

Memorandum
Auditor-Controller Department
County of Placer

TO: Honorable Board of Supervisors

FROM: Katherine J. Martinis, Auditor-Controller 

DATE: 03/06/06

SUBJECT: Approve out-of-country travel for Katherine J. Martinis, Auditor-Controller

Action Requested/Recommendation

Your Board's authorization is requested to approve out-of-country travel for Katherine J. Martinis, Auditor-Controller, to attend the Government Finance Officers Association (GFOA) annual conference. The 2006 GFOA conference will be held in Montreal, Canada from May 7th through May 10th.

Background

The GFOA annual conference features recognized leaders in the government finance profession. Sessions are designed to address current issues faced by officers in government finance. Topics to be covered at the 2006 conference will include: Preparing to Implement OPEB Accounting, The Auditing Year in Review, Best Practices in Note Disclosure and Fraud Detection and Prevention.

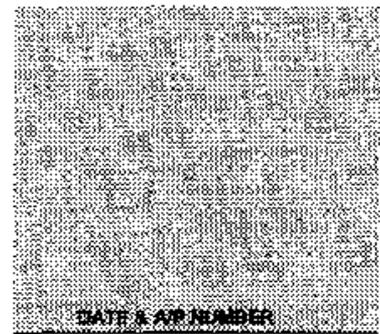
Fiscal Impact

Sufficient funds are available in the Auditor's budget to cover the costs associated with attending this annual event.

Attachments

DATE: 2/9/2006
 REQUEST: _____

COUNTY OF PLACER
TRAVEL REQUEST
ON OFFICIAL BUSINESS



TO: COUNTY EXECUTIVE

ADVANCE REQUESTED?
 () Yes (x) No

FROM: Auditor-Controller NOTIFY: Barbi Vigil # 4161

VENDOR NO.	PAY TYPE

Name: Katherine Martinis

Department: Administration & Support

PAYMENT DUE DATE

Distribution Code

TAX CODE	ORG COST ACCOUNT	PROG COST ACCOUNT	OBJ LEVEL THREE	GRANT NUMBER	PROJECT NUMBER	USER CODE	ACT REF	AMOUNT	P/C	INVOICE	DESCRIPTION
4	2590	41060	2931				01				
							02				

TOTAL

1. Purpose of this trip: To attend the Government Finance Officers Association Annual Conference in Montreal, Canada.

2. Destination(s) Montreal City Canada State

3. Travel Time will start 7:00 AM 05/06/06 to 8:00 PM 05/11/06
 Time Date Time Date

4. Travel by (Est. Amt.)
 Air
 Rail
 County Car
 Private Car with
 Mileage Reimbursement
 Flat Rate of \$ _____
 Reason _____

5. Training Data (Optional)
 Mandatory
 State/Pgm Related
 CEU (Units Earned 20)
 Cost of Staff Time _____
 Voluntary
 County Training
 MIS
 Prof/Pers Development
 Training Outcome _____

6. The Following Expenses: * (x) IF PREPAID
 6 breakfasts
 4 lunches
 6 dinners

#	ITEM	ESTIMATE	#	A/P #
16	Meals	270.00		
	Lodge	1,045.00		
	Trans.	954.00		
	Other	345.00 *		
	Tuition	0.00		
	TOTAL	2,614.00		

Amount Advanced \$ _____

7. If this trip was not budgeted, it will be financed as follows: _____

SUPERVISOR APPROVAL

BY Katherine Martinis
 Department Head or Authorized Signature

"I declare under penalty of perjury that I am a County employee and the foregoing is true and correct." Executed on _____ 20____
 at _____, California.

Signature of Declarant

FOR USE BY COUNTY EXECUTIVE:

- APPROVED REVISED AS INDICATED
 DISAPPROVED RECOMMENDED TO BOS

Comments _____

County Executive _____ Date _____

FOR USE BY BOARD OF SUPERVISORS:

APPROVED/DISAPPROVED BY
 PLACER COUNTY BOARD OF SUPERVISORS

Clerk of the Board of Supervisors

By _____ Deputy _____ Date _____



Government Finance Officers Association

**Detailed Session
Information Inside**

A Century of progress in Government Finance

2006
Montréal

RECEIVED
FEB 2

May 7-10, 2006

Annual Convention

Why Attend?

For the past 100 years GFOA has been providing public financing professionals with the latest information, ideas, and practices.

■ Learn:

participate in a broad range of seminars, round tables, and discussion groups to find the tools, strategies, and answers you need for improved job performance.

■ **Succeed:** Network with colleagues from across the continent and from around the world.

And because it's our anniversary, you will also have the opportunity to:

■ **Celebrate:** GFOA has been serving public-sector professionals for 100 years. We plan to honor the event with a celebration truly worthy of the occasion.

please visit www.gfoa.org

B

Preconference Seminars

Be Prepared! Sustaining Business Operations in the Wake of a Disaster

Recent events have underscored the critical nature of emergency preparedness and business continuity planning. State and local governments provide services that are essential to public health and safety and to the protection of property. As such, they must be able to continue operations following a natural disaster, terrorist attack, or technology failure. In this seminar, experts will walk attendees through the steps required to develop, test, and maintain a plan for continuing operations during and immediately following a disaster. Special emphasis will be placed on the financial management ramifications of emergency preparedness and business continuity planning.

Full-day Seminar | Friday, May 5 | 9 a.m. - 5 p.m. | 8 CPE credits

Technologies for Government Transformation: ERP Systems and Beyond

Technology continues to be a key enabler of government transformation. Governments of all types and sizes are using technology to improve the efficiency of back-office operations, make doing business with government easier and more convenient, facilitate communication with citizens and other stakeholders, and otherwise enhance the delivery of government services. This seminar will look at some of the most exciting new technologies in the government arena, using case studies to show how these technologies have been deployed, the extent to which they have succeeded in bringing about service improvements and internal efficiencies, and the costs involved.

Half-day Seminar | Friday, May 5 | 1 p.m. - 5 p.m. | 4 CPE credits

Performance Measurement: Focusing on Outcomes and Integration

Balanced scorecard. Six sigma. Business intelligence. Performance budgeting. Business analytics. Process improvement. Enterprise planning. ISO. The list of management tools available to government finance officers today is dizzying and seems to be growing daily. Yet there is a common thread running through all of these approaches — a focus on outcomes and integration with core management systems. This seminar will identify the characteristics of a mature outcome-based performance management system and provide practical advice on how to establish such a system.

Full-day Seminar | Saturday, May 6 | 9 a.m. - 5 p.m. | 8 CPE credits

Business Writing for Finance Officers

Today's world demands that finance officers at all levels have the ability to write well. Whether you're composing a budget message, a

memo to your boss, or a simple e-mail to a co-worker, you must be aware of your purpose and know how to communicate your message in a manner that will be clearly understood by your audience. Good writing is hard work, even for the most skilled writers. But anyone can improve their writing skills by learning a few simple principles. This seminar will empower you to write and design top-notch business documents of all types.

Half-day Seminar | Saturday, May 6 | 1 p.m. - 5 p.m. | 4 CPE credits

Canadian Day

This year's 100th annual conference in Montreal will offer an unprecedented opportunity for public finance professionals from across Canada to gather together to explore issues of common concern from a specifically Canadian perspective. The forum for this unique sharing of ideas and experiences will be the GFOA's first-ever "Canadian Day," scheduled for Saturday, May 6, 2006. A key theme of the day will be how to meet the financial challenge posed by aging and deteriorating infrastructure. Speakers and panelists will include a rich cross section of Canadian public finance professionals, including the Auditor General of Canada, as well as representatives from the United Kingdom. While advance registration is required, there is no extra charge for those who are already registered for the annual conference.

Full-day Seminar | Saturday, May 6 | 9 a.m. - 5 p.m. | 8 CPE credits

Friday, May 5

8 a.m. - Noon	Certification Exams
1:30 p.m. - 5 p.m.	
8 a.m. - 8 p.m.	Preconference Seminar: Be Prepared! Sustaining Business Operations in the Wake of a Disaster
1 p.m. - 5 p.m.	Preconference Seminar: Technologies for Government Transformation: ERP Systems and Beyond

Saturday, May 6

8 a.m. - 5 p.m.	Preconference Seminar: Performance Measurement: Focusing on Outcomes and Integration
8 a.m. - 5 p.m.	Preconference Seminar: Canadian Day Complimentary to all delegates with paid registration
9 a.m. - 5 p.m.	Standing Committee Meetings: GFOA committee meetings are open to all GFOA members.
10 a.m. - 4:30 p.m.	Registration Open
1 p.m. - 5 p.m.	Preconference Seminar: Business Writing for Finance Officers

Convention Center

All preconference seminars, conference sessions, meetings, luncheons, and exhibits will be at the Palais des congrès de Montréal (Montréal Convention Centre).

1001, place Jean-Paul-Riopelle
201 Avenue Viger Ouest
Montréal Québec H2Z 1H2
CANADA

Conference Overview

Program

The annual conference includes general sessions on Monday and Tuesday mornings that feature recognized leaders in the government finance profession and offers more than 60 concurrent sessions and discussion groups that address current issues in government finance.

Concurrent Sessions

Create your own curriculum from among concurrent sessions in seven tracks offered over three days. Sessions cover the following areas:

- >Accounting, Auditing, and Financial Reporting
- >Budgeting and Financial Planning
- >Cash Management and Investing
- >Debt Management
- >Management and Policy
- >Pensions and Benefits
- >Technology and Digital Government

Discussion Groups

On Tuesday, May 9 from 3:50 p.m. to 4:50 p.m., you will have an opportunity to exchange ideas about day-to-day challenges in small groups of your colleagues.

CPE Credits

It is possible to earn up to 20 CPE credits at GFOA's annual conference. Additional CPE credits can be earned by attending one or more of GFOA's preconference seminars.

Certification Examinations

GFOA's Certified Public Finance Officer (CPFO) program continues with the administration of all five examinations on Friday, May 5. Technical and administrative support for the program is provided by Radford University's Governmental and Nonprofit Assistance Center. For an application packet, please e-mail your request to gnac@radford.edu; fax your request to 540/831-6735 or call Radford University at 540/831-6734.

Exhibit Hall

See the latest innovations from exhibitors offering management- and finance-related products and services to local, state, and provincial governments. GFOA's exhibit hall is open Sunday through Tuesday. See www.gfoa.org for a list of current exhibitors.

Let the Celebration Begin!

Sunday, May 7, 2006 | 6–10 p.m.

Plan now to be part of the fun and festivities on Sunday evening as GFOA kicks off its centennial conference with a celebration truly worthy of the occasion! Join colleagues, friends, and guests for an unforgettable evening of food and entertainment, all in the unique ambience of one of North America's most international cities. Help GFOA to celebrate this very special birthday surrounded by the members who made it all possible, as together we look forward to the next 100 years!



Closing Reception

Tuesday, May 9, 2006 | 6 p.m.–11 p.m. | The cost is 30\$ CAD ± 25\$ USD per adult and 20\$ CAD ± \$15 USD for each child ages 3–12 years old.

The Montréal host committee invites you to experience the four seasons of Montréal at the Montréal Science Center. By strolling through the four zones created for the occasion, you will discover the flavors and the more traditional or contemporary cultural activities typical of Montréal's four seasons.

The scenes will successively evoke the aboriginal heritage in an autumnal background, the calm of winter and the joys of snow, spring with its sugarhouse fun, and summer filled with the magic of popular street festivals. The entertainment and food will reflect the city's ever-changing environment.

Some of the many surprises throughout the night will include a flying trapeze act, a contortionist, musical groups, and a spectacular finale featuring a great wall of fire. You will not want to miss this event!

GFOA YieldAdvantage™

Demonstration

Stop by the YieldAdvantage™ booth in the exhibit hall to learn how this Web-based auction platform can streamline your investment process, increase competition and enhance yields, as well as promote transparency. View your own GFOA YieldAdvantage™ demonstration.

User Meeting

We invite current GFOA YieldAdvantage™ users to come by and meet with GFOA YieldAdvantage™ representatives. Share your experiences using this innovative tool. Interested nonusers are invited to join us and learn of the benefits of this platform firsthand.

■ Accounting, Auditing, and Financial Reporting

Time to Go! New Guidance on Accounting for Termination Benefits

The GASB recently released Statement No. 47, *Accounting for Termination Benefits*. The new standard provides guidance on accounting for the cost of both voluntary and involuntary terminations. This session will examine in detail the provisions of the new standard and how it relates to GASB's existing guidance on accounting and financial reporting for pensions and other postemployment benefits.

Sunday, May 7, 2006 | 1:30 p.m. – 2:30 p.m.

Mortgaging the Future:

Selling and Pledging Receivables and Future Revenues

The GASB has issued an exposure draft (ED) on the appropriate accounting and financial reporting for sales and pledges of receivables and future revenues. This session will explore the proposed new guidance in detail, emphasizing points of similarity and dissimilarity with both private sector guidance and current public sector practice.

Sunday, May 7, 2006 | 1:30 p.m. – 2:30 p.m.

Getting the Word Out: Advances in Popular Reporting

Well over 300 governments participate each year in GFOA's Popular Annual Financial Reporting Program. This session will use examples drawn from that program to highlight key advances and creative options available to governments that wish to prepare popular reports.

Sunday, May 7, 2006 | 2:45 p.m. – 3:45 p.m.

Paying through the Nose: Accounting for the Cost of Pollution Remediation

The GASB plans to issue an ED on accounting for the cost of pollution remediation obligations. The proposed guidance will mark a significant departure from traditional practice in regard to accounting for contingencies (FASB Statement No. 5), and is likely to have implications well beyond the specific issue of pollution remediation. This session will explore the proposed new guidance in detail, with special emphasis on key changes from present practice.

Sunday, May 7, 2006 | 2:45 p.m. – 3:45 p.m.

What a Year! An Accounting and Auditing Perspective

This session will provide a concise overview of key developments in accounting, auditing, and financial reporting during the past year. The Executive Director of the National Association of State Auditors, Comptrollers, and Treasurers will focus on recent and pending changes in auditing standards. GFOA's Director of Technical Services will review authoritative standards of the GASB that are currently in the process of being implemented. Finally, the GASB's newest member will examine where the board is heading in its ongoing deliberations and research.

Monday, May 8, 2006 | 10:30 a.m. – 12:10 p.m.

Avoiding the Potholes: How to Collect and Maintain Infrastructure Data

What kind of specific data need to be collected for different types of infrastructure? For what purposes? What is the best way to collect and maintain such data? Are there effective shortcuts? What are the pitfalls to be avoided? This session will explore the practical challenges of collecting and maintaining infrastructure data.

Monday, May 8, 2006 | 1:25 p.m. – 3:05 p.m.

Stop Thief! Practical Guidance on Fraud Detection and Prevention

While there will always be a certain degree of luck involved with fraud detection, one simple fact remains: the more you know, the luckier you get! This session focuses on practical tips on how to improve your chances of detecting fraud or, better yet, preventing it from occurring in the first place. The session also will consider the appropriate way to deal with indications of potential fraud that are uncovered.

Monday, May 8, 2006 | 1:25 p.m. – 3:05 p.m.

Make a Note of It! Best Practices in Note Disclosure

A significant portion of the basic financial statements is devoted to note disclosure. Recent GASB pronouncements, such as GASB Statement No. 34 (new reporting model), GASB Statement No. 38 (reexamination of note disclosures), GASB Statement No. 40 (revised disclosures for deposits and investments), and GASB Technical Bulletin 2003-7 (derivatives disclosures) have only added to the importance of the notes to the financial statements. This session will use examples of best practice drawn from GFOA's Certificate of Achievement for Excellence in Financial Reporting Program (Certificate Program) to help participants improve their own note disclosures.

Monday, May 8, 2006 | 3:20 p.m. – 5:00 p.m.

In Our Opinion ... The Auditing Year in Review

This session will review the key auditing developments of the past year. Discussion will focus on the efforts of the American Institute of Certified Public Accountants, the U.S. Government Accountability Office, and the Office of Management and Budget as they affect generally accepted auditing standards, *Government Auditing Standards*, and the Single Audit. Special emphasis will be placed on the pending "suite" of pronouncements from the Auditing Standards Board devoted to risk.

Monday, May 8, 2006 | 3:20 p.m. – 5:00 p.m.

Reading the Fine Print: Preparing to Implement OPEB Accounting

The GASB has updated its *Comprehensive Implementation Guide* to provide detailed guidance on a variety of issues involving the implementation of the board's new guidance on accounting and financial reporting for other postemployment benefits (OPEB). This session will examine this detailed new guidance and how it can best be implemented.

Tuesday, May 9, 2006 | 10:15 a.m. – 11:55 a.m.

From the Tiny Acorn ... The Shadow of Sarbanes-Oxley

Although the direct effect of the federal Sarbanes-Oxley legislation is essentially limited to publicly traded companies, its shadow is beginning to fall on state and local governments as well. This session will examine the effect Sarbanes-Oxley has had to date on state and local governments and explore the likely direction of future developments and how governments can best prepare for them.

Tuesday, May 9, 2006 | 10:15 a.m. - 11:55 a.m.

Keeping Stats: Implementing the New Statistical Section

The GASB has updated its *Comprehensive Implementation Guide* to provide detailed guidance on a variety of issues involving the implementation of the board's new guidance on the statistical section of the comprehensive annual financial report. This session will explore this detailed new guidance and how it can best be implemented.

Tuesday, May 9, 2006 | 1:55 p.m. - 3:35 p.m.

What's It All About? Interpreting Financial Data in the Public Sector

While government financial reports provide a wealth of information on a government's finances, users are often at a loss as to how to interpret the data contained in such reports. This session is specifically designed to help any interested party, regardless of whether they have experience with governmental accounting, to get the most from a comprehensive annual financial report.

Tuesday, May 9, 2006 | 1:55 p.m. - 3:35 p.m.

Hedging Your Bets: Proposed New Reporting for Derivatives

The GASB will soon release an ED on accounting and financial reporting for derivatives. This session will examine the proposed new guidance in a way specifically designed to be accessible for those without special expertise or experience with derivatives.

Wednesday, May 10, 2006 | 8:30 a.m. - 10:10 a.m.

By the Book: GFOA's New Publication on Capital Assets

The GFOA will soon issue a new book-length publication devoted to all aspects of accounting and financial reporting for capital assets. Topics addressed in that publication will include: categorization, valuation, depreciation, lifting, use of the modified approach, managerial information needs, the creation and maintenance of a capital assets system, maintaining control over capitalized and noncapitalized items, and financial reporting. This session will examine some of the key guidance that will be offered in the new publication.

Wednesday, May 10, 2006 | 8:30 a.m. - 10:10 a.m.

As Easy as ABC! News from the Frontlines of Cost Accounting

There is no denying the importance of relevant, reliable cost data for effective decision making. Many believe that activity based costing (ABC) holds special promise for providing just such high-quality, decision-relevant data. This session will focus on the practical lessons learned by governments on the frontlines of ABC in both the United States and Canada.

Wednesday, May 10, 2006 | 10:25 a.m. - 12:05 p.m.

What Were We Thinking! Avoiding Common Reporting Deficiencies

More than 3,000 governments participate in GFOA's Certificate Program. Each year, GFOA staff compiles a list of the most common reporting deficiencies encountered in reviews of reports submitted to the program. This session will use this list to help participants avoid the most common traps facing today's financial statement preparers.

Wednesday, May 10, 2006 | 10:25 a.m. - 12:05 p.m.

■ Discussion Groups

The Ongoing Challenges of Preparing Government-wide Financial Statements

This discussion group will explore what continue to be the key practical problems involved in preparing the government-wide financial statements.

Tuesday, May 9, 2006 | 3:50 p.m. - 4:50 p.m.

Using Data Bases to Facilitate Intergovernmental Comparisons

This discussion group will explore how data bases of financial indicators, such as the one maintained by GFOA, can be used to facilitate intergovernmental comparisons.

Tuesday, May 9, 2006 | 3:50 p.m. - 4:50 p.m.

Practical Steps Toward Improving Internal Control

This discussion group will examine practical steps governments can take to improve their internal control, especially in light of the special interest in internal control that has resulted from the Sarbanes-Oxley legislation in the private sector.

Tuesday, May 9, 2006 | 3:50 p.m. - 4:50 p.m.

Writing an Effective Management's Discussion and Analysis

For many accountants, writing the narrative for management's discussion and analysis (MD&A) is a particularly daunting challenge. This discussion group will provide practical advice on how to write a better MD&A.

Tuesday, May 9, 2006 | 3:50 p.m. - 4:50 p.m.

Identifying Spreadsheet Errors

This discussion group will examine how spreadsheets can be structured to help self-identify errors.

Tuesday, May 9, 2006 | 3:50 p.m. - 4:50 p.m.

■ Budgeting and Financial Planning

Presenting Budgetary Information in the Information Age

For many years GFOA has encouraged state and local governments to prepare budget documents that effectively communicate financial plans and policies to stakeholders. Advances in desktop publishing software have greatly facilitated this effort, and now the Internet has opened up a new world of possibilities for presenting budgetary information. This session will present real-life examples of effective communication of budgetary information through both the traditional budget document and new media, drawing on a new GFOA book on budget presentation.

Sunday, May 7, 2006 | 1:30 p.m. - 2:30 p.m.

No News Is Good News:

Keeping Large Capital Projects On Time and On Budget

Making sure that large capital projects are completed on time and on budget can be a daunting — not to mention career altering — task for finance officers. Big projects like stadiums, convention centers, and transportation initiatives tend to draw a lot of interest from citizens, the media, and elected officials. Learn tools and techniques for keeping large capital projects within budget and off the front page of the papers.
Sunday, May 7, 2006 | 2:45 p.m. – 3:45 p.m.

Designing Performance Measurement and Management Systems with Staying Power

Many governments initially undertake performance measurement and management systems as an initiative of a newly elected or appointed official or to satisfy a requirement of an external agent. When the initial change agent moves on or the excitement (and fear) wears off, however, these initiatives often die a slow death or become static. Learn how to create an effective performance measurement and management system that will not only outlive its founders, but also stand the test of time.
Monday, May 8, 2006 | 10:30 a.m. – 12:10 p.m.

Linking Budgeting to Results – Really

Government organizations across the country are modifying their budget processes to focus on outcomes instead of inputs and outputs. Of course, achieving a results orientation is much easier said than done. Drawing on case studies from state and local governments, presenters will demonstrate how to design a true performance budgeting system — one that links specific budget requests to performance and allows managers and policymakers to make resource allocation decisions based on results rather than custom.

Monday, May 8, 2006 | 1:25 – 3:05 p.m.

Planning for Long-Term Fiscal Stability

Multi-year financial planning is not just a best practice — it is necessary for survival in this era of economic volatility, globalization, and political unpredictability. Governments must constantly be peering around the corner, anticipating legislation or events that will impact their financial condition and then taking appropriate action. There is no magic formula for fiscal stability — it takes constant attention, dialogue, informed decisions, and many actions over time. Learn some of the principles and practices experienced finance officers have used to guide their jurisdictions toward a sound financial position.

Monday, May 8, 2006 | 3:20 p.m. – 5:00 p.m.

Listen Up! Involving Citizens in Performance Measurement

During a time of growing citizen cynicism and increasingly high expectations for service delivery, performance measurement offers useful tools for presenting accomplishments to citizens. But how do you know if your organization is measuring things that are most important to citizens and other stakeholders? And how do you communicate performance results to citizens? A panel of experts will address these and other key questions about the role of citizens in performance measurement.

Tuesday, May 9, 2006 | 10:15 a.m. – 11:55 a.m.

Sharing Costs and Sharing Services

Faced with a variety of pressures to provide more efficient and economical services, a growing number of local governments are turning to cooperative arrangements with neighboring jurisdictions. "Shared services" represents a continuum of practices and takes many forms, ranging from handshake agreements between two villages to share equipment to the formal consolidation of two or more governments. Most arrangements fall somewhere between these extremes. Nearly every service provided by local governments — from human resource administration to public safety services — are provided cooperatively somewhere in the country. This session will introduce the concept of service and cost sharing arrangements and present case studies of successful design and implementation at the local level.

Tuesday, May 9, 2006 | 1:55 p.m. – 3:35 p.m.

The Supply Side: Revenue Strategies for State and Local Governments

Over the last several years, much has been said about the cutback strategies state and local governments have used to balance their budgets. Less has been reported about what governments are doing to preserve, expand, and diversify their revenues. This has become a critical issue in light of property tax limitations, the loss of sales tax revenues to Internet sales, and legislative attempts to preempt local taxing authority over telecommunications services. Learn what governments are doing to ensure they have the necessary revenues to pay for ongoing expenditure requirements.

Wednesday, May 10, 2006 | 8:30 a.m. – 10:10 a.m.

Meeting the Infrastructure Challenge with Sound Capital Planning and Budgeting

As the public infrastructure ages in older communities and newer communities work to cope with rapid growth, many local governments are finding it increasingly difficult to find funding for necessary improvements. An effective capital planning and budgeting process is key to ensuring that a government has the physical foundation necessary to deliver services to constituents. This session will offer specific guidance on how to develop, finance, monitor, and report on a capital program and budget.

Wednesday, May 10, 2006 | 12:25 p.m. – 12:05 p.m.

■ Discussion Groups

Performance Management and Budgeting in Smaller Communities

Smaller communities often think that they do not have the resources to initiate performance measurement and management systems. In fact, due to their small scale and fewer stakeholders to involve, it may actually be simpler to initiate such a system in a smaller government. Participants in this discussion group will brainstorm on successful strategies for designing and implementing performance measurement and management in smaller jurisdictions.

Wednesday, May 9, 2006 | 3:50 p.m. – 4:50 p.m.

Up, Up, and Away! Coping with Runaway Costs

Combined with slow revenue growth, recent spikes in fuel prices and health care premiums have opened up holes in many government budgets. Join a group of your colleagues for a facilitated discussion on strategies and tactics for dealing with cost pressures and prioritizing requests for funding.

Tuesday, May 9, 2006 | 3:50 p.m. – 4:50 p.m.

Just for You: GFOA's Recommended Practices on Budgeting and Financial Planning

In fulfillment of its mission, GFOA has identified best practices related to a number of aspects of public sector budgeting and financial planning. GFOA was also a major contributor to the recommended budget practices of the National Advisory Council on State and Local Budgeting. This discussion group will explore recommended practices in public budgeting and how you can put them to work in your organization.

Tuesday, May 9, 2006 | 3:50 p.m. – 4:50 p.m.

■ Cash Management and Investing

Pay Up! Tools and Techniques for Collecting Delinquent Revenues

Looking for ways to increase your revenue collection rate? In this session, leading practitioners will share proven technologies and techniques for collecting delinquent revenues. Speakers will highlight tools such as high-tech scanners for finding delinquent taxpayers and parking ticket amnesties, and suggest tips and traps based on their experience.

Sunday, May 7, 2006 | 1:30 p.m. – 2:30 p.m.

Economic Outlook

The current economic expansion has weathered significant shocks, including a devastating hurricane in the Gulf region of the United States and high energy costs. In addition, the threat of future terrorist attacks continues to pose significant risks to the economy. What will happen to economic growth, inflation, and interest rates over the next 12 months? In this session, economists provide their forecasts of economic growth, inflation, and interest rates, and highlight the key factors to watch over the next year in both the U.S. and Canadian economies.

Monday, May 8, 2006 | 10:30 a.m. – 12:10 p.m.

Cash Investment Strategies for Today's Interest Rate Environment

Investors are facing a mature economic cycle and a flattened yield curve. Which money market investment instruments tend to perform best in this environment, and how should public investors shift their investment strategy to match the current economy? In this session, speakers will discuss prudent investment strategies to maximize liquidity and yield in the present interest rate environment.

Monday, May 8, 2006 | 1:25 p.m. – 3:05 p.m.

Peaks and Valleys: Optimizing Funds with Cash Flow Forecasting

Effective cash flow forecasting is a critical component of a public investment program, as it provides an estimate of how much money is available for investing for given period. Cash flow forecasting can also help your government meet its liquidity needs without short-term borrowing or prematurely cashing in long-term investments. This session will introduce key concepts and techniques of cash flow forecasting and highlight useful software tools. Speakers will incorporate the guidance in the new GFOA recommended practice "Use of Cash Flow Forecasts in Operations."

Monday, May 8, 2006 | 3:20 p.m. – 5:00 p.m.

Comparison Shopping: Advice on How to Procure Banking Services

Governments rely on many different service providers to carry out their financial operations, but none is more important than their depository bank. It follows, then, that selecting a bank warrants careful planning and consideration. This session will walk through the process of procuring banking services, including developing an RFP, evaluating responses to the RFP, conducting credit analysis on banks, and transitioning to a new bank. Speakers will also show how to evaluate the relative benefits and costs of paying for services through direct fees, compensating balances, or a combination of the two.

Tuesday, May 9, 2006 | 10:15 a.m. – 11:55 a.m.

Advanced Public Funds Investing: A Risk-Return Balancing Act

If you are a seasoned public investor, this session is for you. Portfolio management is a risk-return balancing act, and this session will address both risk concepts and reward metrics. Speakers will offer advice on how to select an appropriate benchmark for measuring your portfolio's performance and will discuss different investing strategies, including active, passive, and hybrid. Attendees will also receive instruction in tools such as yield curve analysis and the various types of spread analysis (credit, maturity, sector).

Tuesday, May 9, 2006 | 1:55 p.m. – 3:35 p.m.

On Guard: Protecting Against Check and Electronic Payment Fraud

Does your government have adequate security measures in place to avoid becoming a victim of payment fraud? This session will highlight tools and techniques to help your government prevent payment fraud associated with paper checks and electronic payments, incorporating the guidelines from the new GFOA recommended practice, "Electronic Commerce and Cash Management." This session will cover fraud-prevention tools such as account reconciliation, ACH blocks and filters, positive pay, and paper check security features.

Wednesday, May 10, 2006 | 8:30 a.m. – 10:10 a.m.

Conference at a Glance

General Session

Concurrent Sessions

Discussion Groups

CPE Credits Available	Accounting, Auditing, and Financial Reporting	Budgeting and Financial Planning	Cash Management and Investing	
Sunday, May 7, 2006				
10 a.m. - 4 p.m.	Registration Open			
9:30 a.m. - 4 p.m.	Exhibits Open			
10 a.m. - Noon	Technology Resource Group Meeting			
12:30 p.m. - 1:30 p.m.	Women's Public Finance Network Meeting — Open to all conference attendees			
1:30 p.m. - 2:30 p.m.	1 CPE each	<ul style="list-style-type: none"> > Time to Go! New Guidance on Accounting for Termination Benefits > Mortgaging the Future: Selling and Pledging Receivables and Future Revenues 	<ul style="list-style-type: none"> > Presenting Budgetary Information in the Information Age 	<ul style="list-style-type: none"> > Pay Up! Tools and Techniques for Collecting Delinquent Revenues
2:45 p.m. - 3:45 p.m.	1 CPE each	<ul style="list-style-type: none"> > Getting the Word Out: Advances in Popular Reporting > Paying through the Nose: Accounting for the Cost of Pollution Remediation 	<ul style="list-style-type: none"> > No News is Good News: Keeping Large Capital Projects on Time and on Budget 	
4 p.m. - 5 p.m.	Black Caucus Meeting — Open to all attendees			
8 p.m. - 10 p.m.	GFOA Welcome Reception: Let the Celebration Begin! — Open to all conference registrants and guests			
Monday, May 8, 2006				
8 a.m. - 4:30 p.m.	Registration Open			
8:30 a.m. - 10:15 a.m.	2 CPE	General Session		
9:30 a.m. - 12:30 p.m.	Exhibits Open			
1:30 p.m. - 4:30 p.m.				
10:30 a.m. - 12:00 p.m.	2 CPE each	<ul style="list-style-type: none"> > What a Year! An Accounting and Auditing Perspective 	<ul style="list-style-type: none"> > Designing Performance Measurement and Management Systems with Staying Power 	<ul style="list-style-type: none"> > Economic Outlook
12:10 p.m. - 1:50 p.m.	Lunch with your Colleagues — Delegates only			
1:25 p.m. - 3:05 p.m.	2 CPE each	<ul style="list-style-type: none"> > Avoiding the Pitfalls: How to Collect and Maintain Infrastructure Data > Stop Thief! Practical Guidance on Fraud Detection and Prevention 	<ul style="list-style-type: none"> > Linking Budgeting to Results — Really 	<ul style="list-style-type: none"> > Cash Investment Strategies for Today's Interest Rate Environment
3:20 p.m. - 5 p.m.	2 CPE each	<ul style="list-style-type: none"> > Make a Note of It! Best Practices in Note Disclosure > In Our Opinion ... The Auditing Year in Review 	<ul style="list-style-type: none"> > Planning for Long-Term Fiscal Stability 	<ul style="list-style-type: none"> > Peaks and Valleys: Optimizing Funds with Cash Flow Forecasting
Tuesday, May 9, 2006				
8 a.m. - 4:30 p.m.	Registration Open			
8 a.m. - 12:30 p.m.	Exhibits Open			
1:30 p.m. - 3:30 p.m.				
9 a.m. - 10 a.m.	1 CPE each	General Session		
10:15 a.m. - 11:55 a.m.	2 CPE each	<ul style="list-style-type: none"> > Reading the Fine Print: Preparing to Implement OPEB Accounting > From the Tary Acorn ... The Shadow of Sarbanes-Oxley 	<ul style="list-style-type: none"> > Listen Up! Involving Citizens in Performance Measurement 	<ul style="list-style-type: none"> > Comparison Shopping: Advice on How to Procure Banking Services
12:10 p.m. - 1:40 p.m.	Annual Business and General Luncheon — Delegates only			
1:55 p.m. - 3:35 p.m.	2 CPE each	<ul style="list-style-type: none"> > Keeping Stats: Implementing the New Statistical Section > What's It All About? Interpreting Financial Data in the Public Sector 	<ul style="list-style-type: none"> > Sharing Costs and Sharing Services 	<ul style="list-style-type: none"> > Advanced Public Funds Investing: A Risk-Return Balancing Act
3:30 p.m. - 4:30 p.m.	FDCAL Team Meeting			
3:50 p.m. - 4:50 p.m.	1 CPE each (Discussion Groups)	<ul style="list-style-type: none"> > The Ongoing Challenges of Preparing Government-wide Financial Statements > Using Data Bases to Facilitate Intergovernmental Comparisons > Practical Steps Toward Improving Internal Control > Writing an Effective Management's Discussion and Analysis > Identifying Spreadsheet Errors 	<ul style="list-style-type: none"> > Performance Measurement and Budgeting in Smaller Communities > Up, Up, and Away! Coping with Runaway Costs > Just for You: GFOA's Recommended Practices on Budgeting and Financial Planning 	<ul style="list-style-type: none"> > The Investment Portfolio Game: Putting Your Strategies to the Test
7 p.m. - 11 p.m.	Montreal Local Conference Committee Event Montreal Science Center—Tickets required			
Wednesday, May 10, 2006				
8:30 a.m. - Noon	Registration Open			
8:30 a.m. - 10:10 a.m.	2 CPE each	<ul style="list-style-type: none"> > Hedging Your Bets: Proposed New Reporting for Derivatives > By the Book: GFOA's New Publication on Capital Assets 	<ul style="list-style-type: none"> > The Supply Side: Revenue Strategies for State and Local Governments 	<ul style="list-style-type: none"> > On Guard: Protecting Against Check and Electronic Payment Fraud
10:25 a.m. - 12:05 p.m.	2 CPE each	<ul style="list-style-type: none"> > As Easy as ABC! News from the Frontlines of Cost Accounting > What Were We Thinking? Avoiding Common Reporting Deficiencies 	<ul style="list-style-type: none"> > Meeting the Infrastructure Challenge with Sound Capital Planning and Budgeting 	

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All preconference seminars, conference sessions, meetings, luncheons, and exhibits will be at the Palais des congrès de Montréal.

Debt Management	Management and Policy	Pension and Benefits	Technology and Digital Government
> You've Got Mail! What To Do When You Receive an Audit Letter from the IRS	> Economic Development for Smaller Governments	> Smart Compensation Strategies for Public Sector Employees	
> Continuing Disclosure Guidelines for Infrequent Issuers	> We're on Your Side! Changing Organizational Perceptions of the Finance Office	> Sarbanes Oxley: What Does It Mean for Pension Board Governance	> Using Technology to Control Personnel Costs
> Branching Out: Fundamentals of Debt Issuance and Management	> How to Analyze Developer Proposals	> Rx for Prescription Drug Costs	> A New Era of E-Government
> Understanding Interest Rate Swaps	> Wanted: Ability to Communicate Well Both Verbally and in Writing	> Coping with the Budgetary Implications of Pension Funding Volatility	> Technology for Smaller Governments
> Circular 230 and Other Regulatory Concerns	> Preparing for the Financial Aftermath of a Disaster	> Just Do It: Implementing GASB's OPEB Mandates	> Realizing and Demonstrating Value from Technology Investments
> The Who, What, Where, When, and How of the Bond Ratings Process	> Property Insurance 101: Strategies for Insuring Your Assets		> Technology's Role in Disaster Preparedness
	> Relax! Stress Management Techniques for the Busy Finance Officer	> Assessing the Impact of the Baby Boomers on Pension Systems	> Tomorrow's Technologies Today
> Issuer Forum – Smaller Governments and Infrequent Issuers > Issuer Forum – Larger Governments and Frequent Issuers	> Your Personal Strategic Plan: Getting Ahead in Government Finance	> Wellness: Pay Me Now or Pay Me A Lot Later	> No Pain, No Gain: Maximizing Technology Returns and Minimizing Risk > Budgeting and Performance Measurement Systems: Has Their Time Come?
> Connecting the Dots: Debt Management and Financial Planning	> So You're the Boss ... Now What?	> Doing It Right: Designing a State-of-the-Art 457 Plan	> Technology Project Management Essentials

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■ Discussion Group

The Investment Portfolio Game: Putting Your Strategies to the Test

This session will include both a discussion of portfolio management techniques and an interactive computer model investment portfolio game that will allow attendees to apply these techniques. Participants will be divided into teams, each of which will develop a portfolio strategy. Each team will have the opportunity to develop an investment portfolio that will be subjected to unknown market conditions. The team with the best total return wins. This game illustrates the concepts of duration, total return, market values, and how interest rate changes affect the market value of a portfolio.
Tuesday, May 9, 2006 | 3:50 p.m. – 4:50 p.m.

■ Debt Management

You've Got Mail! What To Do When

You Receive an Audit Letter from the IRS

In recent years, the Internal Revenue Service has been aggressively auditing tax-exempt bond issues to evaluate their compliance with federal tax law. Now more than ever, issuers need to know what to expect in the event that the IRS audits their bonds. This session will examine the reasons the IRS selects a particular issuer for an audit, the question of whether to disclose an audit to investors, selection of counsel, the negotiation process, and the issuer's right to appeal.
Sunday, May 7, 2006 | 1:30 p.m. – 2:30 p.m.

Continuing Disclosure Guidelines for Infrequent Issuers

The adequacy and completeness of continuing disclosure documents has been an important issue in the municipal bond market for many years now. While frequent issuers provide annual financial information to the market as a matter of course, infrequent issuers need to be aware of the disclosure requirements affecting them. Intended for infrequent issuers, this session will review continuing disclosure requirements and tools available to facilitate compliance, namely the newly created Central Post Office.
Sunday, May 7, 2006 | 2:45 p.m. – 3:45 p.m.

Branching Out: Fundamentals of Debt Issuance and Management

For many finance officers who specialize in a particular area of finance — whether it be accounting, budgeting, or some other area — the capital markets and the debt issuance process can be a bit of a mystery. This session is for non-debt professionals seeking a better understanding of debt management so as to further their own professional development and add value to their organizations. From the decision to borrow to the selection of advisors, the investment of bond proceeds, and compliance with continuing disclosure requirements, this session will cover the essential concepts of tax-exempt debt financing.
Monday, May 8, 2006 | 10:30 a.m. – 12:10 p.m.

Understanding Interest Rate Swaps

The use of derivative products continues to be a key issue for state and local government issuers, as an increasing number of entities of all types and sizes execute these transactions. Particularly popular are interest rate swaps, which are two-party agreements to exchange payments based on periodic changes in interest rates. In this session, municipal issuers and industry professionals will explain what swaps are and how they are best used, identify the risks involved in swap transactions, and offer guidance on how to develop an effective derivatives policy.
Monday, May 8, 2006 | 1:25 p.m. – 3:05 p.m.

Circular 230 and Other Regulatory Concerns

This session will review new and forthcoming federal regulations impacting tax-exempt bonds. Experts will give considerable attention to Circular 230 — a regulation with significant implications on the relationship between issuers and their bond counsel, and the manner in which bond opinions are provided to governments. The session will also address changes to the State and Local Government Series (SLGS) program as well as possible changes to record retention guidelines and allocation guidelines that would benefit public-private partnerships.
Monday, May 8, 2006 | 3:20 p.m. – 5:00 p.m.

The Who, What, Where, When, and How of the Bond Rating Process

Given the high stakes involved in a bond rating, elected officials, chief administrative officers, and finance officers naturally have many questions about the ratings process. What factors determine a bond rating? What materials should be presented to the rating agencies and in what form? How long should a rating agency presentation be? How much information should be shared? In this session, representatives from the rating agencies will answer these questions and others about the rating process. They will also address current issues such as the rating impacts of tight local budgets and the high rate of debt issuance, as well as exposures to natural disasters and other threats.
Tuesday, May 9, 2006 | 10:15 a.m. – 11:15 a.m.

Connecting the Dots: Debt Management and Financial Planning

Issuing debt commits a government's revenues for many years into the future, limiting to some degree its flexibility to add or expand services or to respond to economic downturns and other problems. For this reason, a government's debt program should be fully integrated with its financial planning systems and processes. This session will offer advice on how to link debt issuance and management to budgeting and financial planning in a manner that helps maintain a sound fiscal position.
Wednesday, May 10, 2006 | 8:30 a.m. – 10:10 a.m.

■ Discussion Groups

Issuer Forum – Smaller Governments and Infrequent Issuers

The needs and concerns of smaller, infrequent issuers are much different than those of large, frequent issuers. This discussion group provides a rare opportunity for finance officers from jurisdictions that borrow on a relatively small scale or that are infrequent issuers to talk about their strategies for securing favorable financing terms in today's market. Participants will apply CFOA recommended practices on debt issuance and management to their situation and review the products that best serve their needs.

Tuesday, May 9, 2006 | 3:50 p.m. – 4:50 p.m.

Issuer Forum – Larger Governments and Frequent Issuers

Join a group of your colleagues to discuss cutting-edge market products and the unique characteristics of larger, frequent issuers. With so many new and complex debt instruments available, the need to understand these products and appropriately manage your debt portfolio is of paramount importance. This discussion group will address new markets for government debt, the variety of products available, the use of technology to facilitate debt administration, and market expectations for the years ahead.

Tuesday, May 9, 2006 | 3:50 p.m. – 4:50 p.m.

■ Management and Policy

Economic Development for Smaller Governments

Most discussions of economic development focus on big-ticket projects managed by sophisticated development professionals. For many local governments, however, development occurs on a much smaller scale, guided by the chief executive and several key officials, including the finance director. This session will address the economic development concerns of smaller governments.

Sunday, May 7, 2006 | 1:30 p.m. – 2:30 p.m.

We're on Your Side! Changing Organizational Perceptions of the Finance Office

Operating departments often view the finance office as an organizational police officer responsible for ensuring that they stay within budget and comply with policies and procedures. While this may be true to a certain extent, today's finance office is more appropriately viewed as a strategic partner, a decision-support center, a source of business-critical information, and an internal customer service provider. This session will explore the "new" finance office and how you can get your organization to view the finance office more as a partner and less as simply a regulator.

Sunday, May 7, 2006 | 2:45 p.m. – 3:45 p.m.

How to Analyze Developer Proposals

Finance officers are becoming increasingly involved in matters of economic development. This is partly explained by the fact that financial expertise is essential when it comes to analyzing the financial structure of a deal as outlined in the developer's pro forma statement. In this session, experienced professionals will offer tips on how to analyze a pro forma so that you can make an informed decision about whether public financial assistance is warranted.

Monday, May 8, 2006 | 10:30 a.m. – 12:10 p.m.

Wanted: Ability to Communicate

Effectively Both Verbally and in Writing

It seems that no job description is complete without a reference to communications skills. Even in the public finance profession, where quantitative and analytical skills are emphasized, effective communication is a must. This is especially true of managers and those with managerial aspirations. Learn proven communication techniques that you can take back to the office.

Monday, May 8, 2006 | 1:25 p.m. – 3:05 p.m.

Preparing for the Financial Aftermath of a Disaster

State and local governments devastated by natural or manmade disasters are often eligible for federal financial assistance. This assistance usually comes in the form of reimbursement for costs documented in accordance with the requirements of the Federal Emergency Management Agency (FEMA). Too often, governments do not have systems and procedures in place to properly document disaster-related expenditures, thus jeopardizing reimbursable dollars. This session will offer guidance on how to prepare for the financial aftermath of a disaster.

Monday, May 8, 2006 | 3:20 p.m. – 5:00 p.m.

Property Insurance 101: Strategies for Insuring Your Assets

Recent events in the Gulf Coast have underscored the importance of properly insuring government property. In this session, risk management experts will cover the basics of property insurance, including loss exposures, coverage parts, exclusions, limitations, and endorsements. Various property insurance program designs and negotiating strategies will also be covered. This session is a must if you want to better understand how to protect your organization's property treasures when the wind blows, the ground shakes, or the water rises.

Tuesday, May 9, 2006 | 10:15 a.m. – 11:55 a.m.

Relax! Stress Management Techniques for the Busy Finance Officer

One of the realities of life in the 21st century is that work pressure is a constant challenge. This is certainly true for finance officers, who work in an environment in which customer expectations always exceed fiscal capacity. Even so, too many of us allow work pressures to control us instead of the other way around. This session will offer practical techniques for proactively managing stress at the office.

Tuesday, May 9, 2006 | 1:55 p.m. – 3:35 p.m.

So You're the Boss ... Now What?

Many accountants, budget analysts, and other highly skilled financial professionals aspire to lead a finance operation. They have the necessary technical skills and experience. How do they handle the new challenges of managing and leading employees, developing organizational plans and budgets, and participating in organizational strategy development? In this session, seasoned finance managers and leadership experts will discuss principles and practices of leadership, interpersonal skills, and organizational strategy.

Wednesday, May 10, 2006 | 8:30 a.m. – 10:10 a.m.

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■ Discussion Group

Your Personal Strategic Plan: Getting Ahead in Government Finance

Successful careers do not happen by accident — they are the result of hard work, careful planning and goal setting, and continual self-assessment and development. Just as organizations need to have a clear vision of their purpose and the steps needed to accomplish their objectives, professionals need to know where they are going and what they need to do to get there. Join a group of your peers to discuss how to chart a successful course as a government finance professional.

Tuesday, May 9, 2006 | 3:50 p.m. - 4:50 p.m.

■ Pensions and Benefits

Smart Compensation Strategies for Public Sector Employees

What is the best compensation package to offer today's public sector workforce? How does it make sense to best structure the benefit package that makes it a win-win for employers and employees alike? This session will lay down principles for designing or redesigning employee compensation to stay competitive and retain a skilled workforce.

Sunday, May 7, 2006 | 7:30 p.m. - 2:30 p.m.

Sarbanes-Oxley: What Does It Mean for Pension Board Governance?

In the past five years, corporate boards have been taken to task for insufficient diligence in overseeing staff, with the landmark Sarbanes-Oxley legislation an outcome of the demands for better oversight. Will the spotlight be turned onto pension boards? What are their fiduciary duties? What have been areas where they have been over-involved or under-involved in the daily dealings of the pension organizations they oversee? This session will address these difficult but crucial questions.

Sunday, May 7, 2006 | 2:45 p.m. - 3:45 p.m.

Rx for Prescription Drug Costs

Health care costs continue to confound governments, and prescription drugs have been the driving force behind cost inflation. What are the benefits and costs of prescription drugs? Can they actually help substitute for other forms of higher-cost treatments? What is the role of pharmacy benefit managers and are their interests aligned with the government's? What impact will new Medicare regulations have? This session will tackle these questions.

Monday, May 8, 2006 | 10:30 a.m. - 12:10 p.m.

Coping with the Budgetary Implications of Pension Funding Volatility

One of the most challenging aspects of DB pension plans is the volatility in providing budgetary appropriations. In the 1990s, some governments had the enviable position of not needing to fund their pension plans, essentially getting a "funding holiday." The perfect storm of negative investment returns, benefit enhancements (driving liabilities higher), and lowered discount rates have created spiraling increases in funding requirements. Is there a better way to handle this volatility? This session will address the problem and identify possible solutions.

Monday, May 8, 2006 | 1:25 p.m. - 3:05 p.m.

Just Do It: Implementing GASB's OPEB Mandates

With the imminent implementation of GASB 43 and 45, governments will be costing their liabilities and ultimately facing up to them. Key to compliance is hiring an actuary and building an RFP for OPEB actuarial services. This session will provide very practical guidance in managing the selection process so that you get OPEB data in time for your next annual report. In addition, it will examine financial management tools that governments may need to begin evaluating: debt financings, redesign of benefits, negotiating cost sharing with bargaining units, etc.

Monday, May 8, 2006 | 3:20 p.m. - 5:00 p.m.

Assessing the Impact of Baby Boomers on Pension Systems

This session will examine myths and facts about the impact of baby boomer retirements on pension systems. Concerns often expressed include the fear that baby boomers directly or indirectly will "cash out" of the stock market, depressing valuations and that the retirement of baby boomers will create both worker shortages and a service delivery crunch for pension systems processing retirement applications. These and other concerns will be shared and discussed at this session.

Tuesday, May 9, 2006 | 1:55 p.m. - 3:35 p.m.

Doing It Right: Designing a State-of-the-Art 457 Plan

Many public sector employees are not saving enough for retirement, so 457 deferred compensation plans offer a great opportunity to augment their other retirement assets and achieve retirement security. This session zeroes in on the following issues: gaining employee participation, understanding the black box of fees that government and plan participants incur, understanding fiduciary responsibilities, managing the RFI / RFP procurement process, and transitioning to new vendors.

Wednesday, May 10, 2006 | 10:25 a.m. - 12:05 p.m.

■ Discussion Group

Wellness: Pay Me Now or Pay Me a Lot More Later

Many employers, including government employers, have a workforce that is increasingly unhealthy, due to increases in obesity and other factors. However, certain governments are taking proactive measures to promote employee wellness both on the job and off the job. This discussion group will provide an opportunity for dialogue on strategies, tactics, and tips for setting up wellness programs, getting results, and proving results to decision makers.

Tuesday, May 9, 2006 | 3:50 p.m. - 4:50 p.m.

■ Technology and Digital Government

Using Technology to Control Personnel Costs

Personnel is the largest expenditure category for most government organizations, and it is often a difficult area of cost to control. This session will investigate technology solutions designed to control the cost of labor and achieve maximum value from what is not only government's most expensive asset, but also its most valuable.

Sunday, May 7, 2006 | 2:45 p.m. - 3:45 p.m.

A New Era of E-Government

E-government has moved well beyond its original incarnation of the Web site that simply displays information and is now even moving beyond online transaction processing. E-government is coming to mean fully integrated online service delivery, enhancement of democracy, improved learning opportunities for all citizens, and new responsibility for care of constituent data on the part of government. This session will examine how leading jurisdictions are moving into this new era of digital government.

Monday, May 8, 2006 | 10:30 a.m. – 12:10 p.m.

Technology for Smaller Governments

Smaller governments cannot afford the sophisticated systems typically operated by larger governments, yet smaller governments still need technology to help them provide the most effective stewardship of taxpayer dollars possible. This session will explore the various technology options available to smaller governments for enhancing financial management and, ultimately, service delivery to constituents.

Monday, May 8, 2006 | 1:25 p.m. – 3:05 p.m.

Realizing and Demonstrating Value from Technology Investments

Despite the promise of new technologies, many government managers have been disappointed by the level of benefit realized from these tools. In many cases, it is not the technology itself that is at fault, but rather the failure to adapt the people and processes that interact with the technology. This session will explore project management and technology governance techniques that can be used to increase the value received from all types of technology investments and demonstrate value to important stakeholders such as elected officials and citizens.

Monday, May 8, 2006 | 3:20 p.m. – 5:00 p.m.

Technology's Role in Disaster Preparedness

Technology plays an integral role in the typical day-to-day operation of government. It can play an equally vital role when government must respond to a disaster situation. This session will describe two key aspects of the role of technology in disaster preparedness: how governments can ensure the continuity of their technology infrastructure during a disaster, and how technology can be leveraged to improve emergency response.

Tuesday, May 9, 2006 | 10:15 a.m. – 11:55 a.m.

Tomorrow's Technologies Today

Over the past decades, technology has primarily been used as a tool for improving transaction-processing efficiency. Moving into the future, however, technology will play an increasingly important role in all aspects of government administration and service delivery. This session will explore new and anticipated trends in government technology, such as business intelligence, customer information systems, mobile computing and Wi-Fi, application hosting, and open-source systems.

Tuesday, May 9, 2006 | 1:55 p.m. – 3:35 p.m.

Technology Project Management Essentials

Technology implementations require a discipline in project management — a skill that is markedly different from day-to-day management of a finance organization. As such, many finance professionals may not be adequately prepared when faced with a major technology implementation. This session will outline the essentials of project management and provide useful advice for typical trouble spots encountered during technology projects.

Wednesday, May 10, 2006 | 10:25 a.m. – 12:05 p.m.

Discussion Groups

No Pain, No Gain:

Maximizing Technology Returns and Minimizing Risk

This discussion group will address how organizations have achieved the results they have wanted from large technology implementations and the troubles they have encountered along the way. The participants will explore common mistakes and some of the best ideas for surmounting these difficulties, including how to evolve the technology solution along with your organization during the lifecycle of the system.

Tuesday, May 9, 2006 | 3:50 p.m. – 4:50 p.m.

Budgeting and Performance Measurement Systems:

Has Their Time Come?

Budgeting and performance measurement systems have been the Achilles heel of government business applications for many years. Many technology vendors are now claiming significant improvements in these products. Are these systems finally for real? Join a group of your colleagues for a discussion of the latest developments in budgeting and performance measurement software.

Tuesday, May 9, 2006 | 3:50 p.m. – 4:50 p.m.



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Registration

Register online at www.gfoa.org or fill out the form in this brochure and mail or fax it to GFOA. Phone registrations cannot be accepted. Check the registration discount dates and save money by registering early.

>**Registration fees include:** Monday and Tuesday luncheons for delegates and the 100 Year Celebration for delegates and guests.

>**Guest registration:** Conference sessions and the luncheons on Monday and Tuesday are not open to guests and children. Guests will be admitted to the 100-Year Celebration and the exhibit hall. There is no registration fee for guests or children, but they must be preregistered.

>**Registration fee discounts:** To qualify for fee discounts, payment must be received by the deadline dates listed.

>**Additional discounts:** You will receive a 10 percent discount on both your conference and preconference seminar registration if one of the following conditions applies: a) three or more people from your jurisdiction are attending the annual conference (registrations must be submitted together) or b) you are attending two preconference seminars in addition to the annual conference.

>**Substitutions (government entities only):** A one-for-one substitution of a nonmember for an active member is allowed. If your organization has a current GFOA member on the staff who is not attending conference, a nonmember may attend in his or her place at the lower member rate. Please provide the name or the membership number of the GFOA member.

Travel Documents

Passport or proof of U.S. citizenship such as a birth certificate, naturalization certificate, and photo ID required. Minors (under 16) traveling alone or in someone else's custody must present written authorization, signed before a notary, from the parent(s) or guardian. Visas are not required.



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Easy to Get There

GFOA has arranged the following discounts for conference travel:

Airline	Code	Telephone
Air Canada	cv060150	800/361-7585
Northwest/Continental Airlines	NM82G	800/328-1111
American Airlines	ht1209051154	800/221-2255

Please contact the airline directly.

Register today to take advantage of discounts!

Important Action Dates

Date	Discount
March 1, 2006	Second and final discount deadline
March 2, 2006	Full registration fee required

Cancellation and Refund Policy

Conference and preconference seminar cancellations, registration changes, and refund requests must be made in writing to GFOA.

Date	Cancellation Policy
February 3, 2006	Cancellations postmarked by this date will be refunded, less a 25 percent service fee.
April 6, 2006	Cancellations postmarked after February 3 but by April 6 will be refunded, less a 50 percent service fee.
April 7, 2006	No refunds will be issued from this date forward.

Montréal Tours and Events

Information on how to obtain tickets for the Tuesday evening event, and other conference events and tours, will be posted as available at www.gfoa.org.



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