

AGA PDC 2006: SPEAKER BIOGRAPHIES A - J

Peter V. Aliferis, CGFM, Director of Professional Certification, AGA

Mr. Aliferis is the Deputy Executive Director, Operations and the Director of Professional Certification for the Association of Government Accountants (AGA). He is responsible for improving the global recognition of the Certified Government Financial Manager (CGFM) program and enhancing the acceptance the AGA certificate as the premier Certification for Governmental financial managers. Prior to joining the AGA, Mr. Aliferis was the Dean of Curriculum for Government Auditing, Accounting, Budgeting and Financial Management at the Graduate School, United States Department of Agriculture. While there, he developed, promoted, conducted, and evaluated comprehensive training programs for federal, state, and local government audit and financial management personnel. He was responsible for a fully integrated training program that offered financial management educational opportunities from the entry level to a Master's Degree in Public Sector Auditing that he established.

Prior to the Graduate School, Mr. Aliferis was the Director of the Special Projects Office, of the Office of the Comptroller General of the United States at the United States General Accounting Office (GAO). While there, he conducted an agency-wide review of the production and distribution of all GAO products in both print and electronic medium. During his career at the GAO, he was also the Director of Operations of the Accounting and Information Management Division, then GAO's largest technical division. For the previous ten years, he served as the Director of the Office of International Audit Organization Liaison, where he was involved in the setting of INTOSAI world-wide guidelines and standards for Internal Controls, Auditing and Accounting. Mr. Aliferis also managed the International Auditor Fellowship Training Program, which provided high quality training to senior officials from national audit offices from other countries. Since he joined the GAO in 1974, he also worked in the Federal Personnel and Compensation Division and the General Government Division. Before joining the GAO he served in the U.S. Army, from 1969 to 1972.

Mr. Aliferis holds a Masters' Degree in Business Administration from Boston University and a Bachelor of Science in Business Administration from Norwich University. He is a Certified Government Financial Manager.

Mr. Aliferis is a member of the Association of Government Accountants, the Institute of Internal Auditors, the Board of Directors and President of the International Consortium of Government Financial Management, and the Institute of Management Accountants. He was a member of the Financial Audit Committee of the National Aeronautics and Space Administration (NASA). Mr. Aliferis is the former Chairman of the Board of Browne Academy, a not-for-profit elementary school in Alexandria, Virginia, and a member of the Board and Vice President of the Independent School Chairpersons Association. He has received numerous awards in recognition of his contributions including GAO's distinguished Service Award, and his leadership was recognized by the Public Employees Roundtable in granting to GAO, their first time award for excellence in International Programs.

Tom L. Allen, CPA, Member, Federal Accounting Standards Advisory Board

Mr. Allen is currently a member of the Federal Accounting Standards Advisory Board and will become its chairman on January 1, 2007. He also is serving on the accounting department faculty at Weber State University. He retired June 30, 2004 as Chairman of the Governmental Accounting Standards Board (GASB) after serving in that capacity for nine years. Prior to becoming the GASB Chairman on July 1, 1995, he served one year as a part-time member of the Board. Mr. Allen was elected as Utah State Auditor in 1984 and served as the State Auditor of Utah until he resigned to chair the GASB. He is a certified public accountant and a member of the American Institute of Certified Public Accountants where he served from 1987 to 1990 as Chairman of the AICPA Members in Government Committee. He also served on the American Institute of Certified Public Accountant's Ethics Executive Committee, Government Accounting and Auditing Committee, and Auditing Standards Board.

Robert H. Attmore, CGFM, CPA, Chairman, Governmental Accounting Standards Board

Bob was elected to serve as the Chairman of the Governmental Accounting Standards Board starting July 1, 2004. Prior to joining the GASB, Bob spent a year heading his own consulting business. Before that he worked for New York State for more than 23 years, including serving as Deputy State Comptroller from 1986 until 2003. As Deputy Comptroller, Bob functioned as the de facto state auditor and also had responsibility for overseeing day-to-day financial services and accounting and financial reporting operations for the state. He began his work in government serving as the Director of Internal Audit for a large state agency, after having spent eight years with the accounting firm Deloitte Haskins & Sells in New York City.

Bob is an active participant and has held leadership positions in several professional associations. He also has been the recipient of several awards for distinguished leadership and contributions to the accountability profession.

He is a graduate of Villanova University and is a certified public accountant and a certified government financial manager.

Stephen Balsam, CPA, Systems Accountant, CFTC

Steve Balsam is a Systems Accountant for the Commodity Futures Trading Commission. In this capacity he leads the project to transition the Commission's financial operations to a "Center of Excellence."

Prior to this, he was Senior Project Officer for the Joint Financial Management Improvement Program (JFMIP), responsible for both the Core Financial System Requirements and the test and certification of core accounting software packages for the federal government.

Mr. Balsam has extensive experience in accounting and financial systems within the federal government, as a consultant with KPMG and as a cost accountant with The Pfaudler Co., a manufacturing firm.

Mr. Balsam holds a BBA in Management from the University of Notre Dame and a MBA from George Mason University. He is a Certified Public Accountant in the Commonwealth of Virginia.

David R. Bean, CPA, Director of Research, Governmental Accounting Standards Board

David R. Bean is the director of research and technical activities for the Governmental Accounting Standards Board. He assigns and provides oversight to the GASB's research, technical, and administrative activities. In addition, David advises the GASB chairman on operating and project plans and task force establishment and appointments. David also serves as a United States technical advisor to the International Public Sector Accounting Standards Board. Prior to joining the GASB, David worked in public accounting and government. He was the lead author on the 1988 Governmental Accounting, Auditing and Financial Reporting and was the founder of the GAAFR Review. He was the last director of the National Council on Governmental Accounting before the formation of the GASB in 1984. David is a member of the Government Finance Officers Association, the Connecticut and Illinois Government Finance Officers Associations, the American Institute of Certified Public Accountants, the Illinois CPA Society, the Association of Government Accountants, the National Federation of Municipal Analysts, and the Municipal Analysts Group of New York.

Richard Beck, Ph.D., Director, Office of Planning and Performance Management, U.S. Department of the Interior

Dr. Richard Beck is presently the Director for Planning and Performance Management in the Department of the Interior. The Office of Planning and Performance Management provides leadership, guidance, and consulting services on strategic planning, performance management, and organizational streamlining to improve program operations and delivery.

Prior to his present position, Dr. Beck worked for over 20 years at NASA in program analysis, budget formulation, program management, and organizational design. He originally joined the federal government through the Presidential Management Intern Program in 1981. He began his career in budgeting and program analysis of Earth and Space Science research and development programs; subsequently expanded his experience into program management, organizational and process design through positions such as the Environmental Satellites Program Manager, Deputy Director (Resources) of the Earth Science Systems Program Office, and Director of the Office of Earth Science Business Division; and guided budget formulation activities across NASA as the Director of the Resources Analysis Division in the Office of the Chief Financial Officer.

Dr. Beck has a Bachelor's of Science in Biology and a Masters in Public Administration (Policy Analysis), both awarded by the State University of New York at Albany. For his doctorate dissertation in innovative management processes for research and development organizations, he was awarded the National Space Club/NASA James E. Webb Memorial Fellowship and a Ph.D. from George Mason University in Public Policy. Dr. Beck is a recipient of the Clinton Administration's National Performance Review "Hammer" Award for Reinventing Government, which he received with his interagency colleagues for consolidating the military and civilian polar-orbiting meteorological satellite programs. He has also been recognized for his role in developing and instituting the management practices that led to a "green" score for NASA in Budget and Performance Integration under the President's Management Agenda.

Dr. Beck also regularly volunteers his time helping visitors understand the nature and behaviors of cheetahs and Grevy zebras at the Smithsonian's National Zoological Park in downtown, Washington, D.C.

Robert Scott Bell, MBA, CGFM, Financial Management & Policy Specialist, U.S. Department of Health and Human Services

Mr. Bell is a Financial Management and Policy Specialist in HHS' Division of Financial Management Policy. In this capacity, Mr. Bell coordinates HHS' annual performance and accountability reporting effort, monitors HHS agency performance relative to Administration initiatives under the President's Management Agenda (PMA), and represents HHS on a number of interagency committees. His Federal financial management career spans fifteen years and includes experience in both the public and private sectors.

Scott is the AGA Washington, DC Chapter President for the coming year (2006-2007). He has previously served the chapter as its Programs Chair for the past two years.

Prior to joining HHS in December 2002, Mr. Bell was a principal consultant with PricewaterhouseCoopers/PwC Consulting/IBM Business Consulting Services, where he provided federal financial management consulting services on such topics as performance and accountability reporting, cost allocation, and budget and performance integration to several Federal organizations, including the U.S. Department of Housing and Urban Development (HUD), the Federal Deposit Insurance Corporation (FDIC), and the National Science Foundation (NSF).

From 1997 – 2000, Scott was a financial policy analyst with the Office of Federal Financial Management (OFFM) of the Office of Management and Budget (OMB). He was OMB's designated policy specialist on Chief Financial Officers (CFO) Act issues, was OMB's staff liaison to the CFO Council, and was responsible for Federal franchise fund oversight. In addition, Scott represented OMB on multiple CFO Council committees, including those dealing with Human Resources, Entrepreneurial Government, and Grants Management issues. Scott spent his early career as a budget and financial policy analyst in the Office of the Chief Financial Officer of the Small Business Administration (SBA), where he conducted Federal loan subsidy and policy analysis for SBA's major business loan and disaster assistance programs.

Scott, a Certified Government Financial Manager (CGFM), earned a B.S. degree in Business Administration from Washington and Lee University, and a Masters in Business Administration from George Mason University. A native of Wilmington, Delaware, Scott, his wife Mellissa, and their two sons, Brandon and Tyler, live in Springfield, VA.

Martin J. Benison, CGFM, Comptroller, Commonwealth of Massachusetts

Martin Benison was re-appointed Comptroller of the Commonwealth of Massachusetts by Governor Mitt Romney in January 2003 after his initial four-year term. As Comptroller he played a leadership role in upgrading the Commonwealth legacy Human Resource, Payroll and Financial Management applications to an entirely web based architecture. These projects, completed on time and within budget, have positioned the Commonwealth to stay current with these products as they evolve in the future. Prior to that Mr. Benison served as Deputy Comptroller for 6 years where he managed the accounting and financial reporting operations of the Commonwealth. Mr. Benison led an innovative campaign to maximize non-tax revenues through the use of contingent fee revenue maximization consultants and debt collectors. .

He is Past President of the National Association of State Comptrollers (NASC) and serves on the Executive Committee of the National Association of State Auditors, Comptrollers and Treasurers (NASACT). He is a public member of the Professional Ethics Executive Committee of the American Institute of Certified Public Accounts (AICPA). He also serves on Suffolk University's Accounting Business Advisory Board, and is the former chair of the Customer Advisory Board for the United State Treasury's ASAP payment system. He is a Certified Government Financial Manager, the Association of Government Accountants and a member of the Government Finance Officers Association. Mr. Benison published essays on learning organizations, in Essays on Leadership, 2001, NASACT in association with Ridenbaugh Press, on large scale IT projects in A Guide to Cross Boundary Collaboration 2003, NECCC in association with Ridenbaugh Press and leadership techniques in Leadership Secrets of Government Financial Officials, 2005 Association Government Accountants and NASACT in association with Ridenbaugh Press

Mr. Benison holds a B.A. in Economics from Boston College and a Masters Degree in Public Administration from Harvard University's John F. Kennedy School of Government.

Eric S. Berman, CPA, Deputy Comptroller, Commonwealth of Massachusetts

Eric S. Berman, CPA, was appointed Deputy Comptroller for the Massachusetts Office of the Comptroller in August of 1999. He is responsible for three Bureaus, including the Financial Reporting and Analysis Bureau responsible for preparing the Commonwealth's two independently audited financial statements, the Accounting Bureau responsible for the management of the Commonwealth's capital project funds and Commonwealth debt, preparing and negotiating a number of cost plans with the federal government, establishing and maintaining spending and revenue authorizations for 152 state departments, maintaining the accuracy and integrity of the Commonwealth's ledgers for 80 funds and the Revenue Bureau, which manages the receivables and federal aid billing for the Commonwealth. He is also in charge of the financial relationships between the Commonwealth and 85 authorities, schools of higher education and their foundations.

He has also worked on a number of Commonwealth-wide issues, including the Commonwealth's participation in the master settlement agreement with the tobacco companies, the forward-funding of the Massachusetts Bay Transportation Authority, the Central Artery/Tunnel project and the Performance Enhancement Commission. He is also in charge of implementing all Government Accounting Standards Board (GASB) standards in the Commonwealth. He also participates in the standards' implementation to all of the Commonwealth's municipalities along with the Department of Revenue's Division of Local Services. As such, he is a nationally recognized authority on GASB Standards 34, 35, 37, 38 and 45 and has authored guides for their implementation. He has also edited a guide along with the GASB for financial analysts in implementing those standards. He also serves on various committees to comment on new standards on post employment benefits other than pensions and credit and investment risk. He also has been quoted in Accounting Today. He has authored a chapter in a book, Derivatives Accounting and Risk Management: Key Concepts and the Impact of IAS 39, recently published by the London School of Economics – Risk Waters publishing UK. Also, he has just been named the editor of a standard accounting reference guide - Miller GAAP Guide Levels B, C, and D to be published in 2007 by CCH (Commerce Clearing House – Wolters Kluwer).

Prior to coming to the Office of the Comptroller, Mr. Berman was the Treasurer of the Massachusetts Water Pollution Abatement Trust where he was in charge of reporting, investments, budgeting, personnel, and the daily operations of the \$2 billion government banking instrumentality. He coordinated investment bidding process for guaranteed investment contracts, repurchase agreements and escrows and was responsible for issuing over \$1 billion in tax-exempt bonds and \$1.2 billion in loans. As part of the bond issues of the trust, he structured the first 30-year bond issue for a state revolving fund, involving two years of negotiations with EPA and Congress. At the trust he was also a member of the Council of Infrastructure Financing Authorities workgroups on EPA relations, financial reporting and auditing, leadership and membership.

Mr. Berman is a member of the AICPA, Mass. Society of CPA's, and is the past - Chairman of the Government Accounting and Auditing Committee of the Society. He has been nominated twice for the AICPA outstanding CPA in Government Award. He serves on GASB's Derivatives project, GASB's Environmental remediation project. He also chaired NASC's task force on other post employment benefits (OPEB). As part of the member of the GASB Statement 34 Implementation Team, he recently was awarded the Manuel Carballo Award for Excellence in Public Service. He also serves on an audit committee of a major not-for-profit organization in Boston and is a vice president of another not-for-profit.

Gary Blackmer, CIA, City Auditor, City of Portland, Oregon

Gary Blackmer was recently re-elected to his third four-year term as the Portland City Auditor. The 65-person office is responsible for conducting performance audits of city operations, serving as the city clerk, managing city records and archives, providing hearings officers to adjudicate appeals of city actions, handling complaints against the city, and collecting liens on property.

Before his election to the city, Blackmer was the elected Multnomah County Auditor for two four-year terms. Prior to that he was a senior management auditor in Portland, and performed research work for a variety of state and local agencies. Blackmer became a Certified Internal Auditor in 1988. He received a bachelor's degree from Northern Illinois University in 1972, and was a full-time Ph.D student in the Systems Science Program at Portland State University for two years.

He is past-Chair, Northwest Intergovernmental Audit Forum, past-President of the National Association of Local Government Auditors, and has been a member of the Portland Chapter of the Institute of Internal Auditors since 1988.

Grant Boyd, Associate, Booz Allen Hamilton

Grant is an Associate with Booz Allen Hamilton. Booz Allen Hamilton provides consultancy expertise to implement a full XBRL solution from data collection, data processing to data dissemination. Booz Allen has expertise in both the government and private sectors in enabling systems to align with business processes, utilizing the power of the XBRL standard.

Grant has been involved with XBRL since 1999. Grant established XBRL-New Zealand in 2002, and was co-chair of XBRL-NZ from inception until January 2005, while he was employed by the Institute of Chartered Accountants of New Zealand (ICANZ). Grant has led support and development of XBRL in New Zealand, and was the project leader for the New Zealand Stock Exchange (NZX) XBRL pilot project. Grant was a major contributor to the Government Taxonomy project led by the Inland Revenue Department in New Zealand.

Grant was the Chair of the XBRL International Marketing and Communications working group in 2004. He developed and implemented the XBRL Showcase on the www.xbrl.org website in 2004. He has been a contributor and presenter at most of the XBRL International conferences over the past 4 years.

Previously Grant was employed by the AICPA as XBRL Technical Manager. He has held positions in the New Zealand accounting body, and has gained his skills from preparing financial statements and conducting financial analysis in different organisations including banking and Finance organisations, Telecommunications, and a Local Authority.

James A. Brimson, Consultant,

EDUCATIONAL BACKGROUND:

1969	B.S., Business Administration, Auburn University
1973	M.B.A., Quantitative Science Concentration, Arizona State University
1982	A.B.D., Major: Finance; Minor: Accounting North Texas State University

PROFESSIONAL BACKGROUND: **ACTIVITY BASED MANAGEMENT-INSTITUTE (ABM-I) ARLINGTON, TEXAS.**

I formed ABM-I to provide a full range of process management services including consulting, and training. I am responsible for planning and managing including recruiting and managing ABM-I's professionals, developing process management methodology concepts, and producing training and promotional materials.

Phil Bryant, State Auditor, State of Mississippi; Co-Chair, 2006 PDC Technical Committee

Phil Bryant has the distinct honor of serving as Mississippi's State Auditor. He was first appointed to this position in November of 1996, to serve the unexpired term of his predecessor. Phil was elected to a full term as State Auditor in November 1999 and reelected in 2003.

Auditor Bryant has taken a tough stand on public corruption, one that is not swayed by personal political agendas. Since taking office in 1996, Phil and his staff have recovered and returned over \$7 million in taxpayers dollars that have been embezzled or improperly spent, while aggressively investigating public corruption within state and local governments. The agency audits annually approximately \$11 billion of taxpayers dollars for legal compliance and efficiency.

Prior to becoming State Auditor, Phil served five years as a member of the House of Representatives, where he was the Vice Chairman of the Insurance Committee and authored the Capital Gains Tax Cut Act of 1992. Phil is a principal member of the National Association of State Auditors, Comptrollers and Treasurers where he serves on the organizations Executive Committee. He has been a long standing member of the National Rifle Association's Institute for Legislative Action and is a past President of the Mississippi Republican Elected Officials Association.

Auditor Bryant has been honored for performing his duties with integrity, honesty and a true commitment to excellence. A few of these notable awards include the Central Mississippi National Rifle Association 2005 Kirk Fordice Freedom Award, 2004 Statesman of the Year presented by the American Family Radio, 2003 Crime Victims Advocate of the Year, the prestigious Henry Toll Fellowship and the Distinguished Alumnus Award for the

Department of History and Political Science at Mississippi College. He was inducted into the University of Southern Mississippi's Hall of Fame and was named Hinds Community College's Alumnus of the Year.

For his relentless pursuit to expand Electronic Government on the state and local level Phil received the "In the Arena Award" presented by the Center for Digital Government and was the 2003 recipient of the "Mississippian of the Year Award" presented by the Association of Information Technology Professionals (AITP).

In 2005 Auditor Bryant co-authored the book entitled, "Leadership Secrets of Government Financial Officials" the 5th book in a leadership series that will be distributed to the state's governors and other executives with emphasis in sharing of knowledge on leadership in government. In 2004 Auditor Bryant co-authored his first book, "21st Century Government-Digital Promise, Digital Reality."

A Magnolia Report Poll in 2001 selected Phil as the most respected statewide elected official. He was also honored with a federal appointment by the United States Secretary of Treasury to serve on the U.S. Taxpayers Advocacy Panel (TAP).

Auditor Bryant is a lifelong Mississippian and a committed member of his community. He is married to the former Deborah Hays of Jackson and they have two children. The Bryants are active members of St. Marks United Methodist Church.

Marcia B. Buchanan, CGFM, CPA, Assistant Director, Financial Management and Assurance, U.S. Government Accountability Office

Marcia Buchanan is Assistant Director, Government Auditing Standards, in GAO's Financial Management and Assurance Team. She has responsibility for maintaining, interpreting, and promoting Government Auditing Standards, commonly known as the "yellow book," and serves as a staff aide to the Advisory Council on Government Auditing Standards. She also participates for GAO with the International Organization of Supreme Audit Institutions' Auditing Standards Committee and as an expert for working on proposed international auditing standards.

During her 30 year GAO career, Ms. Buchanan has gained extensive audit experience on financial audits including the Department of Agriculture and Veterans Administration, and on performance audits of audit quality, single audit, and other issues. She has received numerous awards, including GAO's Meritorious Service Awards and the Comptroller General's Integrity Award, and the Association of Government Accountant's Achievement of the Year Award and the 2005 Educator's Award.

Ms. Buchanan graduated from Virginia Tech and attended the Federal Executive Institute. She is a Certified Public Accountant (Colorado), a Certified Government Financial Manager, and a member of the American Institute of Certified Public Accountants, serving previously on its Government Accounting and Auditing Committee and Single Audit Working Group, and currently as an observer to several AICPA auditing standard task forces.

David Burgman, CGFM, Accountant, Financial Management Service, U.S. Department of the Treasury

David Burgman is a Senior Staff Accountant with Governmentwide Accounting at the Financial Management Service (FMS). Governmentwide Accounting is the organization within FMS that has the mission of providing governmentwide accounting and reporting services. David is a CGFM and has passed the CPA exam. David has over 18 years of experience in financial management in the federal government from both a federal program agency and central accounting perspective. As the Senior Staff Accountant, he provides both technical and functional advice to the various FMS governmentwide system implementations including GFRS and the GWA Modernization effort. He has broad experience and expertise in the financial management arena including financial system implementation, cost accounting, financial statement preparation, reimbursable fee setting, trust fund accounting, and budget execution. David graduated from the University of Pittsburgh at Johnstown earning a Bachelor degree in Business Economics with a concentration in Accounting.

Richard Burnett, Vice President, Public Sector ERP Practice, IBM Business Consulting Services

Mr. Burnett is the IBM Vice President in charge of IBM's Public Sector ERP Practice Area which focuses on business transformation in the Supply Chain, Financial Management and Human Capital areas using the enabling technologies provided by Oracle and SAP. In this role, he is responsible for all aspects of the practice, including client service, practice development, staff development, and resource planning. A 24 year veteran of IBM, Mr. Burnett has focused his career on the implementation of ERP solutions since the early 90's. Starting with the private sector consumer products industry, Mr. Burnett led the Global implementation of SAP for the Gillette Corporation. He followed that success with the Global implementation of SAP for the Bose Corporation. Changing his focus to the Public Sector in 1999, Mr. Burnett has led successful ERP implementations for the Department of the Navy and multiple implementations for US Customs and Border Protection. In the last 5 years, the IBM Public Sector ERP Practice under Mr. Burnett's leadership proudly points to 17 successful Financial Modernization efforts they have lead across Federal, State & Local and Higher Education.

Wesley Glenn Bush, Corporate Vice President and Chief Financial Officer, Northrop Grumman Corporation

Wes Bush is corporate vice president and chief financial officer for Northrop Grumman Corporation, appointed to this position in March 2005. Bush also serves on the Corporate Policy Council.

In 2003, he was appointed Space Technology sector president and held complete general management responsibilities for that business. Prior to the acquisition of TRW by Northrop Grumman, Bush had served since 2001 as president and CEO for TRW's UK-based global Aeronautical Systems.

Bush joined TRW in 1987 as a systems engineer and has held a series of increasingly responsible roles. In 1996 he was named program manager of a defense satellite program for the defense systems division, responsible for management of the satellite and ground segment developments, launch services, and operations and maintenance. He became vice president of TRW Space & Electronic's planning and business development in 1998, where his duties included managing the organization's planning, resource management, and strategic development initiatives.

Beginning in 1999, Bush was vice president and general manager of the telecommunication programs division. In this position he was responsible for managing the development and production of telecommunication systems and products with an emphasis on advanced satellite and terrestrial wireless communications.

From 2000 to 2001, he served as vice president and general manager of TRW Ventures, an organization focused on leveraging TRW's advanced technologies to create new business opportunities in commercial markets. Prior to joining TRW, Bush held engineering positions with both the Aerospace Corporation and Comsat Labs.

He earned a bachelor's degree and a master of science degree in electrical engineering from the Massachusetts Institute of Technology. He also is a graduate of UCLA's Executive Management Program.

Northrop Grumman Corporation is a global defense company headquartered in Los Angeles, Calif. Northrop Grumman provides technologically advanced, innovative products, services and solutions in systems integration, defense electronics, information technology, advanced aircraft, shipbuilding and space technology. With 125,000 employees, and operations in all 50 states and 25 countries, Northrop Grumman serves U.S. and international military, government and commercial customers.

Terese Butler, PMP, Past Project Director, California Strategic Sourcing Initiative

Terese Butler's career spans over 26 years in public service, primarily with the State of California. From September of 2004 until February of 2006, Ms. Butler's served as the Project Director for the California Strategic Sourcing Initiative (CSSI), a bold initiative undertaken at the direction of Governor Arnold Schwarzenegger to more effectively purchase goods and services for the State of California. To date, this Initiative is responsible for more than \$170 million in anticipated savings. Ms. Butler is the recipient of the 2005 Best of California Award in the category of "Demonstrated Excellence in Project Delivery" for the success of the CSSI.

In March of 2006, Ms. Butler was named in Government Technology Magazine as one of the nation's Top 25 Doers, Dreamers & Drivers who are redefining and advancing technology's role in government and society.

Prior to taking on the role of Project Director for CSSI, Ms. Butler served for 2 ½ years as the Chief Information Officer and Deputy Director of the Information Technology Branch for the Employment Development Department (EDD), where she was responsible for a staff of 550 IT professionals and an annual IT budget in excess of \$100 million. While at EDD, in an effort to address diminishing resources, but still provide best possible value to her customers, Ms. Butler instituted IT Portfolio Management and established an Executive Level Governance Board to address its business needs. Ms. Butler's success in building a public sector model for IT Portfolio management, which at the time had been primarily a private sector best practice, resulted in her teaching this process to the California IT Leadership Council.

Before taking on the role of CIO at EDD, Ms. Butler was the project manager for the first phase of an enterprise eProcurement system for the State of California. Under Ms. Butler's leadership, this system won two national awards in its first six months of operation. In addition to this assignment, she is responsible for the successful implementation of several other large IT projects for the State in the Health and Human Services area.

Ms. Butler currently serves on the IT Acquisitions Committee of the CA IT Council and was one of the primary contributors to California's IT Strategic Plan, which was presented to Governor Schwarzenegger in November of 2004. Ms. Butler has also served as a Board Member for the Government Technology Conference-West (2002-2004); the California CIO Academy (2003-2004); and California's Executive Institute (2003). An accomplished public speaker, Ms. Butler is often requested to speak at conferences and symposiums on various aspects of Strategic Sourcing, Project Management and the Business of IT.

Ms. Butler earned her Bachelor's degree in Organizational Training and Development from the California State University at Sacramento and completed the Project Management Certification Program through the University of California at Davis. In addition, Ms. Butler has earned the Project Management Professional certification from the Project Management Institute, International.

Ralph Campbell, Jr., Retired, Former Auditor, State of North Carolina

Inaugurated as North Carolina State Auditor in 1993, Ralph Campbell Jr. was the first African-American in the history of North Carolina to win a statewide, elected constitutional office and sit on the prestigious Council of State.

During his three terms as State Auditor, Mr. Campbell expanded his involvement to include the North Carolina Local Government Commission, the North Carolina Capital Planning Commission, and the Raleigh Downtown Alliance. Additionally, he served as chairman of the North Carolina Information Resource Management Commission, which oversaw technology development in North Carolina state government.

Previously, Mr. Campbell served on the Raleigh City Council, first serving in 1985, re-elected 1987, 1989, 1991 and being elected Mayor Pro Tem in 1989 as he began his third term.

He served as president of the National Electronic Commerce Coordinating Council. In 2002, he was invited to join the Harvard Policy Group on Network-Enabled Services and Government because of his leadership in information technology and government issues.

Mr. Campbell served as chairman of the Auditor Training Committee for the National State Auditors Association (NSAA) prior to being elected President of the NSAA in 2004-2005. He was appointed by U.S. Comptroller General David Walker to the General Accounting Office's National Advisory Council on Government Auditing Standards and the Domestic Working Group.

In 2000, he was presented the North Carolina Electronics and Information Technologies Association Award for Public Leadership in Technology. In 2002, he was named by Dominion Power to its Strong Men and Women, Excellence in Leadership series, and by Government Technology and the Center for Digital Government as one of the "GT-25—Doers, Dreamers and Drivers of Information Technology."

Lisa Casias, CPA, Deputy Chief Financial Officer and Director for Financial Management, U.S. Department of Commerce

Ms. Casias was named Deputy Chief Financial Officer and Director for Financial Management effective April 20, 2006. As Deputy CFO, she is responsible for financial management and accounting throughout the Department, for preparation of the Department's annual consolidated financial statements, and for development and implementation of a Department-wide integrated financial system.

Immediately preceding her assignment as Deputy CFO, Ms. Casias served as Deputy Director for Financial Policy in the Office of Financial Management. As Deputy Director, she assisted the Director for Financial Management and Deputy CFO in managing the overall financial program, including planning, coordination, and technical oversight of Bureau financial operations and reporting. She was responsible for promulgating financial management policy throughout the Department and for ensuring the Department's compliance with financial management laws and regulations, including the Chief Financial Officers' Act, the Government Management Reform Act, the Government Performance and Results Act and the Federal Financial Management Improvement Act. Ms. Casias was also responsible for the Office of Secretary budget operations.

Previously, Ms. Casias was the Deputy Assistant Inspector General for Financial Statements Audits in the Department's Office of Inspector General. She began her career in the OIG in November 1991. Ms. Casias was responsible for conducting the financial statement audits of the Department through her own staff and independent public accountants. Her responsibilities also included monitoring the Department's implementation of financial management systems and Year 2000 issues. Ms. Casias also worked with the Department and its bureaus in its efforts to implement the Government Performance and Results Act.

Prior to her federal government career, Ms. Casias was an audit supervisor with the international public accounting firm of Ernst & Young.

Ms. Casias is a Certified Public Accountant and holds her BBA in public accounting from Pace University.

Charles R. Christopherson, Jr., Chief Financial Officer, U.S. Department of Agriculture

Charles Christopherson was confirmed as Chief Financial Officer of the United States Department of Agriculture (USDA) by the Senate on November 10, 2005. Under the Chief Financial Officer Act of 1990, he is responsible to "oversee all financial management activities relating to the programs and operations of the agency."

The USDA is one of the largest civilian agencies in the federal government with over 100,000 employees and over one-third of the non-taxable debt. The financial organization of the agency accounts for over \$120 billion in program level funds and over \$90 billion in loans. These programs support the areas of forest maintenance and fire fighting, farm commodity support, food safety, agriculture development, foreign agriculture trade, domestic and foreign nutrition services, rural development, and agriculture research. With the myriad of programs, the USDA's financial organization relies on a vast amount of complex financial software to support production and reporting requirements.

In addition to the financial management of the programs of the USDA, the Chief Financial Officer is responsible for the National Finance Center. National Finance Center (NFC) is a Payroll Services Center of Excellence and a Human Resources Center of Excellence for the Federal Government. Through its high quality, low cost approach, NFC annually processes payroll for 132 federal organizations totaling \$61.5 billion in salaries for 567,000 civilian federal employees. The NFC reconciles 4 million healthcare benefit records and services \$.3 billion in receivables. In 2005, as New Orleans was devastated by Hurricane Katrina, the NFC successfully exercised an emergency deployment plan to relocate computer systems and personnel to five alternative worksites with no visible disruption to its federal payroll customers.

Prior to his confirmation, Mr. Christopherson was co-founder and President of CB Solutions LLC, a consulting firm that specializes in company turnarounds and cash management. Mr. Christopherson has extensive experience as a restructuring executive in the area of finance and operations. This experience includes executive management in operations and finance for the construction, technology, and communications industries. He has been responsible for the functional areas of marketing, sales, operations, finance, accounting, information systems, and human resources.

As a Business Group Vice President of Operations and Finance at Encompass Service Corporation, Mr. Christopherson was a member of the senior executive team that streamlined marketing, sales, operations, finance, and information technology in a new roll-up of large local construction companies which created the largest electrical, HVAC, network, and facility services company in the United States. The national company was well known for such it projects such as Reliant Stadium in Houston, American Airlines Center and Arlington Stadium in Dallas, and Coors Field in Denver. As the recession impacted the construction industry, Mr. Christopherson was a member of the final management team designed to generate company cashflow and sell operations.

As the Chief Financial Officer on the restructuring team of ICG Fiber Optic Technology, the company gained financial profitability within six months. While still in the position of Chief Financial Officer, Mr. Christopherson became the Acting Chief Operating Officer. During this twelve month period, the company became the second largest network infrastructure installer and the second largest value added reseller of Lucent/Avaya network infrastructure in the nation. With its record profitability, stellar reputation, and increased market value, the company was sold to an industry consolidator. Prior to ICG Fiber Optic Technology, Mr. Christopherson was a consultant to Fortune 500 companies; responsible for consolidations, internal reporting, external reporting, and diversified operations for Pacific Telecom, Inc.; and an Assistant Area Controller for Red Lion Hotels.

Mr. Christopherson was born in the farming community of Twin Falls, Idaho. He has a Masters in Business Administration from the Oregon Executive MBA program; a Bachelors in Science from the nationally ranked accounting program at Brigham Young University; and a Certified Public Accountant license in the State of Washington. He has been a Member of the Board of Directors with business and charitable organizations; and a conference speaker on financial management, financial organizations, corporate measurements, and corporate reporting.

Sally Clark Beecroft, Policy Analyst, U.S. Office of Management and Budget

Sally Clark Beecroft is currently a senior policy analyst in the Financial Integrity and Analysis Branch, Office of Federal Financial Management, Office of Management and Budget. In this role, she is responsible for the government-wide implementation of the Improper Payments Information Act (IPIA), the President's Management Agenda initiative on Eliminating Improper Payments scorecard, as well as primary responsibility for government-wide policy management for the Federal Travel and Purchase Card programs, under Appendix B of OMB Circular A-123.

During the Fall of 2005, she was part of the OMB interagency task force for Federal coordination of benefits, and worked extensively on developing and reviewing the matrices agencies submitted to demonstrate that diligent post-payment audits were going to be conducted to balance the relaxed eligibility criteria that was necessary to ensure rapid deployment of benefits in the immediate aftermath of the disaster.

Prior to working at OMB, she was Special Advisor to the Deputy CFO for five years at the U.S. Department of Education. Her primary focus in this capacity was serving as senior aide to the Chair of the Improper Payments Committee under the CFO Council, resulting in her becoming a recognized expert in the field of Federal improper payments. As a result of her efforts on this CFO Council Committee, she earned the Better Government award, given annually by the PCIE/ECIE in recognition of efforts that improve the Federal Government.

She has more than 20 years Federal experience, having previously worked for the Small Business Administration and the Department of Veterans Affairs. She also has 10 years of private sector experience, having been part-owner of a restaurant and office manager for a busy surgical practice.

She holds a Bachelor of Science degree from George Mason University, graduating "with high distinction," and has completed her first year toward her Master's degree in Management. She is a member of the Association of Government Accountants and the American Association of University Women. She lives in Northern Virginia with her husband, and her daughter is a sophomore at The College of William and Mary.

Charles Coe, Assistant Inspector General for Technology Audits and Computer Investigations, U.S. Department of Education

Mr. Charles Coe (Chuck) was selected in February 2004 to serve as the first Assistant Inspector General for IT Audits and Computer Crime Investigations (ITACCI) for the U.S. Department of Education, Office of Inspector General (OIG). ITACCI is responsible for all operational IT related activity within the OIG, creating a "One-Stop-Shopping" for issues ranging from the review of enterprise architecture management, FISMA activity, to investigating network intrusions and traditional computer crime investigations.

Prior to arriving at the U.S. Department of Education, Chuck worked for the NASA OIG Computer Crime Division (CCD) from October 1997 to February 2004. In August 2002, he assumed the role and responsibility of NASA's CCD Special-Agent-in-Charge. In this role, Chuck oversaw both the technical support and operational functions of the division.

Prior to NASA, Chuck worked for the Air Force Office of Special Investigations (AFOSI). Chuck's AFOSI career (1986 - 1997) culminated in 1996 by being selected to manage the first-ever dedicated forensic media analysis lab in the Department of Defense. His benchmark success led to the creation of the Defense Computer Forensic Lab (DCFL). While at AFOSI and NASA, Chuck provided oversight or was directly involved in several national level cyber investigations including Data Stream Cowboy (Rome Labs), Solar Sunrise, Moonlight Maze, and Mafia Boy.

He holds a Bachelor of Science Degree in Computer Networking with honors (Summa Cum Laude) as well as associate degrees in Criminal Justice and Electronic Systems Technology. His M.S. degree (4.0) in Communications Technology is pending the completion of his thesis. He also belongs to the honorary society Alpha Chi.

Thomas N. Cooley, Chief Financial Officer, National Science Foundation

Mr. Cooley was appointed Chief Financial Officer and Director, Office of Budget, Finance and Award Administration (BFA) in September 2000, following over 21 years of service to the National Science Foundation. He is responsible for all budget and financial aspects of the Foundation business practices as well as for the administration of more than 35,000 grants and contracts that NSF manages annually.

His previous NSF jobs included working in the Divisions of Earth Sciences and of Ocean Sciences, the Budget Division, and as Special Assistant to the Director, NSF. He spent 1997 on Committee staff, working for Senators McCain and Frist, on the U.S. Senate's Subcommittee on Science, Space and Technology of the Committee on Commerce, Science and Transportation. He was responsible for the NASA Authorization bill as well as the Commercial Space Act of 1998.

Tom received his B.S. from the University of Maryland at College Park, and is an A.B.D. at the University of South Florida in Tampa in physiological plant ecology. He is married, with 4 children, 2 grandchildren, and a host of pets! His hobbies are genealogy and "pounding dirt."

David L. Cotton, CGFM, CPA, CFE, Chairman, Cotton & Company LLP

Dave Cotton is chairman of Cotton & Company LLP, Certified Public Accountants. Cotton & Company is headquartered in Alexandria, Virginia. The firm has a practice concentration in assisting Federal and State agencies, inspectors general, and government grantees and contractors with a variety of government program-related assurance and advisory services. Cotton & Company has performed grant and contract, indirect cost rate, financial statement, financial related, and performance audits for more than two dozen Federal inspectors general as well as numerous other Federal and State agencies and programs.

Cotton & Company's Federal agency audit clients have included the U.S. Government Accountability Office, the U.S. House of Representatives, the U.S. Small Business Administration, the U.S. Bureau of Prisons, and the U.S. Marshals Service. Cotton & Company also assists numerous Federal agencies in preparing financial statements and improving financial management and accounting systems.

Mr. Cotton received his BS in mechanical engineering (1971) and an MBA in management science and labor relations (1972) from Lehigh University in Bethlehem, PA. He also pursued graduate studies in accounting and auditing at the University of Chicago, Graduate School of Business (1977 to 1978).

Mr. Cotton is presently serving on the Advisory Council on Government Auditing Standards. He is a member of the advisory board of the Institute for Truth in Accounting. He is serving on the American Institute of CPAs (AICPA) Anti-Fraud Programs and Controls Task Force, and is a former member of the AICPA "Group of 100." He is the past-chairman of the AICPA Federal Accounting and Auditing Subcommittee and has served on the AICPA Governmental Accounting and Auditing Committee and the Government Technical Standards Subcommittee of the AICPA Professional Ethics Executive Committee.

Mr. Cotton served on the board of the Virginia Society of Certified Public Accountants (VSCPA), and on the VSCPA Litigation Services Committee, Professional Ethics Committee, Quality Review Committee, and Governmental Accounting and Auditing Committee. He is member of the Greater Washington Society of CPAs (GWSCPA) and is serving on the GWSCPA Professional Ethics Committee. He is a member of the Association of Government Accountants (AGA) and is past-advisory board chairman and past-president of the AGA Northern Virginia Chapter. He is also a member of the Institute of Internal Auditors and the Association of Certified Fraud Examiners.

Mr. Cotton has testified as an expert in governmental accounting and auditing issues before the United States Court of Federal Claims and other administrative and judicial bodies.

Mr. Cotton served as a technical reviewer for the 1999 through 2003 editions of the AICPA Audit and Accounting Guide Audits of Federal Government Contractors.

Mr. Cotton is the author of the AICPA continuing education courses Fraud in Governmental and Not-for-Profit Audits—the Auditor's Responsibilities Under SAS 82 and Joint and Indirect Cost Allocations: How to Prepare and Audit Them. He also has been an adjunct instructor at the Inspectors General Auditor Training Institute (Auditing the Federal Contracting Process and Contract and Procurement Fraud) and currently teaches at the George Mason University Small Business Development Center (Fundamentals of Accounting for Government Contracts).

Jerry L. Davis, MS, CISSP, PMP, Chief Information Security Officer; Director, Information Assurance, U.S. Department of Education

Elizabeth Mautner is the Director of Administration and Finance with the Office of the Human Resources Line of Business at the Office of Personnel Management in Washington D.C. In this capacity, Ms. Mautner provides overall resource planning, management and oversight for the Human Resources Line of Business, conducts budget formulation and execution, and manages the relationship with the Office of Management and Budget. Among other responsibilities, Ms. Mautner conducts project performance management and tracking including development and implementation of earned value management for a portfolio of E-Gov initiatives at OPM.

Richard L. Fair, CGFM, CPA, State Auditor, State of New Jersey; AGA National President Elect-Designate

Responsibilities

The State Auditor directs the auditing function within the State. He is a constitutional officer and is appointed by a joint session of the legislature. As the independent appraiser of state operations, the State Auditor reviews and evaluates the financial activities of the executive and judicial branches of New Jersey government. At the request of the legislature or the Legislative Services Commission, the State Auditor provides assurance and consulting services to add value and to improve the economy, efficiency, and effectiveness of the state's risk management, control, and governance processes.

Certifications, Education, and Experience

Mr. Fair is a Certified Public Accountant and Certified Government Financial Manager. He has a bachelor of science with a major in accounting and economics from Rider University. Prior to his appointment as the State Auditor, Mr. Fair was the Assistant Director of Taxation for New Jersey and was responsible for the overall tax enforcement activity within the state.

Professional Activities

Mr. Fair has extensive experience in public sector auditing. His professional service includes over three years on the Advisory Council on Government Auditing Standards to which he was appointed by the Comptroller General of the United States. The Council advises the Comptroller General on the establishment of Generally Accepted Government Auditing Standards. He also serves on the Comptroller General's Domestic Working Group. The Domestic Working Group was established by the Comptroller General in 2001. It consists of 6 Federal Inspectors

General, 7 State Auditors, and 6 Local Government Auditors. The DWG meets annually to identify issues effecting the accountability profession and areas of possible mutual collaboration.

Mr Fair is past president of the National State Auditors' Association, the Central Jersey Chapter of the Institute of Internal Auditors and past chair of the New York/New Jersey Intergovernmental Audit Forum.

Mr Fair has been an active member of the Association of Government Accountants for thirty years. He has served as Regional Vice President and various positions in the Trenton Chapter including chapter president and is currently the National President-elect designate.

Walter Fennell, CGFM, CPA, Partner, PricewaterhouseCoopers LLP

Mr. Fennell is a partner working in the Washington Federal Practice of PricewaterhouseCoopers. Mr. Fennell has over 18 years of Federal and nonprofit accounting and auditing experience. For the last 14 years, Mr. Fennell has conducted CFO Act audits at numerous civilian agencies and bureaus in addition to completing financial audits of various Legislative organizations. Mr. Fennell was a member of the AICPA Task Force responsible for developing and writing the AICPA's Statement of Position No. 04-1, Auditing the Statement of Social Insurance. Mr. Fennell was responsible for briefing the OMB Controller and the Federal Accounting Standards Advisory Board on the work completed by this Task Force.

Walt enjoys the learning and educational aspects of his job, conducting lectures at local colleges and universities and frequently instructing classes internal to PricewaterhouseCoopers. Although the topics have ranged over the years, the focus recently has been OMB's Circular A-123, the COSO framework and other internal control related courses.

A native Floridian, Mr. Fennell earned a master's degree in accounting from The George Washington University and a bachelor's degree in business administration with an emphasis in accounting from Southern Adventist University. Mr. Fennell has also studied abroad in the United Kingdom. For the last 17 years, Walt and his wife Nancy have lived in Maryland. They are the proud parents of two sons and a beautiful daughter. Walt is an active member in his church and serves on the school board of Spencerville Adventist Academy.

Lisa D. Fiely, CPA, PMP, Chief Financial Officer, U.S. Agency for International Development

Lisa is currently the Chief Financial Officer at the United States Agency for International Development (USAID). Lisa joined USAID in October of 2003.

Prior to joining USAID, she was at the Internal Revenue Service (IRS) for 13 years. While at IRS, Lisa was the Program Director, Internal Management Systems, Business Systems Modernization Office. She was also the Deputy Chief Financial Officer, Internal Revenue Service.

She has served in a wide variety of financial positions during her twenty-nine years of federal service. She started her career within the federal sector with the Department of Interior Inspector Generals Office, as a Junior Auditor in 1976. She moved on to positions of increasing responsibility within the auditing area with the Treasury Department, Social Security Administration and the Environmental Protection Agency (EPA). While at the EPA, she made the transition from the auditing arena to the Financial Management Sector/Chief Financial Officer Organizations.

Lisa started within finance in the Financial Policy area at EPA and moved to the Internal Revenue Service (IRS), in that same area. She moved up in IRS to head the Financial Management Division and later became the Deputy Chief Financial Officer. Immediately upon assuming that role, the Chief Financial Officer (CFO) left the position and she became acting CFO. It was under her leadership in the CFO organization at IRS that the Service received its first Unqualified Opinion on the Financial Statements in FY 2000. In August of 2000, the Program Manager for Internal Management Systems resigned, Lisa was asked to fill this position temporarily as to ensure a smooth continuity of the projects. She was later asked in January 2001, to consider the position on a permanent basis, and accepted the offer in March 2001. She is a Certified Project Management Professional (PMP) since passing the exam in May of 2003.

Lisa is a Certified Public Accountant. She has a Bachelors Degree in Business Administration and Management from Boston University. She graduated Magna Cum Laude from Boston University in 1976. She also has a Masters Degree in Accounting Science from George Washington University, where she graduated in 1984.

Lisa was born August 25, 1954, in Fall River, Massachusetts; she was raised in Tiverton, Rhode Island. Lisa currently resides in Virginia with her husband Jerry and their two children, Patrick 16 and Katie 12.

Christopher H. Flaggs, CPA, Deputy Chief Financial Officer, U.S. Department of State

As DCFO, Mr. Flaggs directs the Department's worldwide financial reporting (including its audited financial statements), financial policy, and management controls programs. In addition, he oversees the development, deployment and support of the Department's global financial management systems. Mr. Flaggs advises the Department's Assistant Secretary for Resource Management and Chief Financial Officer on all matters relating to financial management in the Department's worldwide activities, and issues related to the CFO's Act and other key financial management legislation.

From August 2000 to April 2003, Mr. Flaggs served as Director of the Office of Financial Policy, Reporting and Analysis (FPRA). In that capacity, he was responsible for developing and issuing Department of State financial policy, and producing the Department's Annual Financial Statements and Accountability Reports.

Prior to this, Mr. Flaggs served as Managing Director for Domestic Financial Services. As Managing Director, of that office, he directed a wide range of fiscal services provided by domestic financial operations such as payments, accounts receivable, American payroll, Foreign Service Retirement annuity payments, Department wide financial reporting (including annual Department wide audited financial statements), implementation of accounting standards and procedures, and day-to-day operations for the Department's primary accounting system (CFMS).

Mr. Flaggs also served as Assistant Director for Financial Management with the Office of Personnel Management (OPM) from 1988 to 1992. As Assistant Director, he was responsible for financial policy, systems and financial operations, and served as OPM's representative to the Chief Financial Officer's Council. Prior to this, Mr. Flaggs served in various capacities as an accountant with the General Services Administration, the Department of the Treasury, the Department of Energy, and OPM.

Mr. Flaggs received a BS Degree from the University of Maryland where he majored in Accounting. He holds a CPA certificate in Maryland.

Mr. Flaggs has received various awards from the agencies he has served in and is the recipient of the OPM Director's Awards for the Meritorious and Distinguished Service, the Department of State's Equal Employment Opportunity Award, and the Presidential Rank Award for Meritorious Executives.

Mr. Flaggs resides in Damascus, Maryland with his wife Anne and their two children.

Suzi Fulcher, CPPB, Buyer, Washington County, Oregon

A Buyer for Washington County, Suzi Fulcher, Certified Public Purchasing Buyer, was instrumental in the County's transition from a home grown system to the ORACLE Financial Management System in 2001. She worked on the implementation team for Purchasing, Payables, and Inventory Management, and continues to act as the lead for each of these modules, frequently updating and presenting training classes to all of the system users in the County. Suzi even came up with the acronym for this system: WISARD—Washington County Information System and Resource Database.

Before earning her CPPB designation in 2001, Suzi developed many of the bid and proposal tracking tools the purchasing staff uses daily, including databases, reports, and a vendor telephone request line. She helped get these tools out to the County departments by strategic Web site placement, allowing departments to purchase goods and services efficiently and within the rules.

In addition to purchasing lines of product for the County, coordinating surplus disposal, and implementing the Washington County Purchasing Certification program, Suzi is currently working on utilizing emerging P-card technologies. The goal of this project is to streamline the purchasing process while maintaining purchasing rules and standards.

Suzi is a member of the National Institute of Governmental Purchasing and Oregon Public Purchasing Association.

Frederick Funston, National Practice Leader, Governance and Risk Oversight, Deloitte & Touche LLP

Rick Funston is the National Practice Leader for Deloitte's Governance, Risk Oversight and Enterprise Risk Management Services. With over 30 years of experience, Rick has served a wide cross-section of Fortune 1000 companies and global industries including: Aerospace, Automotive, Financial Services, Energy and Utilities, Consumer Business, High Tech, Telecom and the Public Sector.

Rick created the concept of Risk Intelligence and has written numerous articles about how to develop and sustain risk intelligence in complex, global organizations.

Glen B. Gainer, III, State Auditor, State of West Virginia

GLEN B. GAINER III was elected West Virginia's 19th State Auditor in November 1992 and re-elected November 1996, 2000 and 2004. Auditor Gainer earned his Bachelor's Degree in Political Science at the University of Charleston, and attended the Washington Center for Learning.

As State Auditor, he serves as the State's official bookkeeper, Chief Inspector and Supervisor over Public Offices, Securities Commissioner, and Commissioner of Delinquent and Non-entered Lands.

Auditor Gainer currently serves or has served as Chairman or President on many Boards, Councils and Associations. A few of the noteworthy ones are: National White Collar Crime Center; National Electronic Commerce Coordinating Council; National Association of State Comptrollers; West Virginia Jump Start Coalition. Auditor Gainer also serves as a member of the Board of Public Works, as well as several other State Boards and Commissions; and was listed in Who's Who in American Politics. Additionally, Auditor Gainer is active in local church and community activities.

Christopher P. Gardner, Founder, President and CEO, Gardner Rich & Company, Inc.,

Christopher P. Gardner is the head of his own brokerage firm and lives in a Chicago townhouse — one of his three homes — with a collection of tailored suits, designer shoes, and Miles Davis albums. His path to this extraordinary success took a series of extraordinary turns. Just 20 years ago, Gardner was homeless and living, on occasion, in a bathroom at a Bay Area Rapid Transit station in Oakland, Calif.

Raised by his mother, a schoolteacher, he says he never knew his father while he was growing up. But his mother had a way of keeping him grounded when he dreamed of things like being a jazz trumpeter. "Mothers have a way of saying things," Gardner said, "She explained to me, 'Son, there's only one Miles Davis and he got that job. So you have to do something else.' But what that something else was, I did not know."

Gardner credits his uncles with providing the male influence he needed. Many of them were military veterans. So, straight out of high school, he enlisted in the Navy for four years. He says it gave him a sense of what was possible.

After the military, Gardner took a job as a medical supply salesman. Then, he says, he reached another turning point in his life. In a parking lot, he met a man driving a red Ferrari. "He was looking for a parking space. And I said, 'You can have mine. But I gotta ask you two questions.' The two questions were: What do you do? And how do you do that? Turns out this guy was a stockbroker and he was making \$80,000 a month."

Gardner began knocking on doors, applying for training programs at brokerages, even though it meant he would have to live on next to nothing while he learned. When he finally was accepted into a program, he left his job in medical sales. But his plans collapsed as suddenly as they had materialized. The man who offered him the training slot was fired, and Gardner had no job to go back to. Things got worse. He was hauled off to jail for \$1,200 in parking violations that he couldn't pay. His wife left him. Then she asked him to care for their young son without her.

Despite his lack of resources, Gardner said, "I made up my mind as a young kid that when I had children, my children were gonna know who their father was." Although a broker finally helped him enter a training program, Gardner wound up with no place to live. He was collecting a meager stipend as a brokerage trainee, and, like many working poor in America, he had a job but couldn't make ends meet.

Gardner not only made it through the brokerage training program, he passed his licensing exam on the first try, and went to work making cold calls at the firm of Dean Witter. Later, he became a top producer at Bear, Stearns & Company, first in San Francisco and later in New York.

In October 1987, Mr. Gardner established Gardner Rich & Company, Inc. as an institutional brokerage firm specializing in the execution of debt, equity and derivative products transactions. Through Mr. Gardner's brokerage expertise, the GRC has grown by focusing on its commitment to provide quality service and excellent trade executions for clients. Under Mr. Gardner's directions, GRC has adopted a "give back to the community" program. The Company donates 10% or more of the Company's earnings toward school and educational projects in the community it serves.

Gardner's first book, *The Pursuit of Happiness*, is an account of his life story and due for release in June 2006 for Father's Day. As well, Columbia Pictures has started production on a feature film based on Gardner's rags-to-riches tale starring Will Smith that will be released December 2006.

Marshal Gimpel, CGFM, Program Director, U.S. Department of Transportation, Enterprise Service Center
Marshal R. Gimpel is the Director, Enterprise Services Center (ESC) for the Federal Aviation Administration located at the Mike Monroney Aeronautical Center, Oklahoma City, Oklahoma. The ESC is a shared service provider for the Department of Transportation in the areas of information technology, financial systems, and finance and accounting operations. The ESC has been designated by the Office of Management and Budget as a Center of Excellence in the field of financial management and is chartered to provide services throughout the federal government. Prior to joining the FAA, Mr. Gimpel's executive assignments within the Defense Finance and Accounting Service (DFAS) included Corporate Director, Quality and Performance and Air Force Client Executive, and Deputy Director, Accounting Services (Air Force). Mr. Gimpel has more than 25 years of Federal experience in line, staff, field level, and agency/headquarters assignments. He holds Master of Business Administration and Bachelor of Arts degrees from the College of William and Mary. He is a graduate of the Federal Executive Institute and the Armed Forces Staff College as well as an honor graduate of the U.S. Army Finance Officers Course. In addition, he is a graduate of the DFAS Senior Management Development Forum and the DLA Executive Development Program. He holds the designation of Certified Government Financial Manager (CGFM).

Brad Gladstone, Senior Executive, Accenture

Brad Gladstone is a Senior Executive in Accenture's Federal Client Group, currently leading their Finance & Performance Management practice. He has spent the last 18 years working with organizations to implement ERP solutions, focusing heavily on Financial Management and Human Capital Management. As part of implementing enterprise-wide solutions, he also works with clients to implement new operating models, including both centralized operations and shared services. He has worked with private sector clients, including mergers in banking and the airline industry, and has focused heavily on the federal government market for the past nine years.

Douglas A. Glenn, CPA, CMA, Deputy Chief Financial Officer for Financial Policy and Operations, U.S. General Services Administration

Douglas A. Glenn was appointed Deputy Chief Financial Officer for Financial Policy and Operations, General Services Administration in June 2004. The GSA Office of the Chief Financial Officer (OCFO) formulates financial management policies and procedures governing the agency's financial matters as well as fulfills external reporting requirements. The OCFO also maintains liaison with OMB, Department of the Treasury, and GAO on accounting activities for the agency and certain government-wide initiatives.

Before coming to GSA, Mr. Glenn was the Assistant Division Chief, Finance Division, Department of Commerce, Census Bureau from January 2001 to June 2004. Mr. Glenn helped design the Reimbursable Project Management report, which is used at the Census Bureau to report the financial status of approximately 400 projects with \$250 million in revenues annually. From October 1996 until December 2001, Mr. Glenn worked for KPMG LLP, Federal Public Service. While at KPMG he was a contractor at the Department of Commerce, Department of the Treasury, Department of Defense, Office of Personnel Management, Department of Energy, the City of Manassas and the Fairfax County Housing and Redevelopment Association.

A native of San Diego, CA, Mr. Glenn holds a BS in Finance, from the University of Colorado at Boulder. He is a Certified Public Accountant despite the AICPA losing his exam on one occasion; and a Certified Management Accountant. He has co-authored procedures currently listed in appendix I of the Office of Management Bulletin No. 01-02, Audit Requirements for Federal Financial Statements and portions of the A-123 Implementation Guide. In addition, Mr. Glenn enjoys repairing small engines, splitting wood, riding his motorcycle and is a former sailing instructor.

Adam H. Goldberg, MPA, Policy Analyst, Office of Federal Financial Management, Financial Integrity and Analysis Branch, U.S. Office of Management and Budget

Adam Goldberg is the Acting Chief of the Financial Integrity and Analysis Branch in the Office of Federal Financial Management (OFFM) at the Office of Management and Budget (OMB). He is responsible for coordinating OMB's efforts to initiate government-wide financial management improvements in the following areas: financial systems, improper payments, asset management, and debt collection. Mr. Goldberg plays a leadership role in coordinating OMB efforts under the Financial Management Line of Business as well as the Financial Performance, Improper Payments, and Real Property initiatives under the President's Management Agenda.

Mr. Goldberg began his career working in the Comptroller's Office at the Defense Logistics Agency. He subsequently held several consulting and project management positions in the Federal practices of large information technology organizations. In these roles, Mr. Goldberg worked on financial process redesign, performance improvement, and system implementation. Before joining OMB, he was a Practice Director at Unisys Corporation where he was implementing enterprise resource planning software packages at several Federal agencies. Mr. Goldberg holds a BA from the University of Rochester and an MPA from the Maxwell School of Citizenship and Public Affairs at Syracuse University.

Ira Goldstein, National Director, Federal Practice, Deloitte; Co-Chair, 2006 PDC Technical Committee

Ira joined Deloitte in August 2003 as National Director in the firm's US Federal Practice. In this role, he serves as Deloitte's Federal marketplace leader. Deloitte provides consulting, audit, enterprise risk, financial advisory and tax services to clients worldwide.

Ira joined Deloitte from Unisys Corporation, where he served as Vice President/Managing Partner in the U.S. Federal Government Group. He previously was Managing Partner of Arthur Andersen's Office of Government Services (OGS) in Washington, D.C. and served as Andersen's Worldwide Government Services Industry Director.

Before joining Andersen, Ira spent 17 years in Federal service; most recently as U.S. Assistant Comptroller General and Chief Operating Officer at the US General Accounting Office (GAO) -- now renamed the Government Accountability Office. In this capacity Ira was responsible for operations, performance management, strategic planning, financial management and workforce development. Previously, he served as Acting Associate Commissioner of Social Security for Family Assistance, with oversight of the \$14 billion Aid to Families with Dependent Children (cash welfare) Program. Ira also served as Director of the Secretary's Policy Statement Staff at the Department of Health, Education and Welfare (now Health and Human services).

Prior to entering government, Ira was Deputy Program Manager for the DoD Infiltration Surveillance product line at Hazeltine Corporation.

Ira lives with wife Linda in Potomac, Maryland. They have a married daughter who resides in Gaithersburg, Maryland and sons at the University of Wisconsin and Washington University in St. Louis.

Stephen B. Gordon, Ph.D., CPPO, Education Program Officer, The World Bank Group

Stephen B. Gordon, Ph.D., CPPO, is the Education Program Officer for the World Bank's Corporate Procurement Unit. In that capacity, Dr. Gordon is responsible for developing and implementing learning and accreditation programs for bank staff involved in institutional procurement. He is also responsible for managing the Corporate Procurement Unit's Supplier Diversity and Greening programs.

In his thirty years in the public procurement arena, Steve has held positions in the public, not-for-profit, and for-profit sectors. Early in his career, he led the development of the premier education and training program for state and local procurement officials in the U.S. Later, he restored good business practice, integrity, and public respect to a large city-county procurement program that had been discredited by unethical conduct.

Dr. Gordon is the author of numerous publications related to public sector procurement, contracting, and service delivery.

Robert Gray, CGFM, CIA, CFE, Consultant, Robert Gray Training, Consulting and Audit Services; Former, Regional Inspector General, U.S. Department of Agriculture

Robert Gray, CGFM, retired after 26 years in federal audit service with the U.S. Department of Agriculture, Office of Inspector General (OIG) where his last assignment was as the Regional Inspector General in the OIG Southwest Region. Mr. Gray has been an AGA Chapter President, Regional Vice President, and was a Best Practices presenter at AGA Professional Development Conferences.

Mr. Gray was also co-chair of PDC 2000, held in San Francisco, California and has had several articles printed in the AGA Journal, including one in the 2005 annual technical issue entitled "Teaching Audited Entities How to Survive a Federal Audit", which is the subject of today's presentation.

Mr. Gray continues to be active in AGA and is currently in private practice working with State agencies and private organizations that are subject to federal audit oversight.

Merl Hackbart, Ph.D., Professor, University of Kentucky

Merl Hackbart, Ph.D., is Professor of Finance and Public Administration and Associate Dean of the Gatton College of Business and Economics at the University of Kentucky. He has served twice as State Budget Director for Kentucky, as a Senior Policy Advisor to the Governor of Kentucky and on the Kentucky Council on Postsecondary Education. He is also a Senior Fellow at the Council of State Governments. His research has focused on state financial management issues including budgeting processes, debt management, transportation finance, investment policies and financial processes. He has also served as a consultant to the EPA, the OMB, and the USIA and to various state agencies and organizations such as NGA and NASBO among others.

Richard Haley, II, Deputy Assistant Finance Director, Federal Bureau of Investigation

Mr. Haley was appointed Deputy Assistant Director of the Finance Division on February 6, 2005. Prior to joining the FBI, Mr. Haley served as the Deputy Budget Director, Justice Management Division, U.S. Department of Justice, where he was responsible for financial oversight of Justice Department law enforcement and litigation components. Additionally, Mr. Haley served as Director for the Business Management Fund at the National Oceanic and Atmospheric Administration, U.S. Department of Commerce, where he oversaw and re-engineered the agency's Working Capital Fund. As a Budget Examiner at the Department of Justice, Mr. Haley was responsible for the accounts for the Federal Bureau of Investigation and the Drug Enforcement Administration. He began his civilian government career as a Budget Analyst at the Immigration and Naturalization Service. Mr. Haley has earned his Masters degree in Public Administration and Bachelor of Arts degree in Political Science and Economics. He served as an Intelligence Officer in the U.S. Army.

David R. Hancox, CGFM, CIA, Director of State Audits, New York State Office of the Comptroller

Dave was appointed Director of Enterprise Risk Management in 2005 in the NYS Comptroller's Office. He's responsible for helping the Division of State Services to bring about change.

Dave was Director in the State Audit Bureau in the NYS Comptroller's Office where he oversaw audits of all New York State agencies and agencies of the City of New York. Previously, he was Director of the Bureau State Expenditures where he headed up a 116-person unit responsible for auditing more than \$70 billion in transactions a year, with more than 100,000 transactions a day coming through the system. Since 1997, he has transformed this unit from a labor-intensive, clerical audit operation to a modern, risk-based professional audit unit, using the latest audit techniques to find fraud, waste, and improper transactions. In the process, he reduced staffing by 54 people. Dave and his audit teams have saved taxpayers millions of dollars and helped change the way New York State operates.

He is co-author with Mr. Martin Ives (former Deputy Comptroller under Arthur Levitt) of two books: Government Performance Audit in Action, published by Ives and Hancox – the second edition was published in August 2004, and State and Local Government, Program Control and Audit: Handbook for Managers and Auditors published by Sheshunoff Information Services.

He is on the faculty of Siena College and the Government Audit Training Institute - Graduate School, USDA in Washington D.C. He teaches courses on internal and performance auditing and management controls. He previously taught auditing at the Sage Colleges, Albany Business College, and Schenectady County Community College. He is an international speaker on audit-related topics and has given presentations before professional audit organizations and managers from the United States Marines, the United Nations, the Asia Business Forum, the Auditor General of Illinois, the North Carolina and Virginia State Auditor's Offices, the Institute of Internal Auditors, and the Association of Government Accountants, among others.

He is a member and past regional vice president of the Association of Government Accountants and a past president of the New York Capital Chapter of that organization. He is also a member, and past president, of the Albany Chapter of the Institute of Internal Auditors. Mr. Hancox has contributed articles to various professional journals including The Internal Auditor, the Government Accountants Journal, and the Corporate Controller. He's listed in Marquis's Who's Who in the World, Who's Who in America and Who's Who in the East.

Mr. Hancox has received numerous awards and recognition for his leadership and contributions to the auditing profession. He was awarded the Educator Award by the Association of Government Accountants in 2005. He is a Certified Internal Auditor and a Certified Government Financial Manager.

Gregory C. Hansford, Accounting Officer, Space and Naval Warfare System Command, Department of the Navy, U.S. Department of Defense

Mr. Hansford became the Accounting Officer of the Space and Naval Warfare Systems Command (SPAWAR), located in San Diego, CA in August 2004. Directly reporting to the SPAWAR Comptroller, he advises the Command and its associated Program Executive Offices (C4I and Space, IT, and Space Systems) and Direct Reporting Program Manager (NMCI) in all accounting matters. In this position he supports a community of over 400 military and government professionals that are accountable for the \$6 billion of federal funding annually the SPAWAR Corporation is entrusted with.

From 1992 through 2004 Mr. Hansford held numerous other positions within the SPAWAR Comptroller. Most notable among these positions was the Navy Working Capital Fund Division Head, the Investment Division Head, and the Operations and Maintenance Division Head.

A graduate of the University of Southern California, Mr. Hansford began his public service in 1981 at the Navy's R&D laboratory in China Lake, CA. Before moving to the SPAWAR Comptroller, Mr. Hansford worked for several other R&D field activities and headquarters organizations, including 10 years in Washington DC.

Mr. Hansford currently resides in San Diego, California.

Peter A. Harkness, Editor and Publisher, Governing Magazine

Peter Harkness has been editor and publisher of Governing, a magazine for leaders of state and local governments, since it was founded 18 years ago.

Before that, he was editor and deputy publisher of the Congressional Quarterly, a Washington information company known for publishing what is regarded as the unofficial and independent "bible" covering the U.S. Congress.

Mr. Harkness has watched government at all levels, from Washington to the states, cities and counties, for 35 years. His reporting assignments for CQ included the White House, Congress and national politics. In 1987, he founded Governing magazine on the premise that much of the responsibility and authority for governing the country had moved down to the state and local level, yet no one in the press was paying any attention.

He is a recipient of the Raymond Clapper Award for investigative reporting, awarded by the White House Correspondents Association, and is a fellow of the National Academy of Public Administration, one of the few journalists to be inducted into its membership.

Governing's circulation has grown to more than 85,000 state, city and county leaders across the nation. The magazine has been nominated four times as a finalist for the National Magazine Award, the highest honor in the industry.

Charles L. Harrison, CGFM, Assistant to the Comptroller for Management Services, State of Tennessee; AGA Past National President

Employment

As Director of the Office of Management Services and Assistant to the Comptroller of the Treasury, State of Tennessee, Charles L. Harrison is responsible for providing administrative support services (including accounting, budgeting, data processing, personnel and printing) to the 13 divisions in the Comptroller's Office. The Comptroller's Office is an organization consisting of 600 employees with an annual budget in excess of \$76 million.

He serves as the Comptroller's staff representative on procurement related boards and committees, and is directly involved in the acquisition of office space, equipment, supplies and the construction of State buildings. Mr. Harrison is also involved in the approval of all State contracts for professional services, including accounting, auditing and consulting services.

Mr. Harrison, who has spent his entire professional career with the Comptroller's Office, joined the Comptroller's Office as a financial and compliance auditor upon graduation from college. He progressed through various supervisory audit levels and established the Performance Audit Section within the Department of Audit, where he served as the first manager prior to assuming the responsibilities of his current position.

As Assistant to the Comptroller of the Treasury, Mr. Harrison serves in a key management position for the Comptroller who is a constitutional officer elected by the General Assembly for a term of two years. The Comptroller of the Treasury's duties, which are prescribed by statute, include the audit of state and local government entities as well as participation in the general financial and administrative management of State government. As a result of the Comptroller's leadership and sound management principles and practices, and the strong leadership of other State finance officials, the State with an annual budget of \$25 billion is frequently recognized as one of the best managed states in terms of finances, financial management and reporting. The Government Finance Officers Association of the United States and Canada (GFOA) awarded the Certificate of Achievement for Excellence in Financial Reporting to the State of Tennessee for its Comprehensive Annual Financial Report for the year ended June 30, 2004. This is the 26th year that the State has received this prestigious award.

Mr. Harrison was reappointed by the State Building Commission on May 11, 2000 to serve on the Nashville Thermal Transfer Corporation Board (NTTC) for a three-year term. He was elected President of the Board for fiscal year 2000-01. The Tennessee General Assembly honored Mr. Harrison with a resolution in 2001 for his service as President of the Board. In August 2004, he was appointed as a board member representing the State of Tennessee on the newly created Metro District Energy System (DES) Advisory Board.

Education

Mr. Harrison received a bachelor's degree in business administration with a major in accounting from The University of Tennessee, Knoxville, Tennessee. He is a Certified Public Accountant (CPA) and a Certified Government Financial Manager (CGFM).

AGA Honors and Activities

As a member of the Association of Government Accountants (AGA), Mr. Harrison served in 2004 on the National Nominating Committee and in 2003 chaired the National Membership Campaign. He received the Einhorn-Gary Award in Orlando, Florida in 2005, and the National President's Award in 1996 in Little Rock Arkansas, the Robert W. King Memorial Award in San Diego, California in 1995, the President's Award in Los Angeles in 1989, the Chapter Service Award in San Diego in 1985, and the National Membership Sponsor Award in Washington, D.C. in 1984 for recruiting the most new members nationwide (30) for AGA. In 1994-95, he chaired the National Bylaws and Procedures Committee and in 1993-94, he served as the Chair of the National Past President's Council. Mr. Harrison has served as Chair of the Professional Certification Board for the Certified Government Financial Manager (CGFM) Program.

He was a member of the Long Range Strategic Planning Committee. He is a Past National President of the Association (1992-93). Mr. Harrison has served as a member of the National Executive Committee and served as Co-Chair of the 1990 Local Host Committee for the Professional Development Conference (PDC). In 1988-89, he was a member of the National President's planning group and the National Finance and Budget Committee. He was a consultant to the 1989 PDC Technical Program Planning Committee and Co-Chair of the Nashville Area Chapter's Program Committee. From 1987-88, he was Chair of the National Association Services Board, Vice-Chair of the National Finance and Budget Committee and Chair of the Nashville Chapter's Social Planning Committee for the Chapter's 10th Anniversary celebration. In 1986-87, he served as Regional Vice-President of the Southeastern Region. He was a member of the National Finance and Budget Committee from 1985 to 1987. Mr. Harrison is a charter member of the Nashville Chapter of AGA where he served as President in 1983-84. He has also served on the Nashville Chapter's Executive Committee, Recognition Committee, Nominating Committee, Chapter Activity Coordinator and as Chairman of the Budget and Finance Committee.

Other Professional Interest

Mr. Harrison is a member of the American Institute of Certified Public Accountants, the Tennessee Society of CPAs and the International Association of Assessing Officers (IAAO). He received the President's Citation in September 2005 at the IAAO Annual Conference in Anchorage, Alaska. In October 2002, he received IAAO's Member of the Year Award. He served as Co-Chair of the 2003 IAAO Annual Conference Ceremonies Subcommittee. In August 2004, Mr. Harrison received the Tennessee Chapter IAAO Member of the Year Award. Mr. Harrison has served on the University of Tennessee at Knoxville Accounting Advisory Roundtable and was recognized in 2003 as the Business Information Professional of the Year by the University of Tennessee Chapter of Beta Alpha Psi.

Other Interests

Mr. Harrison is a member of the American Legion Post 5 serving as Vice Commander in 2001. From 1990 to 1992, he served on the Executive Committee. From 1968 to 1974, Mr. Harrison served in the U.S. Army Reserve, 844th Engineering Battalion, Knoxville, Tennessee. He has also been active in fund raising for the Big Brothers organization and is a member of the Loyal Order of Moose. From 1989 to 1995, Mr. Harrison was Treasurer of the Belmont Heights Baptist Church in Nashville, Tennessee.

Personal

Mr. Harrison is married to the former Janice Deatherage. They have a son, Samuel and a daughter-in-law, Katherine.

Mr. Harrison enjoys fishing, hunting, golf and sailing.

Nina Rose Hatfield, BA, JD, Deputy Assistant Secretary for Business Management and Wildlife Fire, U.S. Department of the Interior

Nina Rose Hatfield was appointed the Deputy Assistant Secretary for Business Management and Wildland Fire on May 13, 2002. In this role she is responsible for the Interior budget, financial, and other business operations. Ms. Hatfield's primary goal is to integrate sound business practices into the management of Interior programs

Ms. Hatfield has served as the Deputy Director and the Assistant Director of Business and Fiscal Resources for the Bureau of Land Management. As Deputy Director, Ms. Hatfield was responsible for the delivery of multiple use programs on 262 million acres of public lands. As Assistant Director of Business and Fiscal Resources, she led the implementation of a management system, which included acquisition of customer data, development of strategic goals and measures, and implementation of a cost management system based on activity based costing.

Ms. Hatfield is a graduate of Indiana University with a BA in History and a JD. She has worked with the Office of Surface Mining in the Department of the Interior and with the Ohio Attorney General.

Arthur A. Hayes, Jr., MBA, CGFM, CPA, JD, CFE, Director, Division of State Audit, Comptroller of the Treasury

ART HAYES is the Director of the Division of State Audit in the Tennessee Comptroller's Office. He is responsible for the audit of Tennessee's Comprehensive Annual Financial Report (CAFR) and the preparation of the state's Single Audit. As a matter of interest, Tennessee was the first state to be awarded the Government Finance Officers Association's Certificate for Excellence in Financial Reporting for the state's Comprehensive Annual Financial Report.

Mr. Hayes is a past member of the Executive Board of the Government Finance Officers Association (GFOA). He also has served ex officio on GFOA's Committee on Accounting, Auditing and Financial Reporting CAAFR), having previously served as the vice chair; has served as the chairman of the CAAFR's Auditing Task Force, graduated in 1987 from GFOA's Advanced Government Finance Institute; has served on the review panel for GFOA's Awards for Excellence Program; and contributed to GFOA's An Elected Official's Guide to Internal Controls and Fraud Prevention.

He represents Tennessee's Comptroller, John G. Morgan, on the Executive Committees of the National State Auditors Association. He has served as the chair of the association's Human Resource Committee, and chair of the Association's Committee on Joint Audits and Auditing Standards Committee and has been a member of the following committees: Peer Review, Emerging Issues, Training, and Single Audit. As an active member of the Forum, he has

- been an active member of the Southeastern Intergovernmental Audit Forum (SEIAF),
- has been actively involved in the National Intergovernmental Audit Forum,
- served as a member of the Forum's program Committee and chairman of its Training Committee,
- served as chairman of the SEIAF's State and Local Auditors,
- he has represented the SEIAF on the President's Council on Integrity and Efficiency.

As a member of the Association of Government Accountants, Mr. Hayes has served on the Association's Awards Committee and has been chairman of the Financial Management Standards Committee. He has served on the Nashville Chapter's Executive Committee and has been chapter program chairman.

Mr. Hayes has served as a member of the Steering Committee for the AICPA Annual Governmental Training Program and a member of the Accounting Curriculum Advisory Group of Tennessee State University. He has served on a special committee of the Tennessee State Board of Accountancy studying the experience requirements for certification in the state.

Art received a Bachelor of Science degree with honors from the University of Tennessee. His major was psychology. He obtained his MBA from Tennessee State University and his Doctor of Jurisprudence from the University of Tennessee.

Mr. Hayes is a native of Nashville, Tennessee. He served in the United States Army in Military Intelligence as a Counterintelligence Agent and a Polish linguist. He is also an Eagle Scout. Art is the speaker/consultant for HayesWays, a speaking/consulting firm organized by Art and Kathy in 1990. You can contact them by e-mail at arthayes@att.net or through their website www.fraudhappens.com. Their phone/fax number is (615) 264-0713.

Art married the former Kathy Bruce in 1969. They have two daughters, Heather and Kristin. In June 2004, Art and Kathy were blessed with their first grandchild. Heather's son is Paul Elliott McIntyre.

Heather was born in 1978. She graduated Summa Cum Laude in May 2001, from the University of Tennessee-Knoxville with a major in Psychology and a minor in Music (Alto Sax, Oboe, English Horn). She graduated in May 2003 from Virginia Tech in Blacksburg, Virginia, with a Masters Degree in Industrial/Organizational Psychology. She is currently enrolled in a doctoral program in Psychology at Georgia Tech.

Kristin was born in 1981. She graduated Summa Cum Laude in May 2003 from Tennessee Technological University in Cookeville, Tennessee, with a major in Music (Flute Performance). In 2005, she received her Masters in Music/Flute Performance from the University of Missouri Music Conservatory in Kansas City. Kristin is currently enrolled in a doctoral program in Music/Flute Performance at Florida State.

If you have never had the pleasure of attending a HayesWays presentation, you are in for a truly unique experience. Art makes Certified Professional Education informative, interesting, fun and even painless!! He is very low maintenance. Making clients look good, and their efforts in providing quality Certified Professional Education easy, these are the primary objectives of HayesWays.

Patricia E. Healy, Deputy Chief Financial Officer, U.S. Department of Agriculture

Patricia Healy became the Deputy Chief Financial Officer (CFO) for the U.S. Department of Agriculture (USDA) in October 1999, where she serves as second in command for overall financial management activities of the over 100,000 employees in the Department and for direct management of 1,300 employees in the Office of the Chief Financial Officer in Washington, DC, and the National Finance Center (NFC) in New Orleans. Her duties involve accounting and reporting responsibilities for over \$120 billion in program funds and direct line responsibility for NFC, which processes payroll for approximately one-third of the federal civilian workforce – more than 565,000 employees.

Prior to her move to USDA, Ms. Healy served as the National Director for the Systems and Accounting Standards Division (SASD) at the Internal Revenue Service (IRS), reporting to the Chief Financial Officer. As National Director, she managed five offices responsible for administrative accounting policies, standards and financial reports, including the administrative financial statements; financial systems policies and procedures; travel management and relocation; office automation and data communications; and the development, implementation and maintenance of the IRS' comprehensive financial management system.

Ms. Healy has an M.B.A. from the University of Maryland, a Master's degree in Library Science from the University of Michigan and a B.A. from the Ohio State University.

Jerome Heer, Director of Audits, Milwaukee County

Jerome Heer is the Director of Audits for Milwaukee County, Wisconsin. The Audit Department, with its 19 member staff, provides oversight for an annual expenditure budget about \$1.2 billion. Jerome's prior positions include Deputy Director of Audits, Milwaukee County, Wisconsin; Audit Manager, Waukesha County, Wisconsin; Program Analyst for the State of Wisconsin Legislative Audit Bureau and Regional Planner for the Wisconsin Council on Criminal Justice. He obtained a Masters degree from Marquette University and his Bachelors degree from the University of Wisconsin-Eau Claire. Jerome is a charter member and a past president of the National Association of Local Government Auditors. Jerome has been actively involved with the Midwestern Intergovernmental Audit Forum since 1985 and is currently the Regional Vice Chairperson and a local government regional representative to the National Audit Forum. He is also a member of the U.S. Comptroller General's Advisory Council on Government Auditing Standards and a local government representative to the Comptroller General's Domestic Accountability Working Group.

Marion M. Higa, State Auditor, State of Hawaii

Marion M. Higa was appointed unanimously by the Hawaii Legislature as State Auditor to an eight-year term in 1992 and reappointed in 2000. A constitutional position activated in 1965, the State Auditor is responsible for conducting financial and performance audits, studies, analyses, reviews, and evaluations. Through its own staff of 25 or through contractors, the Office of the Auditor undertakes projects requested by the Legislature or upon its own initiative. The office has subpoena power and can hold its working papers confidential. Its jurisdiction extends over the counties and any entities that receive state funds. Ms. Higa has been with the office for over 35 years, rising through the ranks. She holds a B.Ed. from the University of Hawaii-Manoa and an M.Ed. from the University of Illinois-Champaign-Urbana. She has been active with the National Conference of State Legislatures, the National Legislative Program Evaluation Society, and the AGA, among others. She has represented the U.S. in Germany, Japan, and at Oxford, England. She has been called upon for numerous speaking engagements, including a training conference in American Samoa and an upcoming one in Pohnpei. She received the William R. Snodgrass Distinguished Leadership Award from AGA in 2002. She was recently appointed to the U.S. Comptroller General's Standards Advisory Council for a four-year term.

Jeffrey A. Hoge, MBA, Director, Accounting Systems Division, Governmentwide Accounting, Financial Management Service, U.S. Department of the Treasury

Jeff Hoge is the director of the Accounting Systems Division in the Government-wide Accounting area of the Treasury Department's Financial Management Service. Mr. Hoge's division is responsible for building and maintaining several accounting and reporting systems that are used by all federal agencies. These include:

- STAR, the central accounting system of the federal government. This system tracks the spending authority of all agencies at the account level, produces the annual surplus/deficit figures, and, along with OMB's MAX system, is a primary tool for maintaining funds control in the federal system.
- GFRS and FACTS I, the primary sources of data for the Financial Report of the U. S. Government.
- IFCS (Intra-governmental Fiduciary Confirmation System), a tool that allows program agencies to eliminate properly with central agencies for investments, borrowings, employment benefits, and FECA liabilities.
- FACTS II, the tool agencies use to report budget execution data to Treasury and OMB.
- CashTrack, the system Treasury and the Federal Reserve use to manage the cash balances of the government.

Mr. Hoge has worked in the accounting data collection area since he joined FMS in 1985. He has an MBA and a BS in Business Administration from George Mason University in Virginia.

Tom Hughes, Chief Information Officer, U.S. Social Security Administration

As a President Bush appointee in 2002, Tom Hughes is the Chief Information Officer for the Social Security Administration (SSA). He is responsible for advancing the agency's mission by focusing on where information technology (IT) can add value while transforming and supporting program operations. He is responsible for the IT strategy, enterprise architecture, a \$1 billion IT budget, capital planning and management, e-government, and technology security management for more than 65,000 SSA employees located in over 1,500 offices worldwide. One of measures of success in this position is managing the Agency's e-government initiatives so that the Agency meets all standards for success outlined in guidance from the Office of Management and Budget (OMB). Throughout 2005, OMB gave SSA their top rating in the e-government category.

With extensive experience and leadership in information technology, strategy, e-business, and change management, Hughes served both as an executive and consultant to many large corporations and government before joining SSA. He has led strategy, e-business solutions and organizational transformation with corporate executives and government organizations and developed extensive IT strategies and implementations for numerous Fortune 1000 businesses. Tom has been Vice President of OCS Technologies, a Senior Consultant at PricewaterhouseCoopers, and managed his own consulting firm. His experience includes developing numerous business/technology and sourcing solutions while leading organizational change for several corporations and e-business organizations. While enjoying technology discussions, Tom's business and project management experience includes numerous IBM, Oracle, and SAP technology environments.

Hughes experience in the public sector includes an elected position as State District Court Clerk in Texas where he completely reengineered the courts and trust fund management environments resulting in recognition as the most efficient court operations in Texas. Additionally, he was selected as Chairman of Automation for reviewing the Texas Attorney General Child Support system, which resulted in several significant changes to the program's implementation.

Tom received a Master of Public Administration degree from the Harvard Kennedy School of Government where he focused on government and business strategy, attending Harvard Business and Kennedy Schools. Additionally, Tom holds a Master of Business Administration degree from the University of Dallas and a Bachelor of Business Administration degree in systems analysis and design from The University of Texas at Arlington.

Tom is a guest speaker at numerous conferences, workshops and universities, discussing global technology issues and how best to implement new technologies within existing organizations.

Robert L. Hunt, Director, Compliance Services Campus Operations, U.S. Internal Revenue Service

Robert L. Hunt (Bobby) began serving, as the Project Director, Leadership and Development in January 2006. He has been tasked with developing a comprehensive Leadership Succession program for IRS. Prior to this assignment he was the Director, Compliance Services, Small Business/Self Employed (SB/SE) Division, responsible for establishing policy, guidance, and work plans for SB/SE Campus Examination and Collection programs. This position followed an acting assignment as the Deputy Director, Compliance Policy (SB/SE), which began in January 2004. In that capacity, Bobby was responsible for establishing policy, guidance, and work plans for SB/SE Field Examination, Collection, and Service Center programs.

Prior to his acting assignment, Bobby served as the Internal Revenue Service's Director, Taxpayer Education and Communication (SB/SE). He worked closely with industry groups, tax practitioners, and other stakeholders to dramatically improve the delivery of service to small business taxpayers.

Bobby has played a key role in the IRS' modernization efforts since 1998, when he served as an executive leader of the Small Business/Self-Employed design team. He later served as the Executive Director for Modernization Design and Implementation and was responsible for content integration of the design teams' work, including issues management, implementation planning, staffing alignment, geographic footprint, as well as the process changes which need to occur during the transition to the new organizational structure.

Prior to joining the Modernization effort, he was the Assistant Director of the Atlanta Service Center, a position he assumed in May 1997 after completing the IRS Executive Development Program in March 1997.

Bobby began his IRS career in January 1979 as a Revenue Officer Cooperative Education Student. He held several positions in the Collection Division in North Carolina, Virginia, Maryland, and Texas. He also served as a Regional Analyst in Philadelphia. Prior to his selection into the Executive Development Program, he was Chief, Collection Division in Houston.

Born in Winston-Salem, North Carolina, Bobby earned a bachelor's degree in Urban Affairs from Winston-Salem State University. He and his wife, Veronica, have one daughter, Jontil.

Leslie Hyland, Director, Accounting, Financial Systems and Programs, International Trade Administration

Leslie Hyland assumed the position of Director of the Division of Accounting Financial Systems & Programs at the International Trade Administration (ITA) in November 2003. Ms. Hyland manages ITA's Financial Operations including Fund Accounting, Payment Processing, Cash Management, Internal Reporting and Accounting Reconciliation, Financial Internal Controls Program, Financial Statements Reporting, Analysis and Audit, Financial Management System, Sub-Systems and Interfaces, Accounting Code Structure Management, Financial Management/Accounting Policy & Procedure. The ITA has offices at over 200 locations worldwide.

Ms. Hyland has worked extensively on financial management operations, financial management systems, financial management policies and procedures in the overseas and domestic settings of the U.S. Department of State and the International Trade Administration since 1991. Ms. Hyland has considerable experience in Financial Management Shared Services environments as a service provider and as a user of such service arrangements.

Ms. Hyland earned her undergraduate degree in Accounting and Finance (Public Accounting) from the Monterrey Institute of Technology (Instituto Tecnológico y de Estudios Superiores de Monterrey, Mexico), and did graduate work in business administration at the University of Texas at Austin. She is a graduate of OPM's Federal Executive Institute's Leadership for a Democratic Society. Ms. Hyland has been the recipient of numerous awards from the International Trade Administration and the U.S. Department of State.

Susan Irving, CGFM, Director, Federal Budget Analysis, U.S. Government Accountability Office

Susan Irving currently is the Director for Federal Budget Analysis within Strategic Issues at the U.S. Government Accountability Office [GAO] in Washington, D.C. As such she oversees work on the structure of the federal budget, the budget process, the U.S. fiscal position and the long-term fiscal outlook, intergovernmental fiscal relations, and the intersection between budget and government restructuring.

Prior to joining GAO in 1989, Dr. Irving held a number of positions in and out of government, largely concerned with economic and budget policy. She has served as a Legislative Assistant and Legislative Director to members of the Senate Finance Committee, as Staff Director of the President's Council of Economic Advisers in the Executive Office of the President, and as Vice President of the Committee for a Responsible Federal Budget. Ms. Irving has also been a Fellow at the Institute of Politics at Harvard and has taught public management at the John F. Kennedy School of Government at Harvard University.

Ms. Irving is a fellow of the National Academy of Public Administration and is listed in Who's Who in American Women. She holds a B.A. in United States Studies from Wellesley College and an M.P.P. and Ph.D. in Public Policy from Harvard University. She is a native of Washington, D.C., where she currently resides with her husband and son.

Matthew A. Jadacki, CGFM, CPA, Special Inspector General for Gulf Coast Hurricane Recovery, U.S. Department of Homeland Security

Mr. Matthew "Matt" Jadacki is the Special Inspector General for Gulf Coast Hurricane Recovery, under the Office of Inspector General, U.S. Department of Homeland Security (DHS/OIG). He joined DHS/OIG in October 2005. The Gulf Coast Hurricane Recovery Office focuses on preventing problems through a proactive program of internal control reviews and contract audits to ensure disaster assistance funds are being spent wisely.

He is also responsible for coordinating the audit activities of other federal Inspectors General who have an oversight responsibility for the funds transferred to their respective departments and agencies by the Federal Emergency Management Agency (FEMA) to assist in the disaster relief efforts.

Prior to joining DHS, Mr. Jadacki was the Chief Financial Officer/Chief Administrative Officer (CFO/CAO) of the National Weather Service, a component of the National Oceanic and Atmospheric Administration (NOAA) of the U.S. Department of Commerce (DOC). Before the National Weather Service, Mr. Jadacki was the Acting CFO of FEMA, managing eleven branches with over 200 employees and a \$12 billion budget. Prior to FEMA, he worked in the U.S. Department of State from 1987 to 1991 as an Audit Manager and in DOC as an Operating Accountant/Auditor from 1981 to 1987.

Mr. Jadacki holds a B.S. in Business Management from the University of Maryland, College Park, Maryland, and is both a Certified Public Accountant and Certified Government Financial Manager. He holds memberships in a number of societies, including the Association of Government Accountants, the American Institute of Certified Public Accountants, and the Virginia Society of Certified Public Accountants.

Joseph Jaffe, JD, Managing Director, UHY Advisors, Inc.

Joe is a Managing Director of UHY Advisors FLVS, Inc.

Professional Experience:

Was a partner in a general practice law firm for ten years. He specialized in civil and criminal litigation for general commercial and municipal clients. He left the private practice of the law to help found Decision Strategies, a private investigative consulting and security firm, specializing in litigation support, risk management, fact gathering, corporate compliance and integrity programs and government appointed monitorships.

Has overseen and participated in a host of investigative and fact gathering assignments, including allegations of employee dishonesty, sexual harassment, union corruption, inventory theft, intellectual property theft, prevailing wage violations, corporate compliance, corporate governance, money laundering investigations, construction accidents, Foreign Corruption Practices Act violations, fraud violations, SEC and other Federal law violations. He has supervised numerous due diligence investigations into the backgrounds of individuals and entities and know your customer investigations for corporations and financial institutions and coordinated litigation support assignments for trial attorneys throughout the country in both the civil and criminal areas. He has also overseen investigative assignments in the United States and throughout the world for State, Federal and private entities as well as for overseas governments.

Served as the elected District Attorney of Sullivan County, New York, investigating and prosecuting a wide range of state crimes.

Served seven years in the United States Attorney's Office for the Southern District of New York as Assistant United States Attorney, Deputy Chief of the Criminal Division and Chief of the Official Corruption Section and as Administrative Assistant United States Attorney. Also served as Acting Chief Inspector of the U.S. Drug Enforcement Administration. Investigated and tried complex business fraud, public corruption, terrorist and bombing cases.

Appointed by the Federal District Court as Monitor of a New York labor union local to assure compliance with a Federal Consent Order and has overseen a number of monitoring and IPSIG assignments for governmental entities in multiple states.

Served as Chairman of the Merit Selection Panel for Magistrate Judges of the Southern District of New York and as a member of the New York State Third Department Judicial Nominating Committee. He is Past Chair of the Criminal Justice Section of the New York State Bar Association and Founding Member and past Secretary of the New York State Association of Criminal Defense Lawyers. He is currently the Vice President of the International Association of the Independent Private Sector Inspectors General

Background:

- Received his J.D. from the New York University School of Law, Cum Laude
- A Graduate of Cornell University, New York State School of Industrial and Labor Relations
- Was the editor of the NYU Law Review
- SIRM Services, Ltd., Manhattan, NY, 2003
– Founder

Marianne M. Jennings, JD, Professor of Legal and Ethical Studies, Arizona State University

Professor Marianne Jennings is a member of the Department of Management in the W.P. Carey School of Business at Arizona State University and is a professor of legal and ethical studies in business. She served as director of the Joan and David Lincoln Center for Applied Ethics from 1995-1999. Professor Jennings earned her undergraduate degree in finance and her J. D. from Brigham Young University. Her internships were with the Federal Public Defender and U.S. Attorney in Nevada, and she has done consulting work for law firms, businesses and professional groups including AES, Boeing, Dial Corporation, Mattel, Motorola, CFA Institute, Southern California Edison, the Arizona Auditor General, the Cities of Phoenix, Mesa, and Tucson, the Institute of Internal Auditors, AIMR, Boeing, DuPont, AES, Blue Cross Blue Shield, Motorola, Hy-Vee Foods, IBM, Bell Helicopter, Amgen, and VIAD.

She joined the faculty at ASU in 1977 as an assistant professor. She was promoted to associate professor in 1980 and to full professor in 1983. At ASU she teaches graduate courses in the MBA program in business ethics and the legal environment of business. She has authored more than 130 articles in academic, professional and trade journals. Currently she has six textbooks and monographs in circulation. The fifth edition of her textbook, *Case Studies in Business Ethics*, was published in February 2005. The seventh edition of her textbook, *Real Estate Law*, was published in 2004. The seventh edition of her textbook, *Business: Its Legal, Ethical and Global Environment* was published in March 2005. She was added as a co-author to Anderson's *Business and the Legal Environment* in 1997, a text now in its 19th edition. Her book, *Business Strategy for the Political Arena*, was selected in 1985 by *Library Journal* as one of its recommended books in business/government relations. Her book, *A Business Tale: A Story of Ethics, Choices, Success, and a Very Large Rabbit*, a fable about business ethics, was chosen by *Library Journal* in 2004 as its business book of the year. *A Business Tale* was also a finalist for two other literary awards for 2004. In 2000 her book on corporate governance was published by the *New York Times MBA Pocket Series*. Her book on long-term success, *Building a Business Through Good Times and Bad: Lessons from Fifteen Companies, Each With a Century of Dividends*, was published in October 2002 and has been used by Booz, Allen, Hamilton for its work on business longevity. Her latest book, *The Seven Signs of Ethical Collapse* will be published by St. Martin's Press in May 2006.

Her weekly columns are syndicated around the country, and her work has appeared in the *Wall Street Journal*, the *Chicago Tribune*, the *New York Times*, *Washington Post*, and the *Reader's Digest*. A collection of her essays, *Nobody Fixes Real Carrot Sticks Anymore*, first published in 1994 is still being published. She was given an Arizona Press Club award in 1994 for her work as a feature columnist. She has been a commentator on business issues on *All Things Considered* for National Public Radio.

She has conducted more than 200 workshops and seminars in the areas of business, personal, government, legal, academic and professional ethics. She has been named professor of the year in the College of Business in 1981, 1987 and 2000 and was the recipient of a Burlington Northern teaching excellence award in 1985. In 1999, she was given best article awards by the Academy of Legal Studies in Business and the Association for Government Accountants. She was given best article awards by the Institute of Internal Auditors and Association of Government Accountants in 2001 and 2004. She has been a Dean's Council of 100 Distinguished Scholar since 1995. In 2000, the Association of Government Accountants inducted her into its Speakers Hall of Fame. In 2005, she was named an All-Star Speaker by the Institute of Internal Auditors.

She is a contributing editor for the *Real Estate Law Journal* and the *Corporate Finance Review* and served as editor-in-chief of the *Journal of Legal Studies Education* during 2003-2004. She has received nine research grants. During 1984-85, she served as then-Governor Bruce Babbitt's appointee to the Arizona Corporation Commission. In 1999 she was appointed by Governor Jane Dee Hull to the Arizona Commission on Character. During 1986-1988, she served as Associate Dean in the College of Business. From 1986-87, she served as ASU's faculty athletic representative to the NCAA and PAC-10. In 1999, she was elected president of the Arizona Association of Scholars.

She is a member of twelve professional organizations, including the State Bar of Arizona, and has served on four boards of directors, including Arizona Public Service (1987-2000), Zealous Capital Corporation, and the Center for Children with Chronic Illness and Disability at the University of Minnesota. She served as chair of the Bonneville International Advisory Board for KHTC/KIDR from 1994-1997 and was a weekly commentator on KGLE during 1998. She was appointed to the board of advisors for the Institute of Nuclear Power Operators in 2004 and serves on the board of trustees for Think Arizona, a public policy think tank. She has appeared on CNBC, CBS This Morning, the Today Show, and CBS Evening News.

Personal: Married since 1976 to Terry H. Jennings, Maricopa County Attorney's Office Deputy County Attorney; four children: Sarah, Claire, Sam and John.

Owen M. Jones, CGFM, Deputy Director for Management and Chief Financial Officer, Community Development Financial Institutions Fund

Owen M. Jones has served since July 1999 as the Deputy Director for Management and Chief Financial Officer for the Fund. In this capacity, Mr. Jones is responsible for day-to-day administrative operations, grants management, compliance monitoring and evaluation, portfolio management, information technology and all financial management activities for the Fund.

Mr. Jones brings more than 29 years of federal experience in consolidated financial statements, management controls, financial management systems, budget formulation and execution organizational analysis, audit resolution and program compliance to this position. Mr. Jones served as the Deputy Assistant Chief Financial Officer for Financial Management at the Department of Housing and Urban Development from 1995 to 1999. Prior to that, he held various management positions at the National Endowment for the Arts, United States Naval Surface Warfare Center, Action/Peace Corps and the Department of Transportation.

Mr. Jones graduated with honors from Washington and Jefferson College with a Bachelor in Arts in Accounting and Political Science, and Masters of Public Administration and Business Administration from The Pennsylvania State University.

He has received numerous awards and SES bonuses during his federal career.

Ron Joseph, Director, Department of General Services, State of California

Governor Arnold Schwarzenegger appointed Ron Joseph as Director of the Department of General Services in June 2004. Mr. Joseph is responsible for a broad array of services for the public and its government customers. The DGS is the State's business agent and annually acquires more than \$4 billion worth of goods and services on behalf of State agencies. It manages more than 24 million square feet of State-owned or leased warehouses and office space. The department also maintains the State government's telecommunication systems and oversees the 911 emergency system. The DGS provides most of the State's printing needs, manages the vehicle fleet, and oversees the State's insurance programs.

During a 30-year career in public service, Mr. Joseph has held executive assignments in a number of State agencies including serving as Executive Director of the Medical Board of California, Chief Deputy Director of the California Department of Health Services, Assistant Chief Executive Officer of the State Teachers' Retirement System and Chief Deputy Director of the Department of Economic Opportunity. Most recently, Mr. Joseph served as Interim Director of the Department of Consumer Affairs.

A native Sacramentan, Mr. Joseph has strong community ties, having served on the Board of Directors of the Sacramento Children's Home and as a member of the Social Concerns Commission. State and federal affiliations include the Federation of State Medical Boards, National Association for State Community Service Providers, Association of State and Territorial Health Officers, and the Governmental Finance Officers Association.