



keeping state fiscal officials informed **NASACT** news

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U.S. Capital Sets the Stage for 2003 NASC Annual Conference

Featured topics include state budget deficits and federal projects and initiatives

by Pat O'Connor, Program Manager and Amy Kay Tate, Program Associate

As cherry trees bloomed and signs of spring were in the air, state comptrollers, staff and friends gathered at the Washington Wyndham Hotel in Washington, D.C., on March 27-29, 2003, for the twenty-second annual conference of the National Association of State Comptrollers. Preceding the conference were meetings of the State ASAP Users Group on March 25 and the State AMS Users Group and the State PMS Users Group on March 26. Two additional meetings took place on March 26. The Governmental Accounting Standards Board held a day-long public hearing on its exposure draft, *Accounting and Financial Reporting for Impairment of Capital Assets and for Insurance Recoveries*, at which Bill Raftery, state controller (WI), testified on behalf of NASACT. Also, an afternoon session for federal-state dialog was organized by Cornelia Chebinou, director of NASACT's Washington office, and chaired by Jan Sylvis, chief of accounts (TN) and president of NASC. Representatives from the U.S. Office of Management and Budget, the Financial Management Service of the U.S. Treasury, and the Division of Cost Allocation of the U.S. Department of Health and Human Services met with state comptrollers and staff to discuss erroneous payments, the revised OMB Circulars, Treasury offset, cost allocation and cash management.

At 1:00 p.m. on March 27, Ms. Sylvis welcomed conference attendees with her usual Southern charm. During the opening ceremonies, she shared with the guests a letter which then-President George Bush had written to his children on December 31, 1990, as the threat of war in the Persian Gulf loomed on the horizon. Tom Allen, chair of the GASB, introduced two officials from China's Ministry of Finance who are visiting America to study governmental financial management practices and procedures. Dr. Lou Hong, director of the Regulation Draft and Research Division, Treasury Department, and Cheng Xiao Jia, senior staff, Accounting Regulatory Department, visited the GASB and attended NASC's conference before leaving to attend the conference of the International Consortium on Governmental Financial Management in Miami, Florida, and to visit state government offices in Iowa, Utah, Nevada, Idaho and Oregon (see related article on page five).

Opportunities and Challenges in the Digital Age

Getting to real-time enterprise government is one of the biggest challenges facing state leaders today. J.D. Williams, director, State and Local Government, PeopleSoft, and Martin Benison, comptroller (MA), opened the session on opportunities and challenges in the digital age by sharing how the state of

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Let the conference sessions begin!

After participating in several preconference meetings, including the NASACT Executive Committee meeting, Jan Sylvis, NASC president and chief of accounts (TN), welcomed attendees to the 2003 NASC Annual Conference. Ms. Sylvis performed her final duties as president before handing the gavel over to Glen B. Gainer, III, state auditor (WV), later in the week.

2003 NASC Annual Conference Recap

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Massachusetts implemented its new integrated HR and payroll system. Some of the benefits derived from implementing the new system included direct deposit functions, a statewide payroll cycle, and the ability to track pay advices. Mr. Williams and Mr. Benison also offered some advice on lessons learned during the implementation process: the importance of team building, identifying the stakeholders, and utilizing multiple communication strategies to keep everyone informed on a regular basis.

Michael Cooke, practice leader with ACL Services, discussed how to use technology to manage ERP controls and operating risks. Some challenges facing states today include increased business complexity, increasing regulations, scrutiny and accountability, decreasing time and resources, and a larger scope of responsibilities and decision making. Key ERP business risks include (1) implementations are risky, costly and time-consuming; (2) new processes and functionality require greater standardization of processes and organizational changes; and (3) complex technology demands proper configuration and ongoing management and administration. The overarching problem is that knowledgeable risk professionals are scarce. Mr. Cooke described the features of control assessment through continuous monitoring and offered several control monitoring options.

Mark Lippard, principal with Deloitte Consulting, said that “today we can reliably implement technology much faster than an organization can prepare for and adjust to the changes that result from the implementation.” The biggest challenge is not implementing the technology but in getting an organization to accept the changes that result from new technology. Mr. Lippard described the eight steps of change identified by Kotter and Cohen in their book *The Heart of Change: Real-Life Stories of How People Change Their Organizations* (2000, Harvard Business School Press). He also discussed some of the ways in which the public sector differs from the private sector when it comes to

options and flexibility in change management. Leadership is critical and leaders must be involved, committed, knowledgeable and visible to help create the right climate for “change.”

In his presentation, *When ERPs Collide*, Joseph Thompson, senior product specialist for state and local government at SAP Labs, LLC, described the development of ERP over the past few years, observing that ERP I usually involves an operational focus, commercial off-the-shelf software, and integrated, streamlined, end-to-end processes. ERP II includes a common strategy for the development of applications and related processes, open architecture of components, and integration of internal and external

processes. The collaborative features of ERP II facilitate digital government through portals. Some organizations are at the stage that their original ERP system is now a legacy system that needs to be expanded to meet the demands of digital government. Mr. Thompson encouraged states to move beyond the “best of breed” approach to an integrated ERP system in which the portal infrastructure is backed up by application infrastructure, which in turn is backed up by integration infrastructure.

State Budget Deficits

During the second panel, Bill Kilmartin, senior manager, and Kenneth Mitchell, partner, Accenture, shared the results of a recent survey regarding fiscal conditions in the states. The survey was developed and distrib-

uted in a cooperative effort between NASC and Accenture, and its purpose was to assemble information from state comptrollers’ offices on the topics of the current fiscal environment, and what comptrollers might do about it. Thirty-five states responded to the survey. Eighty percent of the states responding indicated that they were facing budget shortfalls in the current fiscal year and that they expect the problem to grow significantly in FY 04. Three material causes for the fiscal challenges facing states today were identified to be tax revenue shortfalls, increased spending on healthcare, and increased spending on K-12 education. There appeared to be varying views concerning the role of the comptroller’s office to proactively suggest and submit budget-balancing proposals or to be minimally involved in the



Harvey Eckert, deputy secretary for the comptroller of operations (PA), announced the winners of two drawings held during Thursday night’s banquet at the NASC annual conference. Art Barnhart, state controller (CO) won a gift from the commonwealth of Pennsylvania, and Ray Ineck, supervisor in the Office of Legislative Audits (ID), won a free registration to the upcoming NASACT annual conference, which will be held in August in Harrisburg, Pennsylvania. Shown above (left to right): Caryl Holland, vice president of the Technology Consulting Division at Maximus, Mr. Eckert, and Jan Sylvis, chief of accounts (TN) and president of NASC.

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2003 NASC Annual Conference Recap

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process. Clearly, though, state comptrollers have a role in responding to the fiscal challenge.

Andrew Blossom, national industry director, KPMG LLP, presented some case studies related to revenue enhancement and cost savings. In particular, he focused on evaluation of the Medicaid drug program, the Medicaid drug rebate settlement program, tax holidays and audits, call-in hotlines, various construction savings, pickle leases, and hospital revenue cycle management. He described each option and assessed its potential for significant cost savings or revenue generation.

Federal Projects and Initiatives

Ann Calvaresi Barr, assistant director, and Tom Yatsco, senior analyst, U.S. General Accounting Office, shared with the audience some key fiscal and policy challenges in an intergovernmental setting. Mr. Yatsco reviewed long-term fiscal and demographic trends at the federal level and long-term trends affecting all levels of government (such as globalization, security, and technological innovation). He examined the outlook for the next decade, identifying specific spending pressures, deferred infrastructure acquisition and eroding tax bases as key challenges for the states. He also noted that state Medicaid spending is now well over 20 percent of all state spending. Ms. Calvaresi Barr discussed the symposium hosted by GAO in November to illustrate fiscal issues facing the intergovernmental system and the need for ongoing dialog. Symposium participants identified four top challenges: (1) a mismatch between current revenues and spending demands; (2) intergovernmental financing of healthcare and long-term care for the elderly; (3) the current tax structures at all levels of government and the interrelationships between them; and (4) alignment between resources and responsibilities, particularly in areas where federal responsibilities have been mandated or devolved to states and localities. The full report is available on the GAO's Web site at www.gao.gov.

David Temoshok, electronic government program manager

with the General Services Administration's Office of Government-wide Policy, discussed the federal e-government agenda with particular reference to common authentication services and identity management. He explained the key areas of authentication, electronic signatures, identity credentials and identity management, and interoperability. Mr. Temoshok described the evolving federal e-authentication infrastructure. An authentication gateway would provide a common way to determine and validate "trusted" credentials and a common protocol for users and set "common rules" for agreement among the gateway, agencies, and credential providers. Additionally, Mr. Temoshok discussed

the creation of the Federal Bridge Certification Authority, which was launched in September 2002. The authority enables electronic credentials issued by one agency (or organization) that are cross-certified with the FBCA to be used and trusted at other agencies that are also cross-certified.

An overview of the federal government's e-grants initiative to move from a process fragmented over 26 agencies to a unified process was provided by Charles Havekost, e-grants program manager with the U.S. Department of Health and Human Services. He described the federal project to develop a single-system solution to finding, applying for, receiving, reporting, overseeing, and closing out a grant. The project envisions developing an E-Grants Trusted Broker,

which would embody the standards and act as a liaison between agencies and grant applicants. A pilot project for Phase 1, "find and apply," is underway with all 26 grant-making agencies participating. Phase 1 will be fully implemented by October 2003. Phase 2 will address financial reporting.

New Projects and Project Management in Comptrollers' Offices

In the next session, Caryl Holland, vice president of the Technology Consulting Division, Maximus, Inc., began the discussion about project management for small projects. She noted that successful project management is about managing



The Governmental Accounting Standards Board held a day-long hearing in conjunction with the NASC conference. The hearing was on the GASB exposure draft, *Accounting and Financial Reporting for Impairment of Capital Assets and for Insurance Recoveries*. Bill Raftery, state controller (WI) testified at the hearing for NASACT. Shown above (left to right): Mr. Raftery (foreground); Ed Mazur, vice president for finance at Virginia State University and GASB member; David Bean, GASB director of reseach; and Tom Allen, GASB chairman.

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News From Around the Nation

Powerful Audit Tools Boost Efficiency in Minnesota Office of the Legislative Auditor

By Christopher P. Buse, CPA, CIA, CISA, CISSP
Information Technology Audit Manager, Minnesota Office of the Legislative Auditor

The Minnesota Office of the Legislative Auditor (OLA) deploys Computer Assisted Audit Tools (CAATs) on every project. The management of the OLA believes that CAATs improve the efficiency and effectiveness of our work. Therefore we require audit staff to be proficient users of computer audit tools including ACL technology and various Structured Query Language-based query tools.

The Minnesota OLA promotes accountability, strengthens legislative oversight, and enhances program efficiency by examining the operations of state agencies and publicly funded programs. The OLA conducts financial, internal control, legal compliance, and information technology audits. It also does several in-depth program evaluations each year.

The Financial Audit Division has a staff of approximately 50 auditors, most of whom are Certified Public Accountants. The division conducts an annual statewide audit to assess major financial operations and determine whether the state's financial statements comply with generally accepted accounting principles. The division also conducts 40 to 50 audits each year that focus on individual agencies and other organizations in the executive and judicial branches of state government. Overall, the division has jurisdiction to audit approximately 180 departments, agencies, and other organizations.

CHALLENGE: Ferreting Information Out Of Mammoth Amounts Of Data

State government agencies are big business. In fact, it is quite common to find state agencies that process tens of millions of transaction each year. The sheer volume of transactions alone makes it necessary to arm all audit staff with a variety of extremely powerful audit tools.

SOLUTION: Provide Every Auditor With Continuous Access to Extremely Powerful Tools

The OLA believes that the recipe for successful integrated audits includes a number of important ingredients—skilled auditors, unfettered access to data, a carefully planned network infrastructure, data analysis tools, and a commitment by management to perform integrated audits. The OLA has learned through experience that neglecting any one of these ingredients can jeopardize the quality of its final audit product.

Without doubt, the most important ingredient is a highly

skilled team of auditors. In today's environment, every organization needs audit professionals with multifaceted business and technical skills. This is important because many critical controls now reside "inside the box"—making it impossible to audit effectively without technology. The OLA encourages staff to pursue professional designations to help them keep pace with the technological advances in auditing. Staff also attend regular training to become expert users of data analysis tools, including ACL and SQL. New staff and interns learn quickly that auditing in today's environment is a high-tech affair.

The OLA's management team believes that data analysis tools improve the efficiency and effectiveness of their work. This commitment from leaders has fostered an environment where audit teams are expected to use data analysis tools on every project. OLA audit teams often extract data from business systems and analyze that data with ACL. In other cases, they use SQL-based query tools, like Crystal Reports Professional and Microsoft Access, to simply "plug in" and interrogate databases directly. Every CAAT has its own strengths and weaknesses. With that in mind, the OLA works hard to train its staff to recognize the best tool, or combination of tools, for their particular needs.

Organizations that deploy data analysis tools need to make careful network planning decisions. The OLA installed ACL on a network file server that provides all audit teams with access through powerful Citrix MetaFrame servers. This configuration gave teams an avenue to share, rather than duplicate, extremely large files. From a network administration standpoint, the OLA appreciates the fact that ACL does its own software metering. ACL's memory use also can be customized, which helped the OLA "tune" the software to efficiently use the resources on its multi-user Citrix application servers.

The OLA has used data analysis tools for over nine years. During this time, auditors have extracted data from most major platforms and have worked with most data formats. Using the right tools for the right job makes the process of defining files amazingly simple. In fact, the real challenge lies in working with information technology professionals to gain an understanding of business systems and their underlying data structures. To overcome this challenge, the OLA has trained its staff to read data models, file layouts, and data dictionaries. With these metadata skills, OLA auditors now feel more comfortable interacting with information technology professionals.

CONCLUSION

The Minnesota Office of the Legislative Auditor has learned that that the recipe for successful integrated audits includes many ingredients. Each of these ingredients must be carefully planned, because to be successful in today's environment, every auditor must have access to extremely powerful tools to manage the vast amounts of data. ■

"In today's environment, every auditor must have access to extremely powerful CAATs and vast amounts of data - always and from any location".

Christopher P. Buse,
Information Technology Audit
Manager, Minnesota Office of
the Legislative Auditor

Innovations in American Government Award Competition Underway

The competition for the Seventeenth Annual Innovations in American Government Awards is now underway. The program is held annually by The Institute for Government Innovation at the John F. Kennedy School of Government at Harvard University, in partnership with The Council for Excellence in Government.

The Innovations in American Government Program is a significant force in identifying and promoting excellence and creativity in the public sector. Winners of the award receive national press attention, serve as model programs worthy of replication, and spark research and teaching cases at the Kennedy School and other schools across the country.

Through the competition, 295 government initiatives have received over \$17.9 million in grants over the years. The awards,

by recognizing programs that demonstrate excellence in government, have helped transform creative ideas into effective best practices across the nation and around the world. In order to continue encouraging this type of transformation, the Innovations Program will award grants to finalists and \$100,000 to the five selected winners of the 2003 Innovations Award. Winners will be chosen by a National Selection Committee in May 2004.

Applications are accepted from many types of programs, and while the competition encompasses all levels of government, it focuses on domestic programs. The deadline for receipt of paper applications is 5:00 p.m. (EST) on Friday, May 30, 2003. Applicants are also invited to submit applications electronically. The deadline for online applications is 8:00 p.m. (EST) on Friday, June 6, 2003.

For more information about Innovations Awards, to view complete criteria and application specifications, or to fill out an application online, visit www.innovations.harvard.edu. ■

Audit Officials from Chinese Ministry of Finance Attend NASC and ICGFM Conferences, Visit State Offices Around the Country

In March, two visitors from China's Ministry of Finance participated in NASC's annual conference as part of a three-month study tour of the United States. Mr. Lou Hong, director of the Regulation, Drafting and Research Division of the Chinese Treasury Department, and Ms. Cheng Xiao Jia, senior staff in the Accounting Regulatory Department, came to the NASC annual conference after spending three weeks at the offices of the Governmental Accounting Standards Board in Norwalk, Connecticut.

At the conference, Mr. Lou and Ms. Cheng participated in sessions and networked with state government professionals in an effort to gain a better understanding of government finance operations and reporting in the United States. "We have found it very helpful to talk with delegates at this conference," said Mr. Lou. "As we consider reforms for our own government, it is helpful to know that we have contacts from the U.S. to use as a resource."

After the NASC conference, Mr. Lou and Ms. Cheng accompanied Relmond Van Daniker, executive director of NASACT and current president of the International Consortium on Governmental Financial Management, to the ICGFM conference in Miami, Florida. There they joined representatives from 34 nations at the conference focused on integrated approaches to good governance. "The ICGFM conference gave us all an opportunity to see that even though our countries have significant differences, we all still essentially face the same challenges and can learn from each other," said Mr. Van Daniker. Barbara Hafer, state treasurer (PA) and immediate past president of NASACT,

also attended the ICGFM conference to represent NASACT. "The ICGFM conference's ability to bring together 34 nations to discuss international standards in auditing, banking and economic growth without corruption was a tall order. The diversity, discussion and cooperation of all in attendance at the conference gives hope that these goals will be accomplished."

Mr. Lou and Ms. Cheng are now continuing their tour with visits to government finance officials in Iowa, Utah, Idaho, Nevada and Oregon. They will be returning to China in mid-May. ■



Shown above (left to right): Relmond Van Daniker, Cheng Xiao Jia, Lou Hong, and Tom Allen, chairman of the GASB. "As we consider reforms for our own government, it is helpful to know that we have contacts from the U.S. to use as a resource," said Mr. Lou.

2003 Calendar of Events

Register for these events on NASACT's Web site at www.nasact.org/conferences/events.cfm

- April 24-25 • TN Government Auditing Training Seminar, Cleveland, TN
May 1-2 • TN Government Auditing Training Seminar, Nashville, TN
May 5-6 • TN Government Auditing Training Seminar, Morristown, TN
May 12-13 • TN Government Auditing Training Seminar, Jackson, TN
June 5-7 • NSAA Annual Meeting, Scottsdale, AZ
June 29-July 2 • AGA Professional Development Conference & Exposition, Chicago, IL
July 10-12 • NSAA Middle Management Conference, New Orleans, LA
August 8 • NASACT Executive Committee Meeting, Harrisburg, PA
August 9-13 • NASACT Annual Conference, Harrisburg, PA
September 8-9 • Training Directors Forum, Wrightsville Beach, NC
September 17-20 • NSAA IT Conference, Minneapolis-St. Paul, MN

Upcoming Events Provide Training Opportunities in Exciting Destinations

by Donna Maloy, Conference Coordinator

Middle Management Conference in New Orleans! July 10-12, 2003

For the first time since 1999, the National State Auditors Association will hold the Middle Management Conference separately from the IT Conference. This year's Middle Management Conference will be held at the elegant Hotel Monteleone in the heart of the French Quarter in New Orleans, Louisiana. The conference is scheduled to begin at 8:00 a.m. on July 10 and will run through 12:00 noon on July 12. Registration and a reception will be held on Wednesday, July 9.

The planning committee will select speakers and topics of specific interest to middle managers. Among others, Marcia Buchanan from the U.S. General Accounting Office will be there to discuss the Yellow Book Update.

NASACT 2003: August 9-13, 2003

Harrisburg, Pennsylvania, is the site of this year's NASACT 2003 Annual Conference. Along the shores of the Susquehanna River, Harrisburg has grown from a modest ferry outpost to a picturesque capital city. A burgeoning center for the region's arts and culture scene, the community offers all the pleasures of an urban metropolis while maintaining the warmth and hospitality associated with southcentral Pennsylvania.

Social activity plans for the conference are well underway, and the technical program committee is busy putting together an agenda that will include topics such as balancing budgets in tight financial times; electronic government—roles and opportunities for auditors, comptrollers and treasurers; future trends in technology; and strategic visioning and planning for technology change. How dire is the situation for states and what is being done? These and other issues will be discussed in detail during the two days of technical sessions at the conference.

With all of the activities available in nearby Hershey, the historical sites in Gettysburg, and so much to see and do right in Harrisburg, this year's conference is sure to be a wonderful experience for attendees and their families.

Watch for the first conference newsletter to be mailed out in early May! ■

Stay tuned each month for planning updates, registration information, and additional details on NASACT's events from the conference coordinator, Donna Maloy, CMP.

NASACT News April 2003

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The next issue of *NASACT News* will be published in May 2003. To submit articles, photos, or ideas for *NASACT News*, contact Glenda Johnson by May 7, 2003, at gjohnson@nasact.org or (859) 276-1147.

News From Washington

Internet Tax Moratorium Gaining Speed in Congress

by Neal Hutchko, Policy Analyst

On April 1, 2003, the House Judiciary Committee's Subcommittee on Commercial and Administrative Law held a hearing on proposed legislation that appears to be gaining momentum in Congress. This legislation, H.R. 49, is the Internet Tax Nondiscrimination Act of 2003. This act would permanently extend the existing moratorium on many forms of Internet taxation, focusing on two key areas: (1) it would prohibit states from imposing multiple and discriminatory taxes on electronic commerce; and (2) it would prohibit states from imposing taxes on Internet access. H.R. 49 is sponsored by Rep. Christopher Cox (R-CA), who is also the original author of the Internet Tax Freedom Act of 1998. A companion bill with two co-sponsors is also in the Senate (S. 52), introduced by Sen. Ron Wyden (D-OR) back in early January.

Four distinguished panelists appeared before the subcommittee, including Jim Gilmore, the former chairman of the Congressional Advisory Commission on Electronic Commerce and former governor of Virginia. The other three members of the panel included Jack Kemp, co-director of Empower America and former congressman; Harris Miller, president of the Information Technology Association of America; and Harley Duncan, executive director of the Federation of Tax Administrators. Though Mr. Kemp, Mr. Gilmore and Mr. Miller testified on behalf of the legislation, Mr. Duncan advised a more constrained approach to the issue.

Mr. Gilmore noted that there were numerous policy rationales for a permanent and national prohibition against Internet access taxes. He stated that if taxes were applied to Internet access, "Taxes would inhibit full outgrowth by increasing the

costs to users and by imposing significant new administrative and regulatory costs upon Internet access providers." In addition, he felt that failure to extend the moratorium could act as a tax increase on American consumers. He based this notion upon the theory that an additional \$3 tax on Internet access results in a \$36 annual cost just to log onto the Internet. Citing that the federal moratorium is sound policy, based on its passing Congress in 1998 and 2001, Mr. Gilmore urged Congress to "...keep tolls off the Internet superhighway by passing H.R. 49."

According to Mr. Miller, the main reason for his association's strong support the legislation is to ensure that the Internet gets fair treatment from each side. "The Internet does not deserve carve-outs or special treatment. Neither does it deserve to become the tax piñata of 2003, hit by every revenue starved taxing jurisdiction in the country," he stated. Several times during his discussion, Mr. Miller reinforced the point that this moratorium will not affect the ability of the states to collect sales and use taxes.

Mr. Duncan proposed a more toned-down approach. His main point was that "The Act should be extended for not more than five years to insure that its impact on state and local revenues is examined periodically and that unintended consequences are not occurring." He also noted that any extension of the Act should be accompanied by a thorough examination of its actual consequences.

A follow-up hearing on H.R. 49 has not been scheduled yet, but the subcommittee did state that a different hearing will be held on the topic of Internet sales taxation at a later date to keep the H.R. 49 issue separate and distinct. Presently, H.R. 49 has 102 co-sponsors and is likely to see a vote sometime this year. For detailed descriptions of H.R. 49 and S. 52, please visit the Bill Tracker, which can be found in the Washington Connection portion of NASACT's Web site. ■

Municipal Council Selects Five Finalists for Disclosure Facility

by Neal Hutchko, Policy Analyst

On March 18-19, 2003, the Municipal Council met in Washington, D.C., and hosted ten prospective clients for the creation of the new municipal market disclosure facility. The Government Finance Officers Association and NASACT coordinated this event. The meeting served as the culmination of what has become a rapidly developing situation in regard to improving secondary market disclosure within the bond market. The Municipal Council, a collection of more than 20 municipal market groups, was designed to bring together significant participants in the municipal bond and public finance community to help solve the issue of secondary market disclosure and to assist investors and issuers in creating a more efficient and technologically advanced relationship.

The Municipal Council recently asked market participants to respond to a 27-page request-for-proposals by February 20.

Respondents were asked to create a system that would address the following issues:

- ✓ Collect issuers' disclosure filings and disseminate them to the four existing nationally recognized municipal securities information repositories (NRMSIRs).
- ✓ Handle between 2.6 and 4 million pages of documents per year.
- ✓ Have a "tickler" system that would notify issuers when their disclosure documents were due.
- ✓ Index the disclosure documents and post them to a Web site so they could be searched for free by issuers, investors, and the general public.
- ✓ Guarantee delivery of disclosure documents to the NRMSIRs within 15 minutes of receipt.
- ✓ Accomplish the project's overall goal: electronically accept and disseminate all disclosure documents.

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Municipal Council Selects Finalists

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Presenters were each given 30 minutes to showcase their abilities and capability to create a central “post office” that could handle the millions of issuer documents produced annually. At the conclusion of the meeting, the council selected five finalists:

Bloomberg Municipal Repository, an existing nationally recognized municipal securities information repository.

The Municipal Advisory Council of Texas, a state information repository that serves broker-dealers in the state.

Digital Assurance Certification, a disclosure agent for issuers affiliated with Ernst & Young.

Dissemination Partners, a subsidiary of the NRMSIR DPC Data, Inc.

Wall Street on Demand, a company specializing in providing financial research to retail customers through its Web design and development business.

The next step for the council is to gather information from the five firms and talk with their representatives again. Though no funding mechanism has been determined for the new facility,

the council is considering setting up a new nonprofit organization to contract with the firm that is eventually selected to develop the new disclosure facility.

Initially, the “post office” would be optional for issuers, giving them time to become familiar with the process. The Municipal Council realizes that a transition period of compliance and understanding is a key element of the new system. In addition, the timeframe would allow issuers to develop necessary technology or hire outside agents to electronically file disclosure documents for them. Though no exact transition period has been determined, it is possible that for medium- and small-sized issuers, the allowable transition time could be a year or more. During this time, auditors must be prepared to give clean audit opinions on financial statements of those issuers when they are put into electronic form. Regardless of the length of the transition period, all issuers would eventually be required to file all of their documents electronically.

The National Association of Bond Lawyers will host the next meeting of the Municipal Council, which will be held in the Hall of States at NASACT’s Washington Office. The agenda will likely focus on examining the more detailed proposals of the five finalists and paring them down to just two, or possibly even one. Presently, the next meeting is set for May 28-29, 2003. For further information, please contact Neal Hutchko, policy analyst, at (202) 624-5873 or nhutchko@nasact.org. ■

Oregon and Texas Win 2003 NASC Awards for Outstanding Projects in State Financial Management

For the sixth year, the National Association of State Comptrollers has recognized comptroller offices for outstanding projects in state financial management. Two winners of the 2003 Outstanding Project in State Financial Management Award, the states of Oregon and Texas, were recognized by the Committee on Innovations and Best Practices at the recent NASC annual conference.

Oregon’s Automated Clearing House Project consisted of designing and implementing an electronic option for state agencies to pay vendor invoices and employee travel reimbursements by direct deposit within the statewide governmental accounting system. The enhancement not only proved to be convenient, efficient and cost-effective, but it served to internalize the old system, making it subject to the controls of the statewide accounting system at the time of issuance—a critical move during these times of shrinking revenue streams and increasing costs.

Texas’ Fiscal Officers’ Academy is a collaborative training effort, sponsored by the Comptroller’s Office in partnership with other state agencies. It is designed to recruit and prepare future state agency chief financial officers. Participants in the program receive training in the state’s budget process, fiscal management and accounting procedures, and reporting and auditing topics through a curriculum developed and presented by seasoned agency financial practitioners.



John Radford (right), state controller (OR), accepts his state’s award from Steve Lindner (left), public service executive IV, Department of Revenue and Finance (IA) and member of NASC’s Committee on Innovations and Best Practices.

Detailed descriptions of winning projects of the Award for Outstanding Projects in State Financial Management, from this and previous years, can be found by visiting NASACT’s Web site at www.nasact.org/newscenter/recent_awards.html. ■

NASC Business Meeting Recap

NASC Discusses Wide Range of Issues

by Pat O'Connor, Program Manager

At its business meeting on March 29, 2003, the National Association of State Comptrollers heard about new projects, discussed the future of standards-setting for accounting and financial reporting in the United States in the wake of the Sarbanes-Oxley Act, and elected new officers for the 2003-04 term.

President Jan Sylvis, chief of accounts (TN) presided over the unusually long meeting. Among the new projects that NASACT or NASC will undertake during the coming year are:

(1) the expanded use of audio conferences to provide training and continuing professional education to the members;

(2) a plan to populate NASACT's new Shared Knowledge Database so that it will be a resource of policy documents, issue papers, manuals, RFPs, contracts, etc. for all members;

(3) NASACT's continued participation in the Municipal Council to create a single post office to receive information for the secondary municipal bond market; and

(4) organizing a group from a wide spectrum of public-sector professional associations to consider creating a template with eight to ten items of information of interest to the secondary market that might be reported quarterly.

In addition, state comptrollers heard reports from NASC's committees and others, including:

Connecticut and traveled to Washington for NASC's conference. They will attend the conference of the International Consortium on Governmental Financial Management in Miami, and then visit officials in Iowa, Nevada, Utah, Idaho and Oregon.

Washington Update: A Washington update was provided by Cornelia Chebinou, director of NASACT's Washington office. In addition to her written report in the conference binder, she called attention to two bills of potential interest to the states: H.R. 1211 and S. 201, which would provide economic stimulus through a one-time federal revenue grant to state and local governments. She also mentioned the federal/state dialog, which took place on March 26 and which brought comptrollers and staff together with ten officials from the U.S. Office of Management and Budget, Financial Management Services and Department of Health and Human Services to discuss erroneous payments, OMB Circulars, Treasury offset, cost allocation, and cash management. The meeting was so successful that consideration is being given to organizing conference calls of interested parties from time to time. Also, OMB has offered to partner with NASACT on a project related to erroneous payments.



NASC leaders for the 2003/04 year were chosen during the business meeting in at the annual conference in March. Shown above (left to right) are Executive Committee members Kim Thorne (UT), vice president; Marty Benison (MA), secretary/treasurer; Glen Gainer (WV), president; Jan Sylvis (TN), immediate past president; and Keith Johnson, state controller (ID). Board members not pictured are Connie Nass, auditor of state (IN); Art Barnhart, state controller (CO); and Tom Martin, comptroller (NH).

NASC Technical Services Report:

A report about NASC's technical services program was given by Pat O'Connor. Her written report in the conference binder listed four GASB

due process documents and eight surveys. She reminded members to complete the two parts of the 2003 survey of state comptrollers' technical activities and functions and submit it by the end of April. She described how the 85 technical inquiries received during the year were handled, and urged greater use of the Comptrollers' Forum on NASACT's Web site. She also invited any interested parties to join NASACT's new Committee on Accounting, Reporting and Auditing, the successor to the Implementation Committee. The CARA will hold quarterly conference calls to discuss issues of interest to the members, and the GASB, the American Institute of Certified Public Accountants, National Association of College and University Business Officers and other organizations will participate.

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NASC Business Meeting Recap (continued)

NASC Discusses Wide Range of Issues

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There was a lengthy discussion about the funding of the GASB and the future of standards-setting for accounting and financial reporting in the U.S. The Sarbanes-Oxley Act provides that financial support for the Financial Accounting Standards Board must come from the Securities and Exchange Commission rather than from the private sector, as in the past. The formula by which the SEC will make assessments from publicly traded corporations will raise funds well above what the Financial Accounting Foundation has raised for the support of the FASB and the GASB in the past. The assessment will also include funding for the Public Company Accounting Oversight Board, which will be the oversight body for the accounting profession. The existence of the SEC assessments is likely to dry up contributions from the private sector to the FAF for the support of GASB. Unfortunately, the financial situation in which most states find themselves at this time precludes increasing support for the GASB (or, in some cases, even maintaining the amount of past support).

The question about whether the GASB might look to the SEC for its financial support was also discussed. At a meeting last year of the sponsoring organizations of the GASB (the group often referred to as the “Big Seven Plus Two”: the Council of State Governments, International City/County Management

Association, National Association of Counties, National Conference of State Legislatures, National Governors Association, National League of Cities, and U.S. Conference of Mayors, plus the Government Finance Officers Association and NASACT), it was agreed that the GASB should not accept money from the federal government because the SEC might conclude that providing financial support for the GASB entitles it to influence its work and the standards it promulgates. Since local governments have contributed minimally to the GASB’s financial support in the past, the local government sponsors of the GASB have agreed to reach out to the country’s 200 largest cities and 100 largest counties for support. We will continue to monitor this situation and continue to discuss the results of the solicitation at the NASACT annual conference in August.

The state comptrollers elected the association’s leaders for the coming year. They are as follows: president, Glen Gainer, state auditor (WV); vice president, Kim Thorne, director, Division of Finance (UT); secretary/treasurer, Marty Benison, comptroller (MA); past president, Jan Sylvis, chief of accounts (TN); Connie Nass, auditor of state (IN); Art Barnhart, state controller (CO); Keith Johnson, state controller (ID); and Tom Martin, comptroller (NH).

The meeting concluded with the presentation of a plaque to Ms. Sylvis for her work on the association’s behalf during her term as president. ■

NASACT’s Cost Recovery Seminar Helps States During Tough Economic Times

by Eveanna Barry, Administrative Coordinator

Due to increasing pressure to maximize every dollar, the search for additional sources of revenue has become a significant activity for many state government officials. Many governments have looked to the recovery of indirect costs from grant agencies as a possible source of unrestricted revenue, since for some, this area of revenue generation has not been properly addressed in the past.

As part of its training seminar program, NASACT is now offering a two-day session on this topic, designed to provide participants with a practical knowledge of OMB Circular A-87 through lectures, class discussions, and examinations of case studies. At the end of the two days, each participant should have a firm grasp of the Circular and its requirements and should be able to visualize how the Circular can be used to maximize the recovery of federal funds. Your state’s CAP will be used as a case study during your custom two-day session.

NASACT members can take advantage of many specialized training seminars. All sessions are scheduled by request and may be tailored to meet specific training needs. Consultants leading NASACT’s training seminars strive to create the optimal learning environment in which participants can full enjoy, interact and benefit from every lesson.

Other course offerings include, but are certainly not limited to issues like auditing, accounting, budgeting, professional development and information technology.

For more information on scheduling a NASACT training seminar opportunity, please call Evie Barry at (859) 276-1147. ■

Did you know that training costs on Circular A-87 might be recovered in your plan?

NASACT’s two-day session on this topic will cover:

- General principles
- Selected items of cost
- Suggested steps in developing a Cost Allocation Plan
- Public Assistance Cost Allocation Plans
- State Indirect Cost Rate Proposals
- Reimbursement

To schedule a session for your office, contact Evie Barry at ebarry@nasact.org.

NASACT Executive Committee Meeting Highlights

By Eveanna Barry, Administrative Coordinator

Lawrence Alwin, state auditor (TX) and president of NASACT, welcomed board members and guests present at the NASACT Executive Committee Meeting, held on March 26, 2003, in Washington, DC. The meeting was held in conjunction with the annual conference of the National Association of State Comptrollers. The following items were discussed during the meeting:

2003 Annual Conference Update: Harvey Eckert, deputy secretary for the comptroller of operations (PA), briefed the Executive Committee members on activities being planned for the 2003 NASACT annual conference. The eighty-eighth annual conference, which is being held in Harrisburg, Pennsylvania, will feature a theme of "History in the Making." Pennsylvania's governor, Ed Rendell, is tentatively scheduled as the keynote speaker to open the conference. The Executive Session, will be *The Challenges of Balancing a Budget in Tight Financial Times*. Mr. Eckert noted that all three NASACT member offices from the commonwealth of Pennsylvania are actively involved in planning for the meeting. The program committee is currently working on the technical agenda. Social activities will include a reception at the Civil War Museum for NASACT's corporate associates, entertainment at the Whitaker Center, and a cordial and dessert reception. The conference is scheduled for August 9-13, 2003.

Personnel and Budget Committee Reports: President Alwin gave a report for the Personnel Committee chair, Dan Ebersole, director, Office of Treasury and Fiscal Services (GA). He reported that appropriate salary adjustment recommendations have been considered for NASACT's staff for the upcoming year. Additionally, he introduced NASACT's newest staff member, Amy Tate, program associate, who was attending her first conference for the organization. John Radford, state controller (OR), with assistance from Kinney Poynter, deputy executive director of NASACT, gave a report for the Budget Committee. The FY04 budget, which exceeds \$1.8 million, was presented and approved.

Urban Institute Project: Relmond Van Daniker, NASACT's executive director, and Cornelia Chebinou, NASACT's Washington Office director, outlined a proposal from the Urban Institute. The Urban Institute is a nonprofit, nonpartisan policy research and educational organization established to examine the social, economic, and governance problems facing the nation. It provides information and analysis to public and private decision

makers to help them address these challenges and strives to raise citizen understanding of policy making issues. The Urban Institute has asked NASACT to participate in a project aimed at standardizing account classifications for non-profit organizations. The commonwealth of Pennsylvania has agreed to serve as a pilot state in the project. The Urban Institute is interested in recruiting six other states to pilot the project. Interested states should contact Mr. Van Daniker at (859) 276-1147.

Disclosure: Mr. Van Daniker discussed his recent meeting with the Governmental Accounting Standards Advisory Council, where he discussed the timely disclosure of financial information by government entities. In addition, he reported that the Municipal Council, of which NASACT is a member, has chosen five of 11 RFPs received for the creation of a central post office to serve as a repository for the collection of disclosure information. The council will be refining its selection further at its meeting in May.

Governmental Accounting Standards Board: Mr. Van Daniker also reported on the future of the GASB, which is experiencing financial problems and is trying to determine sources of funding for the future. The Financial Accounting Foundation will be initiating a campaign to find other sources of funding for the GASB and will especially look to county and local governments for some support.

Report from the U.S. Office of Management and Budget: Linda Springer, controller, and Robert Shea, counselor to the deputy director for management, both of the U.S. Office of Management and Budget, presented a brief report on erroneous/improper payments by the federal government. Ms. Springer explained that erroneous payments waste dollars and divert resources from their intended beneficiaries. As part of an effort to reduce erroneous payments, each federal agency will be required to review annually all programs and activities they administer and identify any that may be especially susceptible to significant improper payments. She also noted that technology will continue to be increasingly important as an enabler in efforts to identify erroneous and improper payments.

Next Meeting: The next meeting of the NASACT Executive Committee will be Friday, August 8, 2003, at 12:00 noon at the Harrisburg Hilton. The meeting will be held in conjunction with NASACT's annual conference in Harrisburg, Pennsylvania.

For more information about this meeting, contact Eveanna Barry at ebarry@nasact.org or (859) 276-1147. ■

White Paper Released One of NASACT's initiatives for the coming months is to establish a collaborative project with state chief financial officers through the National Association of Chief Financial Officers. For additional information about this initiative, or to view a white paper entitled *Public-Sector Information Security: Partnering for Success*, contact Kinney Poynter, deputy director of NASACT, kpoynter@nasact.org.

NASC Annual Conference Recap

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risks and achieving results. Project management is a disciplined, repeatable approach that can be applied to any type of project. Greater probability of success will come as the processes are used and refined through repeated use. Repeated use of project management will develop a government workforce trained in executing and working under the principles of sound project management. Applying project management to *small* projects provides an excellent source of training for staff and allows for continued assessment and refinement of processes for planning, executing, reporting and managing projects.

In his presentation, *Digital Government: Making the Vision Real*, Matthew DeZee, vice president at

American Management Systems, reiterated that while e-government was quite fragmented, digital government, the next generation, is characterized by expansion and integration across the enterprise. The drivers of digital government are new technology enablers, increased demands from customers, shortages of money and personnel, and the new ideas and approaches that digital government can apply. Enterprise digital government requires a transition from independent Web sites to infrastructure-based online services that support transactions from end to end and provide integrated, customer-centric services from across the enterprise. Some of the benefits to financial managers

of enterprise digital government are easier access to financial and non-financial information across the government enterprise, increased audit capabilities, increased asset management capabilities, increased responsiveness to all stakeholders, and more accurate data for decision making.

Ross Guyer, senior deputy state auditor (WV), presented a small application for a small state, VISTA, the Vendor Inquiry System to the Auditor, which covers e-vendor, e-travel and VISTA Plus. Mr. Guyer described how his office developed a “home grown,” Web-based system to handle travel reimbursements, e-vendor payments, and global payment inquiries. One of the biggest advantages of the new system is that agencies, ven-

dors, and the general public can research information any time. The system will be easy to modify and expand in the future at a much lower cost than previous upgrades, and there will be no yearly licensing or maintenance fees. The major disadvantage has been the need for highly paid professionals (and their continuing training) to maintain the system. Overall the new system has been very well received.

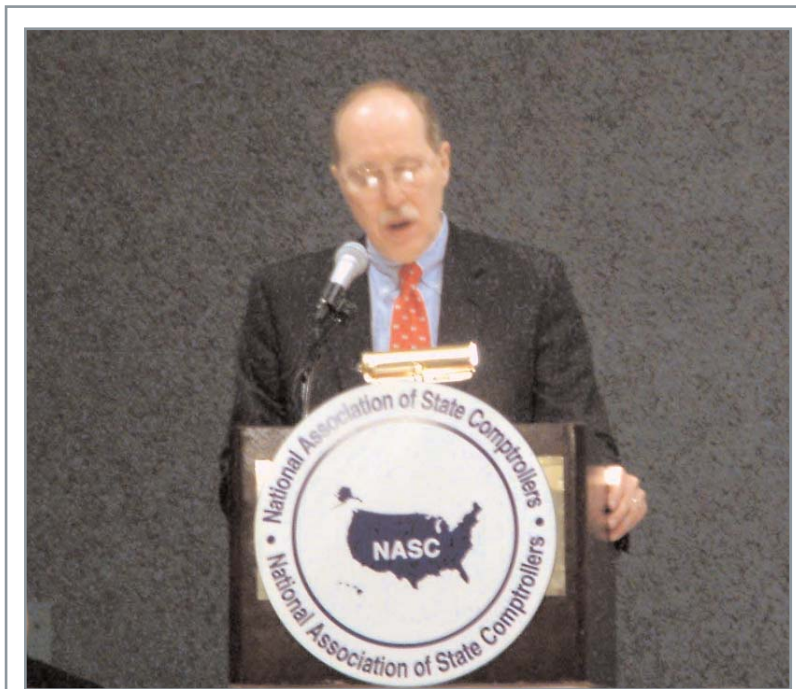
Disaster Recovery and Business Continuity in State Government

The last panel of the conference explored practices and recommendations related to disaster recovery and business continuity planning in state government. John Radford, state

controller (OR), discussed the findings of two surveys about DRP/BCP, one conducted in the private sector by KPMG and the other conducted by NASACT. Among the 67 offices which responded to NASACT’s survey, 46 percent have a business continuity plan (citing good business practice as the main reason), and other offices are developing such plans. Sixty-five percent of offices have disaster recovery plans, again, mainly because that is good business practice. Mr. Radford concluded that the mitigation of risk through BCP/DRP is required of state leaders and that improving these processes is the primary homeland security contribution that NASACT members can make.

Kevin McHugh, senior vice president and national director for higher

education and governmental services, American Appraisal Associates, explained that the threat of terrorism has now created additional tasks for transportation and public works agencies. He discussed aspects of the three major asset management tasks at hand: (1) to develop and maintain improved security systems; (2) to design and construct infrastructure systems that are resistant to damage from terrorist attacks; and (3) to develop and carry out an improved emergency response plan. Mr. McHugh described the basic elements of an asset management system and provided lists of “what not to do” (e.g., prepare for every contingency or rely *totally* on technology) and “what to do” (e.g.,



Edward J. Mazur, vice president for finance at Virginia State University and member of GASB, spoke at the banquet held on Thursday evening during the conference. Mr. Mazur encouraged conference attendees to “be bold!” in his keynote address, which was titled *State Comptrollers Must be at the Table*.

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NASC Annual Conference Recap

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improve safeguards and emergency preparedness and 'design-out' hazardous chemical treatments).

Brian Peretti, program manager, Office of Critical Infrastructure Protection and Compliance Policy of the U.S. Treasury, described his office's efforts related to homeland security. The OCIPCP has responsibility for (1) protecting critical infrastructure for domestic financial institutions; (2) fighting money laundering and the financing of terrorists; and (3) protecting personal information security. These activities are being conducted in part through public/private partnerships with three agencies. The Financial Services Information Sharing and Analysis Center is run by the private sector and provides information, warnings and analysis to financial institutions and networks as other similar centers do for other industries such as electricity and water providers. The Financial Services Sector Coordinating Council for Critical Infrastructure Protection and Homeland Security is a limited liability corporation formed by a group of trade associations to share information. Finally the Financial and Banking Information Infrastructure Committee is run by the Treasury Department. One of its most recent efforts was the issuance of a statement on March 17, 2003, about measures to protect the financial infrastructure during hostilities with Iraq.

Comptrollers' Round Table

The first session of the Comptrollers' Round Table opened with a demonstration of NASACT's Shared Knowledge Database, presented by Marty Benison. He noted that the database was a secure area in the Members Only section of NASACT's Web site to post and view documents. Mr. Benison showed how to access an internal control questionnaire that he had posted on the database, and encouraged members to post documents from their offices that they believe would be of interest to their peers. The Round Table then considered other matters related to information technology: (1) Internet applications implemented quickly with few resources; (2) the use of application service providers; (3) trends in ERP and other

reporting/transactions systems; and (4) making CAFRs on the Web user-friendly. Administrative matters discussed included funding the cost of accepting credit cards and states' methods for handling the EBT process. The session concluded with general discussion about how implementing GASB 34 went. Representatives from Pennsylvania reported that the state's CAFR took longer than usual to complete in 2002, in part because of its new ERP system, but also because some aspects of implementing GASB 34 took a lot longer than expected.

J.D. Williams was the first speaker at the second session of the Comptrollers' Round Table, providing an update from the National Electronic Commerce Coordinating Council. He announced that a symposium on cross-boundary integration will take place in St. Paul, Minnesota, on April 24-25, 2003. He also

described NECCC's four work groups for this year, which are (1) identity management, (2) cross boundary governance, (3) exemplary applications and awards, and (4) theoretical and practical applications of increasing revenue and decreasing costs. The NECCC's annual conference will take place on November 17-19, 2003, in Raleigh, North Carolina.

John Radford spoke about the need for a national survey of the internal audit function in state governments and how this fits into comptrollers' responsibilities for a managed control environment. Representatives from the Institute of Internal Auditors and the National Association of Local Government Auditors joined several NASACT members in a

recent conference call to plan the project.

Members at the Round Table then discussed several general matters. States are dealing with budget deficits in a variety of ways: soliciting donations, reducing staff, reorganizing the executive branch, proposing tax increases, overhauling some programs that are not as efficient as they should be, and increasing the use of telecommunications, voice and data. The winners of the 2003 awards for outstanding projects in state financial management, the states of Oregon and Texas, were recognized. Mr. Radford briefly described Oregon's automated clearing house project to pay vendor invoices and employee travel reimbursements



Jan Sylvis (right), outgoing president of NASC and chief of accounts (TN), was presented with a plaque in recognition of her leadership and service to the association. Glen B. Gainer, III, made the presentation as his first act as NASC's new president.

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NASC Annual Conference Recap

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(see related article on page eight). In the area of new initiatives, Ed Ross, controller (KY), said that his office recently implemented central processing of credit cards using Link2Gov. Several other members have done something similar or are looking into a project of this sort, and there was general interest in organizing a conference call of state people working on central processing of credit cards.

A discussion about the status of popular reports showed considerable variance among the states: interest is very low in some states and quite high in others. In general, states are printing fewer copies of their popular reports in order to cut expenses, and some are making “popular” information available on their Web sites.

States continue to have problems with the federal government regarding cost allocation and cost recovery. States agree that generally it is a good idea to have a new “set of eyes” look at a central plan and the plans of the ten largest agencies within the state to see if there are areas of potential savings. Relmond Van Daniker, executive director of NASACT, mentioned that NASACT has a two-day training program on indirect cost allocation and that he would send out some information about this training to all state comptrollers’ offices. He also agreed to look into the possibility of an audio conference on indirect cost recovery. Mr. Radford described Oregon’s recent cost recovery project. Following the examples of Florida and Missouri, Oregon contracted with a vendor who is paid \$0.30-\$0.35 on the dollar of new collections that are identified. While Oregon’s increased collections will only be about \$200,000-\$400,000 per year, the process was good to keep the state on top of new programs and agencies. It also provided reassurance to the legislature.

Special Guests

Ed Mazur, vice president for finance at Virginia state University and member of the GASB, was the speaker at NASC’s banquet on Thursday evening. He reminded his fellow state comptrollers that “you serve the citizens” and “you’re where you are because the law in your state needs somebody like you.” He said that comptrollers’ knowledge and perspectives are needed by their governors and that comptrollers must be part of the decision-making process at the highest level of state government. Mr. Mazur believes that the states’ current fiscal crises is due to something more than the bad economy and the war—short-sightedness and bad policy decisions have contributed to the bad times. Laying off employees results in the loss of institutional knowledge and productivity. States need to position themselves in good economic times to create structures that will get them through the bad times without the wrenching layoffs and destruction of careers. Like corporations, state governments must sell the idea that they provide good services. Comptrollers must go out and speak to professional groups, local leaders and corporations. They must pull together people from academia and the public and private sectors to attract

young people to government service. In short, Mr. Mazur said, “Be bold!”

NASC was honored to welcome Mitch Daniels, director of the U.S. Office of Management and Budget, as the speaker at Friday’s luncheon. Introduced by his fellow Hoosier, Connie Nass, auditor of state and member of NASC’s Executive Committee, Mr. Daniels stated that “The federal government has absolutely nothing to teach state government about financial management.” Agencies of the federal government started working on financial statements that could be audited only about ten years ago. At present, 21 of 24 agencies and other entities have earned clean audit opinions. Mr. Daniels expressed admiration for the way in which state governments are coping with their deficits. In his view, the federal government has painted itself into a corner in its reliance on the income tax, a sharply progressive instrument, for 55 percent of its revenues. In the 1990s, a confluence of two phenomena, high participation in the capital markets and high reliance on unearned income, resulted in a surge of revenue flowing into government coffers. Mr. Daniels concluded that for the federal government to regain good revenues, rich people are going to have to earn a lot of money. The nation actually has experienced slow economic growth since 2001, but losses in the stock market have taken away the potential tax revenue which might have resulted from this growth. In response to questions, Mr. Daniels said that focusing on financial management is very difficult when one is competing for attention against new programs and new policies to be instituted or executed before the administration is gone. He also briefly discussed OMB’s five priority areas of concern: financial management, e-government, competitive sourcing, human resource challenges, and budget performance integration.

Thank You

Every year NASC thanks its friends in the private sector for their financial support and also for the technical and managerial expertise that they bring to the association’s conferences. This year is no different. Once again, we thank you for your financial support and for your sharing with us the exceptional abilities and knowledge that you possess. We continue to look to you to teach us what is new and to help us work more efficiently.

The Program Committee for the conference also extends its thanks to all of the speakers and those who moderated the panels and the Round Table. We appreciate the time you spent on our behalf. ■

All presentations from the conference may be viewed at www.nasact.org/onlineresources/downloads.html on NASACT’s Web site. Next year’s NASC conference will be held in Indianapolis, Indiana.