificate for a CSMFO webinar completed in October 2021.)
- One place for CSMFO members to track continuing education/credit tracker
- Integration with the CSMFO Zoom account

The Technology Committee completed an evaluation process of the CE21 and Freestone software; both providers scored the same. Either company could provide the learning management services needed by CSMFO. The selection recommendation therefore is based on cost.

The cost of the respective learning management systems are as follows (3-year contract):

- CE21 - \$23,250 per year (contract total \$69,750.) This includes all design and implementation costs.
- Freestone – Year 1 \$27,545, years 2 and 3 \$24,795 (contract total \$77,135)

The preliminary 2022 budget includes a one-time allocation of \$24,000 for a learning management system. Future years' budgets will need to include a line item for the ongoing cost of this contract. However, it is anticipated that cost savings associated with the SMA and Harriett Commons contracts will be identified that should offset all or a portion of these costs.

The contract is a three-year term and either party may terminate the agreement with 30 days written notice. If the agreement is terminated, all amounts due to CE21 will become due and payable immediately or CSMFO would be refunded based on a monthly prorate calculation. The contract was reviewed by the Administration Committee. The Technology Committee arrived at a three-year contract because we thought one year was too short to be able to effectively evaluate the system, and five years seemed too long of a commitment as technology changes quickly. A three-year contract seems long enough to effectively use the system in a variety of ways and to then potentially change if the needs of CSMFO change or if technology changes.

The Administration Committee will complete a review of the learning management system and CSMFO membership usage of the system six months after implementation. Implementation and maintenance of the learning management system will be handled by SMA and Harriet Commons. Therefore, the Administration Committee recommends

that the Administration Committee with support from CDC be responsible for the implementation and maintenance of the learning management system.

Justin Lewis, Chief Information Officer of SMA has been fully engaged throughout the entire software evaluation process, and took part in selecting the recommended system. Harriet Commons has also been given information on the system. The implementation and support of the system will be completed by existing SMA staff. The implementation timeline is six to eight weeks; SMA staff has approved the timeline and the CE21 Onboarding Process document is attached. The implementation process is as follows:

Phase I: Branding, Template Creation, Training and Site Definition
Phase II: Site Development, Testing and Deployment

Areas covered during implementation include:

- Certification
- Product Creation
- Reporting and Evaluation Acceptance
- Customer Management
- Support Management, Reminders and Other Emails

The existing CSMFO member interface will remain the same. CSMFO members will sign in through the existing membership database. There will be only one login. There is an interface between the membership database and the learning management system with one single sign on. The learning management system will authenticate current membership from the membership database.

The Technology Committee recently completed a survey of the membership which included a question regarding the implementation of a learning management system. The survey results included several responses that stated a learning management system would be useful to the membership.

Recommendation:

That the CSMFO Board of Directors:

1. Authorize the Executive Director to execute an agreement with CE21 to provide a learning management system for the years 2022, 2023 and 2024; and
2. Direct the Executive Director to evaluate the cost savings associated with implementation of this system and incorporate that savings into a future contract amendment with SMA and Harriett Commons and/or a future RFP for these services.

Attachments:

1. CE21 Service Confirmation Agreement

2. CE21 Onboarding Process



Service Confirmation Agreement

Company Name: _____ Service Start: April 1, 2022
Company Address: _____ Contact: _____
Contact Phone: _____
Contact Email: _____

CE21 will provide the entity identified above hereinafter ("You", "Your", or "Customer") with the below services.

Table with 2 columns listing services: CE21 Store Front and Registration System, Full Manager (administrative) Back-end, Customizable Online Seminar Viewing System, Ecommerce System, Production Services, Live Webcast Videography Support, Webinar Services, Toll Free End-User Technical Support.

1 Customer can use their own payment processor on our pre-approved vendors list within the CE21 system for capturing payments through the CE21 catalog. Transaction fees equal to 4% of gross revenue will also be charged should Customer use the CE21 payment processor.

CE21 Licensing Fee: Year 1: [] \$2,131 a month or [] \$23,250 annual fee (please select one for the services mentioned above for up to 18,750 hours of content streaming per year. The hourly calculation is determined by the number of registrants and the program duration. Users re-watching an archive of programs they registered for does not count as additional hours against the annual allowance. The annual fee will be paid on the service start date. If paying monthly, payment will be made on a monthly basis by the 20th of the month.

The monthly or annual licensing fee set forth above will be adjusted annually based on the usage reports as follows: Any increase by factor of 10% beyond 18,750 hours will result in an equal increase in annual fee and content streaming allowance the following year. For example, if the annual usage report at the end of any year shows digital content streaming hours from the previous 12 months above 20,625, the Customer will move to [] \$2,344 a month or [] \$25,575 annual fee (please select one) for the services mentioned above for up to 20,625 hours of free content streaming per year. Similarly, if the annual report shows hourly usage decreased over the previous year by a factor beyond 10%, the annual fee and hourly streaming allowance will be decreased in a similar measure as above.

Customer agrees to pay the mutually agreed upon recalculated monthly licensing fee for the following year until the next annual usage report.

CE21 Revenue Sharing: In addition to the licensing fee mentioned above, a net revenue share agreement will be instituted for the below sale/services. Net revenue means revenue received for the sale of online seminars through Customer's CE21 Store Front less uncollectible amounts, applicable taxes, refunds as well as transaction fees (if applicable). If Customer is using the CE21 payment processor, CE21 will pay Customer its share of the Net Revenue, less Transaction Fees, by the 20th of the month immediately following the month the revenue was generated. If Customer is using their own payment processor, Customer will pay CE21 its share of the Net Revenue by the 20th of the month immediately following the month the revenue was generated. Customer agrees to the following compensation schedule:

Table with 2 columns: Sale or Service Type, Your Net Revenue Share. Rows include: When YOU sell online seminar content on YOUR catalog (100%), Shared Marketplace (Participation Optional), When YOU sell online seminar content Shared from ANOTHER CUSTOMER (35%), When OTHER CUSTOMERS sell YOUR online seminar content (25%), Live 'In-Person' seminars, shipped physical products (books, DVDs, CD) (100%).

2 Refer to Addendum A for explanation of compensation and benefits.

3 YOU can specify a minimum price other organizations are allowed to sell your course in their catalog on a course by course basis.

Additional (optional) Fees: Refer to Addendum B attached.

Initials: _____



5508 W Highway 290 Ste 104 Austin, TX 78735

Virtual Summit and Conferences: Please refer to Addendum C for future Virtual Summit or Event rates. Virtual Summits and Events include enhanced features and optional white glove services from CE21 during the execution of the event. Virtual Conference contracts will be separate per-event agreements and supersede the LMS contract in regards to live production services (live webcast, videography and Zoom services) pricing and agreement parameters.

Duration: The term of this agreement will be three (3) years from the service start date. Absent a written letter of termination by either of the parties, delivered 30 days or more prior to the expiration date, the agreement will renew for successive one-year periods. Either party may terminate this agreement with 30 days written notice at any time. If this agreement is terminated, all amounts due to CE21 and/or Customer will become due and payable immediately.

Your signature below acknowledges that you have read and understand all the terms and conditions of this agreement and that you agree to the rates and charges listed above.

Customer Signature: _____

CE21 Signature: _____

Printed Name/Title: _____

Printed Name/Title: _____

Date: _____

Date: _____

If this contract is not executed by February 28, 2022, it is null and void.

Initials: _____



5508 W Highway 290 Ste 104 Austin, TX 78735

Terms and Conditions

By signing this agreement and using CE21s "Services", you agree to the following terms and conditions:

CE21 Services: CE21 shall provide Customer hosting, software, live webinar and on demand video services as outlined in this agreement.

Content: Customer is responsible for all of the content being sold online through the CE21 platform. Customer further agrees that they own or have the necessary licenses, rights, consents, and permissions, and the authority to reproduce, distribute, publicly perform, publicly display, communicate to the public, promote, market and otherwise use and exploit any of the content on and through CE21 in the manner contemplated by these terms and conditions. Customer wishes to engage CE21 to facilitate this process through the Services described in this agreement.

Proprietary Information: CE21 understands that Customer's course subscribers and data concerning them is proprietary information belonging to Customer and that such information cannot be used or shared with others except at times and for purposes agreed to by Customer. Customer agrees to allow CE21 to use this information to provide technical support to Customers subscribers.

Shared Marketplace: Through functionality provided in the manager site, Customer may give written permission (e.g., email) to share its content to other CE21 Customers through the Shared Seminar Marketplace. The decision to share content is completely up to you as is the price the content is sold for by other Customers. Should any content be shared, the revenue splits outlined above in the Compensation section will be used to divide the revenue. Customer is under no obligation to engage in the CE21 Shared Marketplace and seminars shared into or out of this service may be removed at any time.

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All computer code included in or made available through any CE21 Service is the property of CE21 and is protected by United States and international copyright laws. Customer agrees not to reverse engineer, disassemble or decompile any software owned or used by CE21 for or in connection with Customer's use of the Services. All content included in or made available by Customer through the CE21 Service, such as text, graphics, logos, images, audio and video files, digital downloads, and data compilations the Customer makes accessible through the CE21 system in the course of using it will remain the property of Customer and are protected by United States and international copyright laws.

TRADEMARKS

Graphics, logos, page headers, button icons, and service names owned by CE21 which are included in or made available through any CE21 Service are trademarks or trade dress of CE21 in the U.S. and other countries. CE21's trademarks and trade dress may not be used in connection with any product or service that is not CE21's, in any manner that is likely to cause confusion among customers or in any manner that disparages or discredits CE21. All other trademarks not owned by CE21 that appear in any CE21 Service are the property of their respective owners, who may or may not be affiliated with, connected to, or sponsored by CE21. Similarly, all graphics, logos, page headers, button icons and service names owned by Customer which are included in or made available by its use of the CE21 platform are trade dress of Customer in the U.S. and other countries. Such trademarks and trade dress may not be used by CE21 in any way not reasonably needed to perform its duties under this agreement.

DISCLAIMER OF WARRANTIES AND LIMITATION OF LIABILITY

THE CE21 SERVICES AND ALL INFORMATION, CONTENT, MATERIALS, PRODUCTS AND OTHER SERVICES INCLUDED ON OR OTHERWISE MADE AVAILABLE TO YOU THROUGH THE CE21 SERVICES ARE PROVIDED BY CE21 ON AN "AS IS" AND "AS AVAILABLE" BASIS, UNLESS OTHERWISE SPECIFIED IN WRITING. CE21 MAKES NO REPRESENTATIONS OR WARRANTIES OF ANY KIND, EXPRESS OR IMPLIED, AS TO THE OPERATION OF THE CE21 SERVICES, OR THE INFORMATION, CONTENT, MATERIALS, PRODUCTS OR OTHER SERVICES INCLUDED ON OR OTHERWISE MADE AVAILABLE TO YOU THROUGH THE

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CE21 SERVICES, UNLESS OTHERWISE SPECIFIED IN WRITING. YOU EXPRESSLY AGREE THAT YOUR USE OF THE CE21 SERVICES IS AT YOUR SOLE RISK.

TO THE FULL EXTENT PERMISSIBLE BY APPLICABLE LAW, CE21 DISCLAIMS ALL WARRANTIES, EXPRESS OR IMPLIED, INCLUDING, BUT NOT LIMITED TO, IMPLIED WARRANTIES OF MERCHANTABILITY AND FITNESS FOR A PARTICULAR PURPOSE. CE21 WILL NOT BE LIABLE FOR ANY DAMAGES OF ANY KIND ARISING FROM THE USE OF ANY CE21 SERVICE, OR FROM ANY INFORMATION, CONTENT, MATERIALS, PRODUCTS OR OTHER SERVICES INCLUDED ON OR OTHERWISE MADE AVAILABLE TO YOU THROUGH ANY CE21 SERVICE, INCLUDING, BUT NOT LIMITED TO DIRECT, INDIRECT, INCIDENTAL, PUNITIVE, AND CONSEQUENTIAL DAMAGES, UNLESS OTHERWISE SPECIFIED IN WRITING.

Indemnification: To the extent permitted by law, each party hereby agrees to indemnify, defend and hold the other harmless from any loss, liability, costs or damages arising out of or resulting from any act or omission undertaken or committed by the indemnifying party, its employees or agents pursuant to the performance of its obligations under this Agreement.

APPLICABLE LAW

By using any CE21 Service, you agree that the Federal Arbitration Act, applicable federal law, and the laws of the state of Texas, without regard to principles of conflict of laws, will govern these Conditions of Use and any dispute of any sort that might arise between you and CE21.

DISPUTES

Any dispute or claim relating in any way to your use of any CE21 Service, or to any products or services sold or distributed by CE21 or through CE21.com will be resolved by binding arbitration, rather than in court, except that you may assert claims in small claims court if your claims qualify. The Federal Arbitration Act and federal arbitration law apply to this agreement.

We each agree that any dispute resolution proceedings will be conducted only on an individual basis and not in a class, consolidated or representative action. If for any reason a claim proceeds in court rather than in arbitration we each waive any right to a jury trial. We also both agree that you or we may bring suit in court to enjoin infringement or other misuse of intellectual property rights.

To begin an arbitration proceeding, the party requesting arbitration must send a letter describing any claims to the registered agent of the other party – if to CE21, to our registered agent at 5508 W Highway 290 Ste 104 Austin, TX 78735. If to Customer, to its registered agent at the address listed above.

The arbitration will be conducted by the American Arbitration Association (AAA) under its rules, including the AAA's Supplementary Procedures for Consumer-Related Disputes. Payment of all filing, administration and arbitrator fees will be governed by the AAA's rules. CE21 will not seek attorneys' fees and costs in arbitration unless the arbitrator determines the claims are frivolous. You may choose to have the arbitration conducted by telephone, based on written submissions, or in person in the county where you live or at another mutually agreed location.

CONFIDENTIALITY

Both parties agree to retain all information provided by either CE21 or Customer related to this service agreement, including intellectual property and data, in the strictest confidence and will neither use it nor disclose it to anyone other than employees of either party requiring the information to implement the services within this agreement without the prior written consent of CE21 or Customer. Both parties retain the right to enjoin any unauthorized disclosure in an appropriate court of law.

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FORCE MAJEURE

Neither party will be deemed in default of this agreement or any provision hereunder to the extent that any delay or failure in the performance of the obligations of such party (other than the payment of money) results from any significant and material causes beyond its reasonable control and without fault or negligence by such party. Examples of such causes include, but are not limited to, (a) acts of God or public enemy, (b) acts of the government in either its sovereign or contractual capacity, (c) fires, (d) floods, (e) epidemics, (f) health advisory alerts designated by the Center for Disease Control & Prevention, World Health Organization, (g) strikes, (h) embargoes, (i) earthquakes, and (j) unusually severe weather.

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ADDENDUM A

EXPLANATION OF COMPENSATION

Implementation and Maintenance Fees - We do not charge implementation or maintenance fees.

Custom Development - We do not charge for reasonable custom development requests. If the requested change is unique to Customer and not useable by other Customers, we do reserve the right to decline the development request or give you a proposal for what it will cost.

Live In-Person Event Registration / Physical Product Sales - We do not charge you for either of these (except for the transaction fees if you are using the CE21 payment processor – i.e., CE21 is taking the money and writing you a check for your share).

Data Import and Video Conversion Fees - In most cases, we do not charge for video and data conversion / import. However, if you have a particularly complex or large implementation in mind, we may need to charge an hourly fee. We will, of course, discuss this with you prior to signing your agreement.

Payments – Invoice payments to CE21 via Credit Card will incur a 3% convenience fee.

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ADDENDUM B

ADDITIONAL FEES AND OPTIONAL SERVICES

CE21 VIDEOGRAPHER NETWORK SERVICES

The below fees only apply when Customer uses the CE21 Videographer Network.

All pricing below assumes a single videographer with a single video camera at a daily rate unless otherwise specified.

CE21 operates bookings through the Videography Network on a first-come, first served basis and reserves the right to communicate non-availability to any requests.

VIDEOGRAPHY / LIVE WEBCASTS RATES

\$2,000 per videographer per event day

Event Day Rates optionally (at no extra charge) includes the following services:

- Encoding of program files for online streaming through CE21 Viewer
- Simple CE21 Presenter editing (removing of lead-in, breaks, lead-out content)
- Customer notification of archive (Live Webcast) completion and/or OnDemand (Videography only) media production completion.

EARLY BOOKING DISCOUNT

If the request to commit a videographer to a live webcast or videography only project is communicated (“green-lit”) by the Customer to CE21 **at least 60 or more days prior to the project start day** with the confirmed event day(s) and venue location, CE21 offers the following discounts:

Single Day Webcasts

No discount

Multiple Day Webcasts

The first event day services will be billed at the regular \$2,000 per videographer but at ~~\$2,000~~ **\$1,750** per each immediately subsequent event day(s) at the same event venue.

Videography Only (Recordings that do not include a webcast/streaming component)

- The first or only event day services will be billed at ~~\$2,000~~ **\$1,750** per event day
- If a multi-day videography only project, immediately subsequent event day(s) at the same venue will also be billed at ~~\$2,000~~ **\$1,750** per event day

STANDARD PRODUCTION WORKDAY/OVERTIME

Standard production workday is up to 10 hours including allowing for a reasonable amount of time for videographer meal and bathroom breaks.

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Allow for the following additional on-site time for videographer equipment setup/strike in addition to the program schedule(s):

Live Webcast: 2 Hours

Videography only: 90 Minutes

Work performed over a 10 hour videographer production workday may be billed at \$50 per additional hour

TYPICAL CE21 PROJECT DISCLAIMER

The typical CE21 videography project is a prosumer level video camera mounted on a stationary tripod recording a long form program with one or more presenters in a private or public event room from 15' to 75' away.

In public venues, the Customer should prearrange all audio solutions (microphones, audio mixers), Internet (if a live webcast), and where possible a small piece of staging/riser to elevate the videographer. The camera pans & exposes to the screen for in-room displayed video clips.

Access to the event room for videographer setup/testing should be allocated to 2 hours prior to the scheduled start for live webcasts and 90 minutes prior to the start for videography only.

Live Webcasts will be streamed/recorded at 854x480 video dimensions. Videography only projects will be recorded at 1280x720 HD video dimensions.

CE21 reserves the right to reject or to refer elsewhere to any projects that require specific gear, processes or skill sets that are outside of our typical project scope, area of expertise, and/or cost structure.

UNION VENUES

It is incumbent upon the Customer to ensure the designated venue location allows a 3rd party (CE21 assigned videographer) to perform videography/webcast duties on location prior to booking with CE21. Union venues may require a Union videographer "shadow" that may incur additional substantial cost to the project.

SPEAKER PERMISSIONS

Please secure and clear all speaker permissions for recordings prior to booking CE21 Videography services.

TRAVEL

All rates above include all travel expenses within the contiguous United States. (See Exceptions section below)

EXCEPTIONS

Events in Alaska or on the Hawaiian Islands may not include travel expenses based on limited local videographer availability. Contact CE21 at videographers@ce21.com to discuss.

Events hosted in Manhattan, NY carry a surcharge of \$250 per event day.

For unusual, remote, or international locations (Canada, any islands, upper peninsula of Michigan, cruise ships e.g.), contact CE21 at videographers@ce21.com to discuss.

NATIONAL VIDEOGRAPHER AVAILABILITY ONLY / LONG DISTANCE TRAVEL REQUIREMENT

If a local or regional videographer is *not* available for any reason at all, CE21 will notify the tenant if a videographer, at a distance from the venue that is either over a 3 hour drive or requires air travel, is available.

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Videographers that require over 3 hour drives or air travel may require additional travel expenses in addition to videography fees and will be communicated to the tenant for pre approval prior to confirming a videographer to the project.

Videographer long distance travel expenses may include the following reasonable travel expenses:

- Videographer travel day(s) fee
- Mileage @ \$.50/mile
- Required parking fees / tolls
- Lodging
- Airline ticket(s)
- Airline baggage fees
- Taxi or ride-hailing services
- A \$45/day per diem for videographer food and beverage

SHORT NOTICE EVENTS (BOOKING REQUESTS 30 DAYS OR LESS PRIOR TO EVENT DAY)

CE21 prefers 60+ days firm notifications on dates and locations for webcasting/videographer projects in order to optimize availability, travel logistics, and appropriately assign and commit a local videographer who typically is familiar with the local event venues and staff.

For webcast or videography projects that are desired to move forward to use the CE21 Videography network within 30 days from the event date, contact CE21 at videographers@ce21.com to discuss videographer availability and if there are any additional travel expenses (subject to Customer pre-approval).

CUSTOM PROJECTS

Please contact CE21 at videographers@ce21.com for any custom projects such as:

MULTIPLE VIDEOGRAPHERS PROJECTS

For any projects where two or more concurrent videographers are requested to perform separate live webcast or videography only services at a single venue or very small geographic area (LA Convention Center and a couple nearby hotels e.g.), please contact CE21 at videographers@ce21.com to discuss availability and pricing.

MULTI-CAMERA PRODUCTION PROJECTS

For any projects where a single event room requires a multi-camera production with video switching, please contact CE21 at videographers@ce21.com to discuss.

DEDICATED CAMERA OPERATOR / REDUNDANCY

For any projects that require multiple technicians, such as a dedicated camera operator and a dedicated encoding engineer or redundancy in personnel and encoding hardware, please contact CE21 at videographers@ce21.com to discuss availability & pricing.

CANCELLATION POLICY

VIDEOGRAPHER CANCEL/POSTPONEMENT POLICY

For simplicity, the word “cancellation” referenced in this section also includes any postponements or reschedules to existing bookings with CE21.

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All cancellations should be expressed in an email to videographers@ce21.com and directly reference the project/program name, location, and specific shoot dates being cancelled. Variable cancellation charges may include, depending on the date of notification, pass-through videographer cancellation fees, nonrefundable travel and transportation costs (flight, hotel, parking, mileage e.g.) and CE21 administrative fees.

Event specific additional A/V components (microphones, audio mixer e.g.) as requested/rented through the videographer may incur a passthrough separate cancellation fee as communicated by the videographer.

The following charges per event date will apply when cancellation notification is received:

- Over 45 days from shoot date - \$0
- Within 45 to 15 days of shoot date - Variable up to \$500 per videographer per event day
- Within 15 to 3 days of shoot date - Variable up to \$1,000 per videographer per event day
- Within 72 hours of shoot date - Variable up to \$1,500 per videographer per event day

Upon request, CE21 will provide documentation in support of any cancellation invoices.

Multiple Videographer projects will contain a custom quote with a cancellation policy unique to the project or, upon omission, will default to the above cancellation policy per videographer per event day.

FREQUENT CANCELS

While CE21 does not have fees upon notification of a booked event cancellation taking place **over** 45 days from the booked event start date, CE21 can and does incur fees to coordinate and secure videographer coverage and maintain videographer relationships.

If a Customer frequently cancels/postpones booked events, whether outside of 45 days from event start date or within, CE21 reserves the right to create a unique cancellation policy that is mutually agreeable.

ADDITIONAL SERVICES

HIGH DEFINITION LIVE WEBCAST ADD-ON

Please contact CE21 at videographers@ce21.com when interested in including a High Definition add-on package to a live webcast.

MASTER CAMERA FILES DELIVERY

For any advanced video editing needs, CE21 can provide the master camera files to physically mail to the Customer who in turn may coordinate with an in-house or 3rd party video editor.

Please indicate the need for delivery of master camera files upon booking and CE21 will provide the videographer shipping address for the Customer to ship (typically) a 2TB USB 3.0 hard drive along with a prepaid return shipping label. There may be minor videographer administrative costs on some requests.

Contact CE21 at videographers@ce21.com to discuss and define recording format/specs requirements.

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EVENT LOCATION SITE VISIT

If a site visit to the event venue (prior to the event start date) is deemed integral to the success of the project, please contact CE21 at videographers@ce21.com to discuss.

VIDEOGRAPHY / LIVE WEBCAST TRAINING

CE21 can provide on-site videographer training services to ensure you get off on the right foot in running your own webcasts. This training is most effective if scheduled the day prior to an actual event date where CE21 can shadow your webcast operator on their first live program.

Please contact CE21 at videographers@ce21.com to discuss pricing.

Closed Captioning / CART Services

Smart (Artificial Intelligence) Captions are available for preproduced content.

Verbatim Realtime CART is available for Live Webcasts. Inquire to webinars@ce21.com for current rates and options.

Please see Addendum C for an explanation of each service.

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ADDENDUM C

CUSTOMER “BRING YOUR OWN WEBINAR LICENSE”

Customers can bring their own webinar license to integrate into CE21. The Customer is responsible for the webinar licenses and operating all aspects of the webinar.

OPERATING FEES

\$0.00. There are no additional operating fees

MAX REGISTRANTS PER PROGRAM

Based on your meeting/webinar license plan.

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CE21 ZOOM SERVICES PRICING GRID

On CE21 Platform

Description	Weekday Programs within Weekday Operating Hours 7am-6pm CT (Mon-Fri) Extended Hours 6pm-10pm CT	Weekend Programs within Weekend Operating Hours 7am-6pm CT (Sat-Sun) Extended Hours 6pm-10pm CT
Initial 2 Hours	\$300	\$400
Additional Hourly Rate	+\$125	+\$150
Extended Hours Additional Surcharge (per Hour)	+\$50	+\$50
Short Notice Additional Surcharge (per Program)	+\$100	+\$150
Zoom <u>Powered Webcast</u> maximum registrants	3,500*	
Zoom <u>Meeting</u> maximum registrants	300* (host and all panelist are included in total registration count)	
Zoom <u>Webinar</u> maximum registrants	100* (host and all panelist are included in total registration count)	

*Please contact CE21 at webinars@ce21.com for pricing for additional registrants.

INITIAL TWO HOURS

Programming rates include an initial 2 hour minimum.

ADDITIONAL HOURLY RATE

Programming rates are measured in 1 hour increments, after the initial 2 hour program schedule minimum. Quarter or half hour program schedule or presentation increments are rounded up to the next hour. A program schedule that is 8am-10:15am will be billed for 3 hours.

EXTENDED HOURS ADDITIONAL SURCHARGE / HOLIDAYS

Extended Hours is defined as programs that occur, in part or in whole, within the time slot between 6pm-10pm CT. Only the portion of the program within the defined Extended Hours time slot will be billed with the Extended Hours Surcharge.

Please reach out to CE21 for a custom quote on any programs that occur in whole or in part outside of the even the defined operating or extended hours (9pm-11:00pm CT e.g.). Programs scheduled for CE21 observed holidays will

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require a custom quote.

SHORT NOTICE ADDITIONAL SURCHARGE

Short notice is defined as one or more of the following occurs within 7 days from a Zoom Powered Webcast, Zoom Webinar or Zoom Meeting event date:

1. The initial booking request or notification for Zoom services is received by CE21
2. A booked Zoom program's date and/or time is changed
3. Initial or additional Zoom panelists requiring tech runs are instructed to be added to a booked Zoom program.

ZOOM SERVICES AVAILABILITY & CAPACITY

CE21 Zoom services operate on a first come, first served basis and on certain busy days and time slots will reach operational capacity. CE21 will notify Customer upon a Zoom booking being received that exceeds CE21's internal resources.

COMPLEX PROJECTS

Any projects that are determined to be complex in nature may be subject to a custom quote for approval.

ADDITIONAL ZOOM TECHS / ACCOUNTS

An additional Zoom tech or account is required when one or more of the following occurs:

1. Two or more overlapping program schedules occur (Program #1 9am-10am, Program #2 9:45am-11:45am e.g.)
2. There exists 30 minutes or less in between one program schedule ending and another beginning (Program #1 9am-10am, Program #2 1030am-11:55am e.g.). CE21 will reach out to the tenant to confirm how strictly adhered to the program schedule is in order to assign a single tech to multiple programs with 30 minute gaps/breaks in between programs.
3. Limited scheduling options require additional CE21 Zoom techs such as the time span of the first program starting to the last program ending exceeds 9.5 hours or limited weekend resources are communicated. (Program #1 8am-10am, Program #5 4pm-6pm)

To keep multiple program schedules assigned to the same Zoom account / tech, we suggest allowing for a 35-45 minute gap in between separate Zoom program schedules. A 30-35 minute scheduling gap is suggested if program schedules are strictly adhered to or shifted to a 40-45 minute gap if programs have a distinct chance of exceeding their scheduled program schedule. Example: Program #1 9:30-10:30am, (35m gap), Program #2 11:05am-12:05pm following a pretty strict schedule adherence.

An additional Zoom account/tech comes with the initial 2 program hours.

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VIRTUAL CONFERENCES

Base Rates for Associations on the CE21 Platform

\$4,800 (1 Day VC)	\$16,800 (4 Day VC)
\$9,200 (2 Day VC)	\$20,000 (5 Day VC)
\$13,200 (3 Day VC)	\$23,400 (6 Day VC)

A “Day” shall total no more than 10 hours of event time. Virtual Conference base cost above includes the custom catalog development, registration pages, custom branding of the conference, custom branding of the Viewer interface, tech support, and up to 5 hours of post event development. Post event development is optional and includes assistance with the creation of individual on-demand programs from programs of the virtual conference. These programs will not be published into the live catalog as they may need additional work and review from the Customer prior to sale should any certification or licensure aspect be included. If additional development is needed beyond the 5 hours noted above, the rate would \$100 per hour.

VIRTUAL CONFERENCE SIMULATED LIVE SESSIONS - SELF RECORD

The Recording Management of Pre-recorded (simulated-live) sessions will be billed at \$35 per program hour. This process begins with CE21 sharing an online project board with Customer who then would enter all programs and speakers (including their emails) associated with each program. This allows CE21 staff to identify, receive, store, track, encode and arrange the video in preparation for the program date(s). CE21 provides a prerecord email template that can be sent to all speakers as a BCC email which will include a Dropbox upload link. Overdue speaker prerecorded file(s) communication is directed through Customer for improved speaker response rates, although CE21 can directly engage speakers if specifically directed by Customer. CE21 will also answer questions via email that speakers may have about the self-recording process.

OPTIONAL RECORDING SERVICE

Recording Sessions with a CE21 Zoom Expert including speaker tech run overview of the Zoom interface and cloud record session (simulated-live sessions) are available at the rate of \$150 per hour and based on availability. CE21 will advise Customer of requests to get approval prior to performing the recording service.

VIRTUAL CONFERENCE ZOOM POWERED WEBCASTS - LIVE

Live Zoom powered webcasts are based on availability during conference dates and number of hours/sessions needed.

REGISTRATIONS

Base price includes up to 2,500 viewing hours by participants per day. The number of viewing hours is calculated in taking the total conference program hours multiplied by the final number of virtual conference registrants. Additional Participant Viewing Hours over the included 2,500 viewing hours will be billed at \$1.00 per registrant per final program hour.

This contract covers the registrants for the initial broadcast of the virtual event. Reselling of the Virtual Conference on CE21 is allowed if you are an existing LMS client (LMS terms would apply) or have a revenue share agreement noted on the first page of this contract.

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SPONSORS

CE21 offers multiple custom sponsor experiences for your partner organizations, vendors, and exhibitors. Currently organizations can choose any combination or all of the following packages:

- Sponsor Page Package: \$25 per organization + \$25 per element (Any combination of HTML Element, Document/Resources Element, Video Element, Carousel Element, Forum Element, Live Chat Message Board Element, Forms, Social Media, etc.)
- Viewer Package: \$100 per organization for each unique Viewer integration

SHORT NOTICE SURCHARGES

For Zoom Powered Webcast, Zoom Webinar or Zoom Meeting event date changes, please refer to Short Notice Additional Surcharge policy and prices in the CE21 Zoom Services section above.

Changes or additions to the virtual conference agenda, sponsors, speakers, or viewer related media occurring within 7 days of the initial event date will be billed a Short Notice Surcharge fee at the rate of \$150 per hour.

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Onboarding Process

VERY IMPORTANT!! This initial step trips up our new users, so we want to address it first thing!

There are **TWO** sites that you will be working with. The first one is CE21 Manager (<https://manager.ce21.com>). This is the backend platform where you will create evaluations, certificates, products etc. and everything needed to prepare your catalog to go live.

The second one is our training catalog (<https://u.ce21.com>). This is where all your training materials live. It will be where you go to access the classrooms and individual training videos. Please bookmark both sites. It will make it much easier for you as you begin training.

There are **5 key** things that we want to make clear UP FRONT with you! We want to spell these things out, so we are all on the same page when we begin.

1. We will go at your pace! We have designed our onboarding around classrooms with self-service style videos, task-specific training and detailed written materials and guides. We will meet with you weekly as you progress through the classroom week to week. **It is your responsibility to have watched the recordings and do the homework for each week.** We then use those meetings as a way to answer any questions you have related to your homework. This process will last approximately 6-8 weeks. However, we know our clients get busy with other things so if you need to skip a week here and there to have more time to work on things, we are okay with it! Just let us know you didn't have time to work on something and we will reschedule with you. However, if this becomes a habit, we would rather just stop meeting up until you're ready to get back on a normal schedule. It's better for your training to stay fairly consistent with the sessions.
2. Onboarding is a finite amount of time when we are dedicated to you. We are fully available for your questions at any time during that 6-8 week onboarding time frame. For this reason, we ask that you take advantage of this window of time to completely immerse yourselves in the process. This is dedicated time that we devote to our new clients. While training will always be available to you after the onboarding is over, this access to us on a regular basis during onboarding is not. So please use this time wisely!
3. We use a catalog for our training library that very closely mirrors the one you will be creating for your LMS catalog. This helps you to become comfortable with the interface and how to sign-up and login. We also use a classroom product type and within the classroom, we use quizzes, time tracking, alerts, pop-ups and messages. All of these tools are available for you to use on your own catalog. It's a great sneak peek into how things work before you start building.
4. We are watching you! We can see, on the backend, what you have worked on and completed when it comes to homework and tasks. This is a great feature that you will also have access to when it comes time to provide customer management support to your end users. We do this to make sure that you're on track and it helps us to gauge if you need more time or if you haven't had a chance to work on something. It also keeps you accountable to the work!
5. There is A LOT of information that we are throwing at you, and we are aware that it might feel overwhelming at first! But we do ask that you watch every video all the way through the first time

and just allow yourself some grace to be confused. Most of these videos will not allow you to fast forward the first time you watch because we want you to view the entire thing. Most videos that have time tracking are less than 30 minutes and you can always close out and come back in and it will hold your place. Once you've watched a video all the way through, you can always go back through and fast forward to the area/segment where you need additional help or search the transcript for key terms. It's important to view these materials as a helpful ongoing resource as you move forward on your own. The training materials will always be available to you within our training library.

We love working with our clients and we want your onboarding experience to be an incredibly positive one. We understand that everyone is busy and that this is an additional responsibility on top of your current workload so we try to be as sensitive to that as we can. Please let us know of any scheduling concerns or conflicts we should consider when planning your launch date.

Be proud of yourselves for the work you put into it because the more work you put into it now, the better prepared you will be to manage it later.

Thank you for reading and we will see you soon!

Jaime and Lisa