

# Concurrent Sessions

## Accounting, Auditing, and Financial Reporting Track

### Going Global: The Move to International Accounting Standards

The private sector is now committed to converting from generally accepted accounting principles (GAAP), as set by the Financial Accounting Standards Board (FASB) and its predecessors, to international financial reporting standards (IFRS), as established by the International Accounting Standards Board (IASB). This session will examine the background, scope, and timetable of this historic movement toward "global GAAP." It also will consider the potential impact on accounting and financial reporting for state and local governments.

**Sunday, June 28, 2009 • 1:30 pm – 2:20 pm**

### The Business of Government: When Private-Sector GAAP Applies to Governments

GASB pronouncements govern accounting and financial reporting by state and local governments. All the same, private-sector guidance issued by the Financial Accounting Standards Board (FASB) and its predecessors (e.g., the Accounting Principles Board) frequently may be or must be applied as well. This session will systematically examine which portions of which private-sector standards apply in which situations for a state or local government.

**Sunday, June 28, 2009 • 1:30 pm – 2:20 pm**

### Covering All the Bases: Budgetary Reporting in the CAFR

Budgetary comparisons and related disclosures have been an integral part of a typical state or local government's comprehensive annual financial report (CAFR) for decades. Still, governments frequently fail to fully comply with the requirements established for budgetary reporting, especially in the wake of GASB Statement No. 34. This session will comprehensively review all of the CAFR requirements for budgetary reporting, with special emphasis on the most commonly encountered budget-related deficiencies.

**Sunday, June 28, 2009 • 2:40 pm – 3:30 pm**

### We've Got a Pulse! Monitoring Internal Control

A key management responsibility is monitoring internal control. Indeed, monitoring was identified as one of the essential components of a comprehensive framework of internal control by the Council of Sponsoring Organizations (COSO) in its celebrated report *Internal Control: Integrated Framework*. More recently, the COSO has proposed to expand its guidance on monitoring. This session will explore how management can effectively and efficiently monitor internal control in the light of the COSO's current and pending guidance.

**Sunday, June 28, 2009 • 3:50 pm – 4:40 pm**

### Accounting and Auditing Year in Review

This session offers participants a comprehensive overview of the latest developments affecting accounting and auditing professionals who serve state and local governments. The executive director of the National Association of State Auditors, Comptrollers, and Treasurers will cover recent and pending changes involving the Single Audit, Government Auditing Standards, the American Institute of Certified Public Accountants' (AICPA) statements on auditing standards, and the AICPA's auditing standards "clarity project." The GFOA's director of technical services will summarize recent and pending guidance from the Governmental Accounting Standards Board (GASB), including final pronouncements on fund balance and adjustments to the annual required contribution for postemployment benefits, as well as changes to the latest version of the GASB's Comprehensive Implementation Guide. Recent GFOA recommended practices on accounting and auditing also will be addressed, as well as the potential impact on state and local governments of the global convergence of accounting standards.

**Monday, June 29, 2009 • 10:30 am – 12:10 pm**

### Getting It Right: A Financial Reporting Practice Update

Each year, the GASB updates and expands the detailed practice guidance contained in its Comprehensive Implementation Guide. This session will examine the most recent changes to be found in the 2008-2009 edition, which includes for the first time issues surrounding the implementation of GASB Statement No. 51, Accounting and Financial Reporting for Intangible Assets.

**Monday, June 29, 2009 • 1:30 pm – 3:10 pm**

### Mellow Yellow: A Government Auditing Update

Much has happened this past year that will have an impact on auditors of state and local governments. This session will review these developments, including: changes to Single Audit requirements in the wake of the 2007 study on the quality of Single Audits; revisions to Government Auditing Standards (i.e., "Yellow Book"); revisions to the AICPA's Statements on Auditing Standards; and the AICPA's audit standards "clarity project."

**Monday, June 29, 2009 • 1:30 pm – 3:10 pm**

### Which Way Is Up?: Accounting for Derivatives

The sheer variety and complexity of derivative instruments can make accounting for them a daunting prospect, even for the most seasoned accountants and auditors. This session is designed to dispel the mystery from accounting for derivatives by explaining the requirements of GASB Statement No. 53 in a clear and straightforward manner that presumes no prior knowledge of derivatives or investments.

**Monday, June 29, 2009 • 3:30 pm – 5:10 pm**

Program descriptions are subject to slight change.

### **Who Knew? Creating a Fraud-Free Environment**

When it comes to fraud, it is easy for an accountant to fall into the trap of always “fighting the last war.” That is, accountants all too often allow themselves to focus almost exclusively on past weaknesses rather than on current and future exposures (like putting up traffic signals only after an accident has occurred at an intersection). This session will explore practical steps a government can take to prevent fraud before it occurs.  
**Monday, June 29, 2009 • 3:30 pm – 5:10 pm**

### **By the Book: The GFOA’s New Manual on Accounting for Capital Assets**

The GFOA recently released a new publication on Accounting for Capital Assets: A Guide for State and Local Governments. This session will explore the key guidance provided in that new publication, including how to avoid the 20 most common mistakes and misconceptions about accounting and financial reporting for capital assets.  
**Tuesday, June 30, 2009 • 10:20 am – 12:00 pm**

### **Negotiating Net Assets: A Calculation Challenge**

In principle, calculating the amount of the various components of net assets should be a relatively straightforward exercise. In practice, however, governments frequently miscalculate these amounts. This session will review in detail the rules governing the calculation of each of the three components of net assets and then illustrate the practical application of these rules by means of a case study.  
**Tuesday, June 30, 2009 • 2:00 pm – 3:40 pm**

### **Staying in Shape: Case Studies on the Application of the Modified Approach**

Governments have the option of using the “modified approach” to account for any or all of their infrastructure assets. This session will explore the practical challenges of applying the modified approach from the vantage point of both state and local governments. It also will offer some specific items to be considered by those contemplating adopting the modified approach.  
**Tuesday, June 30, 2009 • 2:00 pm – 3:40 pm**

### **The New Gold Standard: Fund Balance Redefined**

No single item in a typical state or local government’s financial statements attracts more attention, discussion, and debate than fund balance. The GASB recently issued a new standard on fund balance that substantially alters how that amount is presented in financial statements. Terms used for decades to describe the various components of fund balance (i.e., reserved, unreserved, designated) have been replaced by new terms that reflect a very different approach (i.e., non-spendable, restricted, committed, assigned, unassigned). This session will examine these changes in detail. It also will examine certain limitations that the new GASB guidance places on the use of certain governmental fund types.  
**Tuesday, June 30, 2009 • 4:00 pm – 4:50 pm**

### **From Better to Best: GFOA Recommended Practices**

To date, the GFOA has issued 27 recommended practices that specifically address accounting, auditing, and financial reporting. These recommended practices cover a broad range of topics: from the appropriate level of fund balance in the general fund to the proper use of trend data. Examples include public-sector audit committees, maintaining control over noncapitalized assets, documenting claims for disaster recovery assistance, documenting accounting policies and procedures, improving the effectiveness of fund accounting, establishing an internal audit function, and popular reporting. This session will examine the key elements of each of these recommended practices.  
**Wednesday, July 1, 2009 • 8:30 am – 10:10 am**

### **Back to School: Preparing a School District CAFR**

While school districts are subject to the same accounting and financial reporting standards applicable to general-purpose local governments, they operate in a unique environment that significantly affects how those standards are applied. This session will examine the proper accounting and financial reporting for transactions and events that are especially characteristic of school districts. It also will explore how the unique environment of a school district affects the various presentations in the CAFR.  
**Wednesday, July 1, 2009 • 8:30 am – 10:10 am**

### **What Do I Really Need to Know About the Audit?: A Guide for Busy Finance Professionals**

For those without an auditing background, the financial statement audit has always been something of a “black box.” Recent changes to auditing standards seem only to have added to the level of misunderstanding and confusion. This session is specifically designed to help those with no background in auditing to understand the financial statement audit, including the roles played by the governing body, the audit committee, internal auditors, and management.  
**Wednesday, July 1, 2009 • 10:30 am – 12:10 pm**

### **So What Will It Cost?: How to Explain Cost Accounting to Elected Officials and Citizens**

Everyone agrees that “cost” is important. However, this agreement may be more apparent than real, since “cost” is defined differently for different purposes. Likewise, different components of cost may need to be treated differently depending on the decision being made. This session is designed to provide a simple framework for explaining “cost” to elected officials and others without a technical background in cost accounting. In doing so, it will highlight key mistakes to be avoided in the use of cost information.  
**Wednesday, July 1, 2009 • 10:30 am – 12:10 pm**

# Concurrent Sessions

## Budgeting and Financial Planning Track

### Role of the Budget Office in a Performance Management World

Implementing performance management in government not only changes the way budget documents look, it also changes the way the budget office does its job. It is therefore important that the budget staff has the skills necessary to focus both on dollars and outcomes. This session will focus on how the budget office role changes in a performance management environment and provide strategies and tactics for making the transition.

**Sunday, June 28, 2009 • 1:30 pm – 2:20 pm**

### Effective User-Fee Strategies

The combination of increasing expectations and decreasing tax revenues is forcing governments to more aggressively pursue user fees to fund services. During this session, speakers will discuss developing a user-fee policy and conducting activity-based cost analysis. Speakers will also talk about approaches, techniques, and opportunities for finding additional revenue to reduce pressure on local taxes, as well as success stories from jurisdictions from across the country.

**Sunday, June 28, 2009 • 2:40 pm – 3:30 pm**

### Performance Management for Small Governments

Small governments often feel that they lack the financial and technical resources to implement performance management systems. Where do you begin, and what is required of employees, managers, and elected officials? This session will provide lessons learned and strategies for implementing a performance management system in a small government with limited resources and without dedicated performance management staff.

**Sunday, June 28, 2009 • 3:50 pm – 4:40 pm**

### Performance Management Practices: Aligning Organizational Resources to Accomplish Objectives

Tracking and reporting performance measures against departmental goals and using this data to allocate resources is most effective if the measures, departmental goals, and organization-wide resources are all linked. This session will discuss strategies for aligning services with organizational objectives developed to encourage results using examples and recommendations from the National Performance Management Advisory Commission. Speakers will share experiences and strategies for eliminating “disconnected” services to create a more focused, streamlined government.

**Monday, June 29, 2009 • 10:30 am – 12:10 pm**

### Fiscal First Aid: Strategies for Handling Budgetary Stress

As citizens struggle to make ends meet in a down economy, even the best-run governments have been challenged in the face of decreasing revenues from sales taxes, business taxes, income taxes, and property taxes. Many jurisdictions are now trying to avoid catastrophe and devise workable budgets at the same time. This session will present specific strategies you can implement now to survive hard times, along with case studies from governments that have significantly improved their financial positions by implementing innovative staffing experiments, outsourcing, and public-private partnerships.

**Monday, June 29, 2009 • 1:30 pm – 3:10 pm**

**REPEAT SESSION: Wednesday, July 1, 2009 • 8:30 am – 10:10 am**

### Greening the Bottom Line – Sustainable Strategies that Can Save You Money

Governments are going green for a variety of reasons, including some that have nothing to do with the environment. This session will discuss green strategies that also reduce costs by making government more efficient. Speakers will also present methods for evaluating the true cost of green initiatives to accurately project financial impacts.

**Monday, June 29, 2009 • 3:30 pm – 5:10 pm**

### Building a Fiscally Resilient Government through Long-Term Financial Planning

Fiscally resilient governments can endure economic downturns while maintaining adequate service levels. How can your government develop the financial policies and strategies that will enable it to adjust for socio-economic and demographic changes as well as the booms and busts of the economic cycle? In this session, practitioners who have built fiscally resilient budgets will talk about ways to create financial policies and strategies that work during uncertain times.

**Tuesday, June 30, 2009 • 10:20 am – 12:00 pm**

### Learning from Experience: Overcoming Challenges to Budgeting for Outcomes

Budgeting for outcomes (BFO) is no longer new. Organizations of all sizes are benefiting from greater focus on outcomes in the budgeting process and the benefits of aligning funding and programs with objectives. Attend this session to hear from practitioners who have successfully overcome common challenges to implementing BFO and learn how any government can benefit from focusing on outcomes.

**Tuesday, June 30, 2009 • 2:00 pm – 3:40 pm**

### What Do We Talk About When We Talk about Performance? The Uses of Performance Information

To improve performance, as well as to communicate about performance with citizens, governments need to know what information to collect, how to use that information, and how to communicate performance information internally and externally. This session will focus on strategies to identify the most important and useful information, how data can be “mined” to improve performance, and how government can best talk about performance data with stakeholders.

**Tuesday, June 30, 2009 • 4:00 pm – 4:50 pm**

Budgeting and Financial Planning Track  
continued from previous page.

### **Predicting the Future: Selecting and Using the Most Appropriate Forecasting Methods for Your Government**

Are your revenue and expenditure forecasts based on reality? Did you recognize the developing seeds of the current economic downturn and take steps to insulate your jurisdiction to the extent possible? In this session, leading government economists discuss how awareness of economic, statistical, and demographic conditions contributes to financial sustainability. Speakers will also discuss and explain methodologies, techniques, and analytical models used in projecting revenue streams.

**Wednesday, July 1, 2009 • 10:30 am – 12:10 pm**

## **Cash Management and Investing Track**

### **Effective Communication in a Challenging Investment Environment**

Keeping the lines of communication open is a tested method for assuring that stakeholders — taxpayers, unions, and elected officials — understand investment decisions. There are many ways to get your story out, but you need to decide what will work in your government's unique environment. Attend this session to learn how other jurisdictions are using communication to garner good will, understanding, and cooperation.

**Sunday, June 28, 2009 • 1:30 pm – 2:20 pm**

### **Imaging Technology and the Treasury Function**

Document imaging, archival, and retrieval systems have a major impact on disaster recovery efforts, expense containment, and customer service. Digital access to records and accounts allows a level of customer service previously unavailable. Participants will learn how governments are using this emerging technology to improve not only customer service, but overall efficiency and security.

**Sunday, June 28, 2009 • 2:40 pm – 3:30 pm**

### **Getting the Most from your Banking Relationships**

Economic changes have made it challenging to manage banking relationships successfully. Recent take-over and acquisition activity may have left you in a relationship with a new, unknown bank. A well-structured banking services procurement process can go a long way to clarify the services you need, and the true costs of such services. In this session, attendees will hear from practitioners who have recently switched banks or managed to get the most out of their long-standing relationships.

**Sunday, June 28, 2009 • 3:50 pm – 4:40 pm**

### **Reevaluating Your Investment Portfolio in the New Economic Reality**

State and local government investors have a fiduciary responsibility to perform extensive due diligence on the financial firms they invest with and the types of investments they make. In this session, attendees will learn about the changes local governments have made in the selection and oversight of their banks and broker-dealers, the kinds of investments they make, and how they view risk and reward in this changing economic environment.

**Monday, June 29, 2009 • 10:30 am – 12:10 pm**

### **Exploring Return on Treasury Infrastructure Investing**

Quantifying ROI on treasury infrastructure is difficult. Often such investments are interconnected to larger technology investment projects and returns may be qualitative. Speakers will present case studies of jurisdictions that have quantified the return on their treasury infrastructure investments and explain how they reaped those benefits.

**Monday, June 29, 2009 • 1:30 pm – 3:10 pm**

### **Payment Consolidators: When Adding Another Vendor Is a Good Thing**

Payment consolidation services, provided mainly by financial institutions, help alleviate many of the problems associated with the increased use of electronic forms of payment, including higher costs and the staff time required to sort everything out. Attendees will learn how payment consolidators can address these problems and what to look out for.

**Monday, June 29, 2009 • 3:30 pm – 5:10 pm**

### **The New Economic Environment**

The structure of the financial industry has changed drastically in the past year and these changes have just as drastically altered the investing landscape. Learn what the changes mean for state and local governments, their investments and investment policies, and their operations. Experts in the field will discuss what could come next and what it means for you and your jurisdiction's investments.

**Tuesday, June 30, 2009 • 10:20 am – 12:00 pm**

### **Evaluating the Promise of Remote Deposit Capture**

Acceptance of remote deposit capture – which has been promoted as the next big thing for several years – is finally accelerating. Even the smallest community banks now offer RDC. This solution allows governments to scan checks and transmit the scanned images and data to a bank. The benefits can be substantial. In this session, speakers from governments that are using this technology will explain how it works and discuss benefits, start-up and ongoing costs, and how to get started.

**Tuesday, June 30, 2009 • 2:00 pm – 3:40 pm**

### **Effective Cash Management Using GFOA Recommended Practices**

GFOA recommended practices provide governments with the benefit of the best thinking from leading public-sector financial managers. Recommended practices on investment and cash management can help you manage your investment portfolio and your relationships with financial institutions, financial advisors, and other key players. Speakers will explain the significance of each recommended practice to be discussed, how to develop operating procedures and policies consistent with the practices, and how different kinds of governments can customize the practices to their own needs.

**Tuesday, June 30, 2009 • 4:00 pm – 4:50 pm**

# Concurrent Sessions

Cash Management and Investing Track continued from previous page.

## The Treasurer's Office as an Agent of Change

Treasurers' offices around the country have gone "upstream" to address problems with payments and thus help to create efficiencies in workflow and also help the community at the same time. Such approaches range from mortgage foreclosure prevention tools to technological innovation and modernization. In this session, speakers will share information about their own initiatives to transform the treasurer's office and the broader community.

**Wednesday, July 1, 2009 • 8:30 am – 10:10 am**

## Making Your Card Payment Program State of the Art: Efficiency, Earnings, and the Environment

The right card payment program will save time and money and even allow you to earn rebates. It can also help staff be more productive by giving them the ability to analyze data, monitor compliance, and integrate data into ERP and expense-management reporting systems. Attendees will learn useful practices, including how to broaden card spending in innovative ways and how to implement card program control strategies.

**Wednesday, July 1, 2009 • 10:30 am – 12:10 pm**

## Debt Management Track

### Understanding the New Disclosure Regime: Using EMMA (Electronic Municipal Market Access)

The SEC has finalized rules that call for issuers of municipal securities to make continuing disclosure filings electronically in one location. Issuers were previously required to file in four repositories. The Electronic Municipal Market Access system – EMMA – will be described at this session, and continuing disclosure obligations will also be provided. In addition, the session will include a demonstration on how to create an account and submit filings using EMMA.

**Sunday, June 28, 2009 • 1:30 pm – 2:20 pm**

### Arbitrage Review: New IRS Scrutiny and Compliance Enforcement

Calculating arbitrage has never been straightforward and recent IRS actions and compliance enforcement have heightened awareness about arbitrage compliance. This session will include a closer look at vehicles used when investing bond proceeds, including guaranteed investment contracts. Experts will provide background information on recent IRS scrutiny and discuss what governments need to do to be in compliance.

**Sunday, June 28, 2009 • 2:40 pm – 3:30 pm**

### Debt Capacity: Setting the Right Standards for your Government

Debt capacity is the amount of debt a government is able to carry without negatively affecting its long-term financial position. While issuing debt is a valid and commonly accepted method for financing long-lived assets, governments should consider the impact of increased debt levels on long-term financial condition, especially when the economic outlook is grim. Presenters at this session will cover a range of debt capacity topics, including GFOA recommended practices, debt ratios, benchmarking, and the affect of debt level on credit ratings, overlapping jurisdictions, and long-term financial sustainability.

**Sunday, June 28, 2009 • 3:50 pm – 4:40 pm**

### Bond Basics: Questions to Ask Before Issuing Bonds

Bond issuance is a complex undertaking. Finance officers and public officials need to have a thorough understanding of the many facets involved. This session, targeted to the needs of finance officers who are new to municipal bonds or individuals who want a review session, will cover the top 10 questions government officials need to ask themselves as well as the top 5 questions that should be asked of outside experts. GFOA's recommended practices, publications, and other research will be discussed, and the GFOA Pocket Guide, Questions to Ask before You Approve a Bond Issue, will be reviewed and distributed.

**Monday, June 29, 2009 • 10:30 am – 12:10 pm**

### Can You Still Use Swaps and Derivatives? Should You?

The collapse of the auction rate securities market has greatly diminished the use of swaps and derivatives by state and local issuers and many issuers have had to terminate existing swaps. In addition, the collapse of bond insurers and the interest rate dislocations caused by the global credit crisis have forced some issuers to post collateral under existing swaps. This session will review the fundamentals of derivatives, consider what lessons have been learned over the last year, and examine whether and where value may still exist in the swap market for issuers, how to recognize it, and how to prepare for unexpected risks.

**Monday, June 29, 2009 • 1:30 pm – 3:10 pm**

### Are Credit Enhancements Still the Way to Go?

In recent years, bond insurance and letters of credit have been popular mechanisms for enhancing the credit ratings of government bond issuers. But the landscape has changed. Current market obstacles include downgrades of bond insurers and liquidity providers, and fewer institutions offering letters of credit – at higher prices. Presenters at this session will provide an overview of today's credit enhancement landscape, discuss advantages and disadvantages of credit enhancements, and offer other practical advice for governments that want to enhance their credit.

**Monday, June 29, 2009 • 3:30 pm – 5:10 pm**

### Washington Review

Major regulatory reforms in the financial services industry, Congressional actions, new Treasury and Federal Reserve programs, and various IRS and SEC enforcement actions have occurred over the past few months that are important to issuers of municipal securities. This session will provide an overview of these events, their impact on state and local governments, and how governments may need to adapt to these legislative, regulatory, and enforcement events.

**Tuesday, June 30, 2009 • 10:20 am – 12:00 pm**

### Navigating the Municipal Bond Market in Turbulent Times

Municipal debt markets have been significantly affected by fallout from the global credit crisis over the past year. This has caused difficulty for some governments trying to access the bond market and find necessary credit enhancement/liquidity providers cost effectively. At this session, practitioners and private-sector advisors will provide information to help participants understand and interpret market trends. In addition, presenters will discuss the relative value of the taxable and tax-exempt market, how best to protect your government from market volatility, and tools you can use to mitigate the negative effects of today's market, and prepare for issuing debt in the future.

**Tuesday, June 30, 2009 • 2:00 pm – 3:40 pm**

### What's Happening Now? Experts Roundtable on Credit Market Dynamics

The economic downturn and extreme market fluctuations continue to be page-one news as governments try to accurately predict rates and revenue streams and put together sustainable budgets. Understanding the dynamics of the current debt market is an essential part of a government's strategy for weathering this storm. In this session, experts will discuss current events in the credit market that affect issuers of municipal bonds. Speakers will provide insights about what you need to consider as the municipal market landscape continues to change. Attendees will learn how market dynamics, current market practices, and the federal government's involvement in the credit markets affect governments of all shapes and sizes.

**Tuesday, June 30, 2009 • 4:00 pm – 4:50 pm**

### Credit Rating Recalibration: Impacts on Municipal Issuers

Efforts to ensure that the criteria used to rate municipal securities are the same as those for corporate securities has garnered attention from a variety of stakeholders – issuers, rating agencies, the marketplace, Congress, and the SEC. A move to corporate equivalency ratings could benefit state and local governments and attract more retail investors to the municipal securities market. Attend this session to gain a better understanding of what recalibration of the credit ratings could mean to your government.

**Wednesday, July 1, 2009 • 8:30 am – 10:10 am**

### Cooperating to Save: Using Pooled Financing and Bond Banks

When issuing debt, all reasonable options for reducing interest costs need to be explored. Pooled financing and bond banks are two cooperative approaches to getting the best rates. At this session, practitioners with experience in these approaches will explain the benefits of pooled financing and bond banks, and describe what you need to know to determine if they are a good option for meeting your government's bonding needs.

**Wednesday, July 1, 2009 • 10:30 am – 12:10 pm**

## Management and Policy Track

### Shared Services: A Winning Strategy for Stressed Budgets

In difficult financial times, intergovernmental service sharing makes more sense than ever. Yet many governments are hesitant to take the first step. What is the role of the finance officer, and how can jurisdictions make service sharing a "win-win" situation? This session will provide attendees with information on the broad range of collaborative opportunities that exist, trends in intergovernmental service sharing, how to address residents' and elected officials' concerns, the key issues in creating a workable agreement, and the lessons learned from a variety of service-sharing initiatives.

**Sunday, June 28, 2009 • 1:30 pm – 2:20 pm**

### Building Green into Government Initiatives

Constituents are increasingly calling on their governments to implement sustainable practices. Successful initiatives require that all stakeholders understand the benefits and potential costs and savings for going "green." This session features case studies of successfully implemented green programs. Attendees will learn about processes for reaching shared understanding about the implications of "greening" government, costs and savings, obstacles, and building consensus.

**Sunday, June 28, 2009 • 2:40 pm – 3:30 pm**

### Creating a Sustainable Infrastructure

Infrastructure maintenance and replacement is a major concern for many local governments, especially as they struggle just to fund basic services. This session will focus on how governments are prioritizing infrastructure needs in relation to day-to-day services and the creative ways local governments are finding to fund and control the costs of maintaining and replacing infrastructure.

**Sunday, June 28, 2009 • 3:50 pm – 4:40 pm**

### Fallout from the Housing Crisis: Property Values and Property Taxes

Local governments across the country have struggled with the simultaneous impacts of declining residential property values, greater demand for services, and the inability of financially struggling homeowners to pay more in property taxes, which remains the most significant source of revenue for local governments. Are there any ways out of this quandary? Speakers at this session will discuss trends and present case studies of governments who are addressing the multiple issues involved in making decisions about property taxes.

**Monday, June 29, 2009 • 10:30 am – 12:10 pm**

# Concurrent Sessions

Management and Policy Track continued from previous page.

## Emergency Management: Pre-Planning Basics

Effective responses to emergencies begin by properly setting the stage. Finance officers may have financial, procurement and logistical responsibilities during an emergency, and they need practical guidance for carrying out these responsibilities. At this session attendees will hear from experienced managers on pre-planning practices, including the importance of flexibility in the face of emergencies, the appropriate use of P-cards, how and why to access cash, the ins and outs of just-in-time inventories, care for and mobilization of employees, and other key concepts.

**Monday, June 29, 2009 • 1:30 pm – 3:10 pm**

## Economic Development Incentives in a Recessionary Environment

Cities and counties are being asked to provide more and more resources, not only to attract new development but to retain existing business and industry. How do local governments balance the need for spending to increase the tax base through development with the need for funding essential services? Practitioners and economic development advisors will provide the latest information on how governments are addressing these issues.

**Monday, June 29, 2009 • 3:30 pm – 5:10 pm**

## Adding Functions to the Finance Office: How Finance Officers are Coping

As budgets have been cut year after year, finance officers have often been given additional administrative responsibilities as governments consolidate departments. While there may be advantages to consolidating services within a single office, wearing so many hats can make it difficult for finance officers to assure that core financial functions are getting sufficient attention. This session will feature speakers who have taken on new responsibilities in addition to traditional finance functions and how they have made the transition.

**Tuesday, June 30, 2009 • 10:20 am – 12:00 pm**

## Exploring New Approaches to Generating Local Revenue: A Canadian Initiative

Unlike many of their global counterparts, Canadian local government must continue to rely almost exclusively on the property tax to finance their operations. As cities grow and play a greater role in economic development, environment, and immigration, the case is being made that more revenue flexibility is required. Two years ago, the Council of the Halifax Regional Municipality created a joint councillor/citizen committee to explore tax reform initiatives. To date, the committee has undertaken extensive research and has engaged citizens at nearly twenty public meetings, through polling, and by means of the latest e-democracy techniques. This session will explore the committee's work to gain a better understanding of the need for change and how it might be brought about.

**Tuesday, June 30, 2009 • 2:00 pm – 3:40 pm**

## Key Considerations for Selling Public Assets

Selling public assets has become an increasingly common way for governments to raise money, decrease debt, and transfer certain risks. Because these projects come with many long-term implications – including the potential loss of future returns and political ramifications both now and in the future – they require consistent approaches and ongoing due diligence. This session will explore the risks and benefits of recent projects and offer guidelines for making decisions about selling public assets.

**Tuesday, June 30, 2009 • 4:00 pm – 4:50 pm**

## Generational Change: Meet the Public Sector

Individuals entering the workforce today bring new perspectives and expectations to the workplace. Managers may need to develop new strategies for motivating and managing. What are the implications of generational change in the workforce for public-sector organizations? What practices need to be changed, and what practices should be retained? At this session, presenters will discuss the changing workforce and what your organization can do to take advantage of the positive aspects of general change and to assure high performance.

**Wednesday, July 1, 2009 • 10:30 am – 12:10 pm**

## Pension and Benefits Track

### Securities Lending Programs – ABCs for Pension Plans

Once considered an almost risk-free way to boost a pension fund's return on assets, securities lending programs are now coming under stringent review. For pension funds that didn't examine how their collateral was being invested, the recent problems in the credit market turned reliable gains into losses. Session speakers will discuss how plans can be sure they are employing the appropriate precautions and controls.

**Sunday, June 28, 2009 • 1:30 pm – 2:20 pm**

### Simplifying Retirement Planning and Savings

Studies have shown that individual investors don't save enough money for retirement. In addition to educating participants about the importance of retirement savings, some defined contribution plan sponsors have found that target-date funds and managed accounts, as well as automatic enrollment and contribution increases, are proving to be an effective means of encouraging participants to save. During this session, presenters will share their plans' successful programs and initiatives to simplify retirement planning and savings and increase member participation rates.

**Sunday, June 28, 2009 • 2:40 pm – 3:30 pm**

### **OPEB Investment Strategies for Start-Up Plans**

Market difficulties are affecting not only public pension portfolios but the investment strategies for newly created OPEB portfolios as well. Start-up OPEB plans present different investment challenges than traditional pension funds face, as well as potential opportunities to capitalize on recently depressed stock markets. Session speakers will present the tips and traps involved with the structural alternatives for OPEB trusts, investment alternatives, and workable strategies for uncertain times.

**Sunday, June 28, 2009 • 3:50 pm – 4:40 pm**

### **Addressing Your OPEB Liability: Are You Where You Should Be?**

Public employers are in varying stages of determining their OPEB liabilities and managing them, depending on the size of the jurisdiction. This session will provide case studies illustrating the steps Phase 1, Phase 2, and Phase 3 jurisdictions have taken. Speakers will review successful strategies as well as challenges they have encountered in tackling their retiree health-care obligations.

**Monday, June 29, 2009 • 10:30 am – 12:10 pm**

### **Portfolio Diversification and Investment Opportunities in a Volatile Market**

Given the turmoil that has rocked the investment world, the best hope for your retirement plan is a well-diversified portfolio. Some of the largest pension plans across the country have announced their intentions to increase their portfolio diversification. In this session, pension investment officers and portfolio managers will discuss why diversification is crucial and tell you how to manage it, as well as elaborating on the opportunities that may emerge at the end of this economic crisis.

**Monday, June 29, 2009 • 1:30 pm – 3:10 pm**

### **Sustaining Health-Care Benefits**

Spiraling health costs can drain budgets, making it difficult to provide stable, sustainable health-care benefits to employees. What health-care cost issues should be of most concern to public financial managers and policymakers, and how is public plan coverage changing? This session will examine steps public employers are taking to continue to provide viable benefits, including wellness programs. Presenters will also discuss ways to create a more efficient overall benefit structure.

**Monday, June 29, 2009 • 3:30 pm – 5:10 pm**

### **Is Market Value of Liabilities Appropriate for Public Pension Funds?**

Market value of liabilities (MVL), commonly referred to as the termination liability, is a required disclosure for corporate pension plans so that in the event of bankruptcy, sale, or business termination, the plan's liabilities are well known. Some in the financial and actuarial community have suggested that governmental plans should also be required to report their financial condition as if they were able to immediately terminate. This session will feature actuaries and governmental plan administrators who will explore the use of MVL for public pension funds, and discuss whether it is an appropriate method of valuing public pension funds.

**Tuesday, June 30, 2009 • 10:20 pm – 12:00 pm**

### **Sustainable Solutions for Managing OPEB Liabilities**

Public employers continue to struggle with retiree health-care costs and seek solutions for attaining long-term financial sustainability. Some employers are achieving success through benefit redesign, some by creating funding trusts, and others by maintaining a pay-as-you-go system – or, in many cases, some combination. Following an introduction to strategic OPEB sustainability planning tools, experienced practitioners will discuss the choices their jurisdictions have made and talk about getting on target to achieving sustainability.

**Tuesday, June 30, 2009 • 2:00 pm – 3:40 pm**

### **Regulatory Review: How Recent Regulations and Other Federal Agency Initiatives Affect Public Pension Plans**

Over the past year, the Internal Revenue Service has issued several regulations affecting public pension plans. In this session, experts in the field of public pensions will provide an overview of these regulations and other agency initiatives, discuss their impact on public retirement systems, and provide insights on compliance challenges that your retirement system might face. Simplifying Retirement Planning and Savings

**Tuesday, June 30, 2009 • 4:00 pm – 4:50 pm**

### **Funding Policies for Public Employee Retirement Systems**

The objective of a state or local government pension plan is to make sure the retirement system is adequately funded, and that it remains so – a tall order under current economic conditions. There are many variables involved in determining a responsible funding policy. Pension administrators and other industry professionals will address key variables at this session.

**Wednesday, July 1, 2009 • 8:30 am – 10:10 am**

### **Hybrid Plans: Another Way to Meet Public Employees' Pension Needs**

Many governments are asking whether retirement systems that offer only a defined benefit or a defined contribution plan are truly meeting the needs of their employees, particularly younger workers. Hybrid plan designs, including cash balance plans and pension equity plans, are receiving considerable attention. This session will provide an overview of the various hybrid arrangement alternatives and offer attendees the chance to hear from retirement systems that have successfully implemented hybrid plans.

**Wednesday, July 1, 2009 • 10:30 am – 12:10 pm**

# Concurrent Sessions

## Technology and Digital Government Track

### Hardware, Staff, and Governance: Getting the Right Mix

The keys to success in information technology are hardware, staff, and governance. Up-to-date hardware is necessary to provide a strong foundation; staff needs appropriate skills and training; and a good governance structure is essential for managing IT resources to meet objectives. This session will provide information to help you assess and align your IT resources to maximize performance by focusing on these three areas.

**Sunday, June 28, 2009 • 2:40 pm – 3:30 pm**

### Technology as a Tool for Decision Making

Governments are looking beyond automated transaction processing to using technology to support critical business decisions. Business intelligence, data warehousing, and performance measurement systems are technologies that provide reporting, analysis, and data management tools that enable governments to tap into the information they need to deliver cost-effective, responsive, quality services to their citizens. This session will include real-world examples of the decision support systems that are delivering the most value to government financial managers and executives.

**Sunday, June 28, 2009 • 3:50 pm – 4:40 pm**

### Realizing the Return on Technology Investments

A major technology investment can provide a significant return by improving an organization's business processes. And while governments need benchmarks for measuring return on investment, managers also must be able to communicate benefits to non-technical stakeholders such as elected officials. In this session, public-sector technology professionals will identify tangible ways technology can be used to improve your organization and share successful methods for capturing and communicating the return on investment.

**Monday, June 29, 2009 • 10:30 am – 12:10 pm**

### Reuse IT: "Green Solutions" for Government Efficiency

By allowing governments to reduce their use of paper and other resources, information technology offers one way for governments to go green. But at the same time, increased Web use requires additional investments in energy-consuming hardware. At this session, presenters will discuss innovative methods governments are using to reduce their IT carbon footprints while using technology to go green.

**Monday, June 29, 2009 • 1:30 pm – 3:10 pm**

### Alternatives to In-house Ownership and Operation: Software as a Service and "Cloud Computing"

An emerging trend in software use is "cloud computing," wherein software applications are provided to users by a third party via the Internet, rather than being purchased and supported by one's own organization. This model is poised to transform the way governments supply technology to their employees, potentially providing lower cost of entry, more flexible service, and greater citizen interaction. This session will introduce attendees to the basic concepts and provide real-world details of how governments are successfully using cloud computing.

**Monday, June 29, 2009 • 3:30 pm – 5:10 pm**

### Making the Case for GIS as a Management Tool

Governments are using geographic information systems (GIS) to improve workflow and to support performance management and accountability in addition to the more familiar use of GIS as an analytical tool. Advances in the use of GIS now extend beyond back-office applications to logistics, e-government, mobile government, executive decision, and other areas. At this session, presenters will share case studies of successful innovations in these areas and discuss the business case and quantified return on investment.

**Tuesday, June 30, 2009 • 10:20 am – 12:00 pm**

### Understanding and Mitigating IT Project Risks

One of the most important factors for ensuring the successful outcome of an IT project is determining and addressing related risks. Potential problems with vendors, service-level agreements, and internal naysayers are just some of the issues that must be dealt with to keep projects on time and on budget. In this session, presenters will discuss common risks associated with IT projects and ways governments have effectively addressed those risks.

**Tuesday, June 30, 2009 • 2:00 pm – 3:40 pm**

### How Governments Can Use Social Networking Tools

Social media and networking technologies are the future for information sharing and transparency in governments. Technologies such as message boards, blogs, podcasts, wikis, and video clips create an environment conducive to greater public participation, but with these tools come increased public relations and security risks. This session will identify effective social media technologies and ways governments have dealt with corresponding concerns about risk.

**Tuesday, June 30, 2009 • 4:00 pm – 4:50 pm**

### The Five Keys to Successful ERP Implementation

Implementing an enterprise resource planning (ERP) system is a major undertaking, and many organizations run into problems that keep the project from meeting its scheduling and budget goals. Successful implementations share several key attributes. This session will outline the steps your organization should take to prepare for the implementation, highlight the change management efforts that contributed to a successful project, and review the top five lessons governments can learn from those who have been there.

**Wednesday, July 1, 2009 • 8:30 am – 10:10 am**

## CPE Credits

It is possible to earn up to 21 continuing professional education (CPE) credits at the GFOA's annual conference. Additional CPE credits can be earned by attending one or more of the GFOA's preconference seminars.

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