



# GFOA & IGFOA CONFERENCE REPORT

Island Government Finance Officers' Association

JUNE 4-9, 2022, AUSTIN, TEXAS

## EXECUTIVE SUMMARY

The 2022 summer meeting of the Island Government Finance Officers' Association (IGFOA) was held from June 4 – 9, 2022. Twenty-eight finance officers and government financial officials from American Samoa, the Commonwealth of the Northern Mariana Islands, the Federated States of Micronesia, the Republic of Palau, and the U.S. Virgin Islands convened in Austin, Texas for the biannual IGFOA. The Insular government participants attended sessions before and after the 116th annual Government Finance Officers Association (GFOA) conference. An IGFOA pre-conference meeting was held on July 4, 2022. The 116th GFOA Conference was held from June 5-8, 2022. An IGFOA post-conference meeting continued from June 8-9, 2022.

Government delegations met to share and discuss insular finance developments, their respective islands' single audits, enterprise resource planning, employee engagement and plans to implement GASB 87 lease accounting. Island finance officers also joined approximately 6,400 conference attendees for the GFOA with speakers, sponsors, exhibitors, and guests from across the United States, Canada, and worldwide. Conference attendees were offered over 73 courses focused on improving their technical and leadership competencies.

The goals of the 2022 GFOA and IGFOA Conferences were to:

- Reconvene and reenergize the Island Government Finance Officers' Association and its members.
- Review key issues and ideas presented during the GFOA Conference and discuss applicability to the insular governments;
- Review the insular governments' single audit status for FY20 and FY21; discuss expected delays and strategies to get back on track
- Review forthcoming GASB standards applicable to IGFOA members, especially GASB-87 Lease Accounting; and
- Identify key takeaways and follow-up activities for each insular government.

## OPENING REMARKS

The 2022 Summer Island Government Finance Officers Association (IGFOA) meeting opened with Mr. Jason Aubuchon, Director of Pacific and Virgin Island Training Initiatives, welcoming participants to the first in-person meeting since December 12, 2019. Mr. Aubuchon reminded participants that 905 days have passed since the last IGFOA in-person meeting, and there were several personnel changes across insular governments.

More specifically, Island Government personnel had changed except for Director Burn from Guam, Director Atalig from the CNMI, and Minister Brenson Wase from the Marshall Islands. Given the considerable changes across governments, participants were then asked to introduce themselves and share one important professional or personal non-COVID event since the last in-person meeting.

Mr. Aubuchon followed the introductions by providing a history of IGFOA for the benefit of the new attendees. He explained that IGFOA was established in 2000 to address common financial challenges encountered by island governments. The bi-annual meetings provide a forum that has evolved into a community of practice comprised of finance ministers and their staff. The meetings allow for discussions ranging from single audits that the Department of Interior has flagged as a significant issue, changes in GASB accounting rules, and emerging issues around cybersecurity, succession planning, and financial management systems.

Mr. Aubuchon then provided an overview of the schedule, logistics, and goals for the IGFOA Conference. The review of the plan included:

- Session on the timing of the single audits led by Debbie Milks, CPA
- A plan and strategy for the group to attend the GFOA conference and return for a collective group debrief
- Connection with GFOA and GFOA's Enterprise Resource Planning
- Introduction changes to GASB accounting standards with a specific focus on GASB 87 Lease Accounting
- Presentation on Building Employee Engagement in the New Workplace
- GFOA Conference Highlights: Participant Session Reports by Category
  - What were the most important ideas, concepts, issues, or practices you heard about during the GFOA Conference?
  - How do they apply to you and your government?
- For Each Government – Identify three action Items participants would take home to implement.
- Presentation on the Executive Leadership Program

The conference agenda has been included in this report as [Attachment 1](#). A complete list of conference participants can be found as [Attachment 10](#). The conference opening presentation has been included in this report as [Attachment 3](#).









## OKAY, LET'S TALK ABOUT YOUR SINGLE AUDITS

Ms. Debbie Milks, CPA, began the discussion on Single Audits by emphasizing the importance of ensuring all audits are submitted on time. Ms. Milks explained that Single Audits are used as ultimate performance measures and directly impact debtholders, grantors, policymakers, and citizens. Specifically, when audits are late, they may increase interest rates and decrease bond ratings. Ms. Milks also shared the adverse effects of a perpetual audit cycle, i.e., loss of productivity, loss of documents, and difficulty addressing findings and qualifications. To avoid a perpetual audit cycle, Ms. Milk asked insular governments to consider not taking extensions, even if permitted.

Ms. Milks then shared a timeline depicting the history of audit timeliness in Insular areas. She remarked that beginning in FY 2003, audits were tracked when the Department of Interior received a qualification on their audits for not following up and monitoring the U.S. Insular Islands. Ms. Milks explained that in FY2003, 10 Insular Governments were collectively 147 months late, followed by a steep decline from FY2011 to FY2020 in the number of late audits. In FY2021, nine governments anticipated being 39 months late with their audits, which is a significant concern based on past experiences.

Each Insular government was asked to report its expected completion dates for FY2020 and FY2021 audits. Each insular government reported as follows:

### Federated States of Micronesia

-  **National** – FY2020 is complete; FY2021 contract is complete, and fieldwork has begun. The FSM has received an extension until 9/30/2022 and reported that Deloitte's staffing issue caused the delay.
-  **Chuuk** – Completed their FY2020
-  **Kosrae** – Completed their FY2020
-  **Pohnpei** – Completed their FY2020
-  **Yap** – Completed their FY2020
-  **The Republic of Palau** – FY2020 expected due date is June 30 with ongoing fieldwork, documents have been transferred to Guam, and other major programs must be selected; FY2021 reconciliation is complete.
-  **US Virgin Islands** – FY2020 expected completion date is July 31, 2022. The federal receivables and Component Units are behind; in FY2021, an extension has been requested
-  **Guam** – FY2020 complete; FY2021 Draft is coming soon. Eighteen major programs that were less than \$1 billion, Eligibility and procurement have been difficult areas, FEMA challenge to determine whether the grant is subgrantee or provider status, and SEFA does not have a variance. The Department of Labor expenditure

disagrees with Guam's numbers. There was a problem with the 3rd party provider mixing Guam and Saipan payees and not declining those with erroneous bank accounts.



**American Samoa** – FY2020 is complete; FY2021 is Issued. A virtual audit was completed in which all documents were scanned and sent to auditors. Staff ZOOMed on a weekly basis with the auditors.



**CNMI** – FY2020 is not complete. Mr. Bob Scharack is helping with JDE reporting, and CNMI received an extension until 12/31/2022; in FY2021, an engagement letter was secured.

Ms. Milks transitioned the discussion from audits to the selection of GFOA sessions. She explained that the GFOA conference is divided into 11-time slots, not including keynotes. IGFOA participants were asked to pre-select and attend at least six sessions. [Session descriptions are included in this report as Attachment 2.](#) Participants selected and agreed to report on two sessions and to attend an additional four sessions at their discretion. Ms. Milks recommended that participants not attend sessions that would be covered by IGFOA or not relevant to their island government operations.\*

Participants were then asked to select two sessions from the following recommendations, and the following selections were made:

Topic Cybersecurity		Attend & Report
Cybersecurity Keynote		Darren Fritz, Krystyna Ilagan, Steve Mendiola Jr. Andrew Berquist
Remote Work		Mekisha Freeman, Travis Calvo
Worst Nightmare Attack		Darren Fritz, Andrew Berquist, Chandler Ngirmeril
Process Improvement		
After COVID		Eugene Amor, Edward Birn, Andrew Berquist, Weston Ketebebang, Sunny Aldan
E-payments Treasury		Wilfredo Guzman, Andrew Berquist, Melissa Mongami, Fulda Naito, Erick Paul
Banking RFP		Kaleb Udui
Fraud – Treasury		Akenese Lealamanua, Erick Paul, Darren Fritz, Krys Ilagan, Fulda
E-Procurement		Steve Mendiola Jr., Sunny Aldan, Weston Ketebebang, Rois Nakamura
Just In Case		
Identifying Component Units		
American Rescue Plan Act 101		Thomasa Naraja, Lynna Thomas, Tracy Norita
American Rescue Plan Act 201		Grace Fahie, Wilfredo Guzman, Lynna Thomas, Tracy Norita, Edward Birn
Ethics		Grace Fahie, Eugene Amor, Krystyna Ilagan,, Kaleb Udui
Financial Policies		Mekisha Freeman, Travis Calvo, Erick Paul, Marica Thomas
Communications		
Annual Comprehensive Financial Report Stats		Darla Babauta, Chandler Ngirmerilili, Angelina Phillips
Telling the Story		Thomasa Naraja, Melissa Mongami, Marica Thomas, Tracy Norita, Rois Nakamura
Popular Annual Financial Report		Akenese Lealamanua, Darla Babauta, Angelina Phillips

\* Topics covered by IGFOA or not relevant to their island government operations: GASB 94 & 96, Making Peace with Leases, More than Pay: Public Finance Has Workforce Challenges, Paying not to Perform: Compensated Absence Accounting



The IGFOA opening session concluded with participants walking to the Austin Convention Center to complete conference registration.

Ms. Debbie Milks' presentation has been included as [Attachment 4](#) of these proceedings.

## UPDATE ON GFOA INITIATIVES

### CONNECTING WITH GFOA AND GFOA'S ENTERPRISE RESOURCE PLANNING RESOURCES

Mr. Mike Mucha, GFOA's Deputy Executive Director and the Director of the Research and Consulting Center, discussed recent GFOA initiatives and shared GFOA ERP resources with IGFOA participants. The following is a summary of Mr. Mucha's presentation:

### CERTIFICATION PROCESS FOR PUBLIC FINANCIAL OFFICERS (CPFO)

Mr. Mucha provided an overview of the GFOA Certified Public Finance Officers (CPFO) Program. This broad educational program is designed to verify knowledge in government finance disciplines. Currently, there are over 500 .Certified Public Finance Officers

Mr. Mucha explained that candidates must pass seven (7) examinations covering the major public finance disciplines to earn CPFO designation. A candidate has five years in which to complete the program. Currently, 4 of 7 tests are available, and the final three tests will be available by the end of the calendar year. There is an annual fee for access to testing and training materials and annual onsite testing for proctoring the exams. Scholarships are available to support the CPFO process.

### GFOA RESEARCH

Mr. Mucha transitioned from the GFOA certification process to discussing their Financial Foundations Framework. He explained that the Framework helps to facilitate collaboration and provides support for public policies and programs. Organized into five pillars, the Framework details specific steps intended to improve financial positions and implementation of changes to create financially sustainable organizations.

- Pillar 1: Establish a Long-Term Vision
- Pillar 2: Build Trust and Open Communication
- Pillar 3: Use Collective Decision Making
- Pillar 4: Create Clear Rules
- Pillar 5: Treat Everyone Fairly

### GFOA VIRTUAL FORUM

Mr. Mucha shared information on the GFOA Virtual Forum held from July 11-15, 2022. The curriculum was developed explicitly for new government employees and included:

- Accounting and Financial Reporting
- Compensations and Benefits
- Debt Management

- Planning and Budgeting
- Procurement
- Risk Assessment
- Treasury and Investment Management

## FEDERAL UPDATE

Mr. Mucha introduced Ms. Emily Brock, who works as the Director of GFOA's Federal Liaison Center in Washington, DC. Ms. Brock leads the coalition and advocacy efforts of the Public Finance Network. The following is a summary of Ms. Brock's presentation:

Ms. Brock shared a Federal Update on Branches of Government (Executive, Judicial, Legislative). She described the work of GFOA Federal Liaison Center advocacy related to Tax Exempt municipal bonds, Deductibility of state and local taxes, Marketplace Fairness Act, Pensions, and Benefits. Her presentation concluded with a Congressional Update on President Biden's Build-Back-Better Bill, steps for navigating the US Treasury, and an overview of the Investment and Jobs Act Funding process.

## ENTERPRISE RESOURCE PLANNING (ERP) RESOURCES

Mr. Mike Mucha continued his presentation by providing an overview of Enterprise Resource Planning. He explained that changes in the system are huge and complex. However, understanding the process can help transform and improve how organizations deal with their employees. He briefly described the [Changing ERP Landscape](#), which includes a market transition from a Subscription model to a Cloud-based model that has resulted in significant changes for governments. Mr. Mucha mentioned that a Cloud-based system is the recommended choice because it allows governments to mitigate security risks; however, transition to a Cloud-based model requires a dependent independent infrastructure and a consistent ability to access an external system.

Mr. Mucha also recommended that island leaders pay attention to details outlined by the vendors when selecting a system. More specifically, island leaders must ensure that the project scope is clearly outlined and that the project(s) focus on outcomes, not on time and materials. He highlighted how it is essential to define requirements to ensure all stakeholders understand the project's direction. Mr. Mucha cautioned that an organization would end up with unfavorable results if they select an ERP system that is good, fast, and cheap.

Mr. Mucha described the Project Manager's role and best business practices to ensure a successful project. He emphasized that a project needs sufficient staffing and a Project Manager that does not play all positions. He explained that the project manager is responsible for coordinating resources (e.g., cannot play the violin one-handed), serving as a drill person to keep all on track, and acting as a leader who is driving a ship and navigating to complete the project. He concluded by stating the Project Manager's goal is to survive and to take control from the beginning, set the vision, establish the culture, determine desired outcomes, and hold all stakeholders accountable.

Mr. Mike Mucha's presentation has been included as Attachment 5 of these proceedings.

# BUILDING EMPLOYEE ENGAGEMENT IN THE NEW WORKPLACE

Mr. Bob Lavigna, CPS HR Consulting, LLC, and the author of *Engaging Government Employees*, identified factors that drive employee engagement, explored the characteristics of the “new world” of work, and shared strategies for effective succession planning. The following is a summary of Mr. Lavigna’s presentation:

## THE NEW WORLD OF WORK

Mr. Lavigna began his presentation by discussing recent factors that have contributed to a significant shift in the workplace. COVID 19 has disrupted employees’ work and personal lives, resulting in a “great reassessment.” Mr. Lavigna shared how employees are now expecting more flexibility, re-evaluating their priorities, and seeking different jobs that fit their lifestyles better. This shift has increased the demand for human resources to recruit and retain skilled employees and intensified competition for employees. He stated that approximately 4.4 million workers and 52% of public-sector employees are inclined to leave their jobs. Another contributing factor is the Silver Tsunami, where two out of three employees plan to retire early. Organizations must therefore focus on developing the next generation of leaders and work to maximize employee engagement.

## ATTRACTING AND RETAINING TALENT IN THE NEW WORLD OF WORK

Mr. Lavigna asked participants to complete an Employee Engagement-Self Assessment Survey to identify factors contributing to ‘Challenges of Attracting and Retaining Talent in Their Organization.’ He then shared an avalanche of studies that confirm compensation is not a key driver to employee retention and employees are not leaving to make more money. Instead, research findings indicate employee dissatisfaction with their supervisor as the most common for leaving their job, i.e., 50 percent of people who leave their organizations do so because of bad bosses.

## EMPLOYEE ENGAGEMENT – WHAT IT IS AND WHY IT MATTERS?

Mr. Lavigna shared that fully engaged employees will stay even for less money, show up for work, and are twice as likely to influence outcomes that add to the engagement value chain and lead to higher customer satisfaction.

## BUILDING ENGAGEMENT BY CREATING A POSITIVE EMPLOYEE EXPERIENCE

Mr. Lavigna then provided information on the importance of building employee engagement. This process requires organizations to select leaders capable of developing competencies around engagement, resources that build professional development, and mechanisms to hold leaders accountable for outcomes. He stated that successful organizations create a positive employee experience to ensure that new employees are onboarded effectively (e.g., there is only one chance to make a first impression), leading to better retention and higher employee engagement. As a resource, Mr. Lavigna shared the IPMA HR Onboarding Guides [impa-hr.org](http://impa-hr.org).

Mr. Lavigna then identified factors that increase the likelihood of employee retention: hiring the right employees, communicating and listening to employee opinions, and managers and supervisors showing their appreciation to their workgroups. He stated that public sector employees must understand that their work is essential and have a meaningful opportunity to make a difference. Younger employees also tend to change jobs more often; therefore, organizational leaders can help by building their capabilities. Mr. Lavigna provided other ideas on building employee engagement, including developing a mentoring program, recognizing employees through handwritten notes, and gathering data to understand how employees feel.

Mr. Lavigna concluded his presentation with a Strategy and Leadership Case Study. The case study detailed the Federal Labor Relationship Authority’s (FLRA) significant organizational shift in creating a Positive Employee Experience by implementing employee programs. He explained how FLRA developed a strategic vision, enhanced communication, ensured transparency, involved managers in critical decisions, and formed employee work groups which resulted in the organization receiving a Small Agencies Year Award.

Mr. Bob Lavigna’s presentation has been included as Attachment 6 of these proceedings.

## GASB 87 LEASE ACCOUNTING IS STILL COMING

Mr. Chris Pembrook, CPA, partner at Crawford & Associates LLC, discussed the forthcoming GASB 87 standards, which were delayed by COVID-19 and GASB 95. Chris highlighted fiduciary activity accounting and the new financial reporting requirements related to leases. The following is a summary of Mr. Pembrook's presentation:

Mr. Pembrook began his presentation by clearly defining what can be categorized as leases and by identifying leases not subject to the financial reporting requirement of GASB 87. Mr. Pembrook described three lease categories: Short-term leases, Contracts that transfer Ownership, and all other leases.

He outlined several challenges of embedded leases, which include lease agreements that were not previously identified, contracts that do not use the terms "lease" or "rent" that allow for easier identification, and evaluations to determine whether a right-to-control the use of an asset is created by the contract.

Mr. Pembrook outlined key audit considerations and steps to identifying and documenting key lease provisions. These steps include lease terms, auditors' considerations, lease payments, and initial and subsequent reporting. Mr. Pembrook then shared the process for selecting discount rates and presented the importance of the government recognizing the appropriateness of applying thresholds to leases. He offered specific steps for separating components and allocating contract prices. Participants were asked to consider the process to ensure the transition of an entity and provided with an 8-step disclosure of the lessees' process.

To conclude his presentation, Mr. Pembrook provided an implementation roadmap and detailed the impact of GASB 94 Public-Private and Public-Public Partnerships and Availability of Payment Arrangements and GASB 96 Subscription-Based Information Technology Arrangements. He explained that the primary objective of GASB 94 is to improve financial reporting by addressing issues related to public-private and public-public partnerships and the availability of payment arrangements (PPPs), and GASB 96 provides guidance on the accounting and financial reporting for subscription-based information technology arrangements (SBITAs) for government end users.

Mr. Chris Pembrook's presentation has been included as [Attachment 7](#) of these proceedings.

## GFOA CONFERENCE HIGHLIGHTS: PARTICIPANT SESSION REPORTS BY CATEGORY

The 2022 GFOA Conference offered 73 sessions presented by practitioners and industry experts who discussed best practices and shared current trends and case studies.

Sessions focused on technical topics such as accounting, budgeting, debt management, procurement, risk assessment, technology, and treasury. Additional sessions focused on management and leadership, ethics, communications, employee development, project management, and meeting facilitation.

Ms. Debbie Milks reviewed, facilitated, and instructed participants on the format of the GFOA session report. In the interest of time and by working to ensure equal allocation of participants reporting to the group, one or two speakers debriefed each session. Ms. Milks encouraged all participants to share their learnings and the relevance of the sessions to the islands. For each of the assigned sessions (outlined below), participants were highly encouraged to prepare and report back to the IGFOA group. Attendees were asked to answer the following questions:

1. What were the most important ideas, concepts, issues, or practices you heard about during the GFOA Conference?
2. How do they apply to you and your government?

## GFOA CONFERENCE KEYNOTE SESSION: CYBERSECURITY AND PUBLIC FINANCE

- If uncertain about a vendor's email, contact the vendor directly
- Don't click on weird stuff
- Internal controls must be in place. Don't have one person do everything
- Limit access to the system
- Ensure policies are in place and have employees follow procedures when responding to a cyberattack
- Develop a specific plan to recover from an attack and conduct a cyber disruption exercise
- Mr. Brian Krebs shared and used realistic examples in his presentation. Put in place a policy and hire talent in cybersecurity. The process should be separate from the IT Department
- Cybersecurity is not a technology issue, it is a management issue
- Most hackers are from Russia, and insurance security will not cover the organization's loss
- Public/Private relationships - FBI and Security Service make use of Higher Education and tap students from colleges to assist with Cybersecurity
- Cybersecurity usually falls low on the budget; organizations should consider pooling resources to afford Cybersecurity
- Cybersecurity Agency – recommend reaching out to your agents in your region who can provide you with resources and analyses
- If an organization is not prepared to invest in Cybersecurity, then they should consider throwing away all their computers
- Capacity and resources must be in place. It is important not to dump all Cybersecurity responsibilities on the Chief Information Officer
- An IT self-audit is difficult. However, it is essential to conduct cross-departmental audits
- The Infrastructure Bill has allotted USD 2.5 Million for Cyber security; governments must strategically use funds to implement and develop policies

## AMERICAN RESCUE PLAN ACT (ARPA)

- The presentation focused on the American Rescue Plan Act of 2021 (ARPA), which provides USD 350 billion in additional funding for state and local governments to help recover from COVID. However, federal funding does not come without strings attached.
- Documentation, Documentation, Documentation is critical. There is a COVID19 justification template that can be used to document spending.
- If there are deviations in the spending of funds, it must be clearly explained
- Funds that were obligated in December 2022 must be expended by December 2024 Therefore, time is of the essence, and governments must encumber the ARPA funds
- Connect to the US Treasury portal and access the FAQ or call them up if there are questions
- The US Virgin Islands developed a template instead of reinventing the wheel. The form helps the government keep out of trouble since it specifies what the ARPA funds are used for and includes the ARPA legislation coding
- Counties shared plans for their ARPA Funds. For example, Denver, CO, gave an example of providing Small Business Grants rather than loans
- Audit! Audit! Audit! How does it affect the Audit? Uniform Guidance has clear coding to track ARPA funds, and the funds are not subject to the Cash Management Improvement Act (CMIA).
- Some insular governments staffed up to deal with ARPA funds and started shifting staff to other areas off ARPA funding
- Sub-grantees in Guam are hard to identify, and it isn't easy to distinguish beneficiaries and sub-grantees. ARPA funds are separated by a funding code

# PROCESS IMPROVEMENT

## POST-PANDEMIC PROCESS IMPROVEMENT

- The post-pandemic process improvement session detailed the importance of having a plan to respond to a crisis. It is difficult to predict what will occur in the future. Possible solutions include training sessions and a transparency website that allows for uploads of as many documents as possible. Since participants are from islands, they will likely deal with something catastrophic (e.g., Irma, Hugo), and pandemics will be more frequent. It is, therefore, essential not to dwell on the issues but to put a plan in place since problems will inevitably occur.

## ELECTRONIC PAYMENT SYSTEMS

- This session discussed how e-payments systems improve processes and increase revenue; however, there is a question on how to penalize people who don't pay.
- In Little Rock, AR, in 2020, 65 percent made payments online, 20% by mail, 12% by drive-thru, and 3% in the lobby. When compared to 2021, 73 percent made payments online, 17 percent by mail, 10% by drive-thru, and 0% in the lobby. KIOSKS were placed in the senior centers to allow older adults to pay for services.
- US Virgin Islands submitted a Request for Proposal (RFP) for an online system

## BANKING RFP

- Islands are so small, and governments have a limited number of banks to choose from
- Banks offer several types of services, including liquidity, platform, and fraud prevention. Organizations must gather data to determine relevant services. Examples of services included Bank of Hawaii - process social security, Bank of Guam investment services
- Organizations must develop a process to create RFPs for banking services; however, they must consider and clearly define the needs they are trying to fill
- Availability of banking services is limited. Types of banking services include Positive Pay, analyzing checking to change your usage to a lower cost, taking advantage of higher rates, expense cards, and travel cards
- Guam has a high demand for direct deposit

## E-PROCUREMENT SESSION

- Presenters in this session discussed ways of streamlining the procurement process by establishing an electronic procurement payment system. For example, processing vendor payments through vendor portals allow for expedited payment.
- There are security issues with the full vendor online application form. E-procurement can enable hackers to take advantage of an online system by downloading documents and changing banking information. Internal controls must be in place.
- If government organizations are thinking about e-procurement systems, there are experts to help. The GFOA has templates to help you formulate RFPs.
- Guam is rolling out a new merchant system that ties the vendor portal to the procurement side.
- Not using a 3rd party vendor will save dollars and time and improve account receivable collections.
- After COVID, American Samoa leveraged part of the system that had not been used. The new process mitigated physical contact and placed new strategies for using procurement management

# COMMUNICATIONS & AUDIT PRESENTATIONS

## ANNUAL COMPREHENSIVE FINANCIAL REPORT (ACFR)

- Presenters in the ACFR session discussed practical ways of sharing information using graphs, charts, photos, and humor as communication tools. It is essential to stick to data that proves your point and not use too much detail when presenting financial data. You do not need to over-explain your presentation; instead, display graphs and data to prove your point.
- Participants discussed providing ACFR in the local language as an effective way of reaching citizens. However, governments must ensure the audience can understand technical terms, which are usually difficult when translated from English to other languages.
- Ms. Milks shared information from the statistical session, which she highly recommended to users of financial data. GFOA has all the rules and guidelines for creating this report. She explained that statistical reporting originates from financial statements and that most insular governments already have this information. It is, therefore, a matter of pulling ten years of audits and putting this information together. However, having a historical perspective and not viewing numbers in isolation is essential. Receivables or even net positions all by themselves must be examined in the context of prior years' data. For example, Frank Crawford, CPA, looks at ratios using a similar analysis to answer debt and revenue capacity questions. The data is there; however, it is essential not to make conclusions based on one number.

## POPULAR ANNUAL FINANCIAL REPORT (PAFR)

- Presenters from Lake Forest, IL, with a population of 20,000, illustrated their engagement with their local community. Through the development of an App, the town was able to increase communication, interaction, payment for services, and presenting reports. The Popular Annual Financial Report (PAFR) could be used going forward and represents another method to be more transparent and gain more trust with people in our community.
- "We the Creative" presented the annual report as a product and treated the audience as a consumer. Governments must ensure that reports are focused on how the consumer adopts information. The presenters classified consumers as runners, joggers, or walkers and recommended that reports are divided into three sections in a single report that is captivating.
  - If consumers are runners, they are likely only interested in the header; therefore, reports should focus on capturing their attention.
  - If consumers are joggers, they like visuals, so just numbers and percentages should be included in the report.
  - If consumers are walkers, they are more likely to consume the entire report.
- Ms. Milks mentioned the importance of not oversimplifying information. She recommended that governments enhance their financial statements for other users by expanding on the PAFR. Guam is the only government that has a PAFR.
- Transparency can lead to mistrust if the community misinterprets the information. It is important that information is provided in a manner that can be interpreted correctly. If you look like you are spending too much money on reports, you might continue to build mistrust in people who don't already trust you. There is danger in that.

## CAPITAL IMPROVEMENT PROJECT

- This presentation detailed the City of Austin, TX, plan for turning an unused airfield into a subdivision. As part of the process, the city assembled an implementation commission. The Governor of the CNMI just approved our first comprehensive plan, and although we have a planning committee because of the session, we may also form an implementation committee.

## ENVIRONMENT AND FINANCE

- Presenters in this session shared a project that was undertaken to address the division between their Black and White communities. The presenters explained that their community elected to convert an abandoned chicken plant into a park and that free consultants, archeologists, and climate scientists were used to assess the project's feasibility. For example, in Guam, if there are issues with groundwater and no experts to assist with the assessment, Thriving Earth may be able to help provide a feasibility study for free.

## LINK BETWEEN LAND USE PLANNING AND REVENUES

- Presenters discussed the illusion of wealth that typically occurs when a lot of development happens. The key learning from this session is that annual depreciation is the government's current responsibility for future liability. More specifically, in the development cycle, governments assume that they are wealthier when a lot of development occurs. However, there is little planning for the future when infrastructure ages and must be replaced or reconstructed. In summary, there is an illusion of wealth when there's a lot of development, but in the end, there is no wealth to keep the project going.
- Ms. Debbie Milks, CPA mentioned that there were usually sinking funds to address future liability issues in the past.

## THE ROLE OF A HEAD OF FINANCE COACH

- Many people don't know the difference between managing and coaching, and some of us are great managers; however, we are not excellent coaches. A key point emphasized in this session is that leaders must build trust and ensure that they prepare their teams with the required knowledge.

## DIVERSITY AND INCLUSION

- The Diversity and Inclusion session illustrated how easy it is to put other people in boxes, especially when someone is different. The categorization of others is not only based on race but could be other characteristics, such as if a person is taller, female, male, or from a different age group. Recognizing how you categorize people is essential, and everyone does this. When making a mistake, it is important to respond by saying, "I want to learn and do better, and I am learning."

## RETIREMENT PLAN

- The focus of this session was an in-depth discussion on pension plans. In 2021, Ohio's government paid USD 6.8 billion in pensions, compared to approximately USD 2 billion in 2005. This reflects the substantial number of people retiring and the impact of baby boomers on the pension system.

## PREVENTATIVE MEDICINE FIRST AID TREATMENTS IN ADVANCE OF THE NEXT RECESSION

- Presenters in this session shared specific steps governments should take to prepare in advance for the next crisis. Recommendations include that as a first step, governments must first identify a crisis and form a recovery team in that crisis. Second, while building the bridge, governments must try to slow the cash flow and find ways to retain funds. Finally, in the reform portion of the crisis, governments must take a long-term view. The government must implement changes that include cutting back budgets or reallocating funds.
- Never put a good crisis to waste, so there's always a workaround. During the transformation, we must remember that although we're doing that transformation, it makes us stronger if it doesn't kill us.



## RETHINKING BUDGETS AND RETHINKING REVENUES INITIATIVES

- Presenters in this session reminded attendees of a financial officer's primary responsibility, which is to report statistics and numbers in a way that is easily digestible and understood. Decisions come down to what the elected officers and our community wants; therefore, at the end of the day, it is essential to get the elected officials behind you, bring them to what you're seeing, and engage them to give them the ownership of the ideas.

## WHEN THE MONEY RUNS OUT

- This presentation focused on prioritizing and funding existing programs rather than using COVID funds to inflate future recurring budgets. The speaker from Duluth, MN, shared a new process of prioritizing and supporting existing programs. They were able to engage their community and staff by asking them to determine which programs should be prioritized. The presenter shared that they engaged community members by giving them a \$100 chip and then asked them to choose programs where they would like to focus those funds (e.g., the police, the health sector, or infrastructure).
- The process of asking the community to inform funding priorities helps educate the government, and it is a process we can bring back to our offices, especially our finance offices. This also allows us to include the entire staff in the budgeting process instead of just management deciding the budget for the next fiscal year.

## GETTING YOUR TIME BACK: STRATEGIES TO IMPROVE YOUR PERSONAL PRODUCTIVITY

- In this presentation, local government speakers shared practical tips and changes they made to save time. Dan Olivieri changed settings in his calendars scheduling meetings for only 25 minutes at a time. He pointed out that if you continue doing things the way you've been doing, you will never be able to catch up on the backlog.
- Brian Holmes discussed process improvement. Taking time to review and streamline your current processes and cutting out unnecessary steps saves time. He shared a funny video that he made with his dad. He and his dad are in an old Volkswagen bus, and his dad didn't make time to do the maintenance, so every time they had to get the van going, he had to get out and push the bus. So, while he's pushing the bus, he illustrates the importance of doing maintenance to improve the process.

## ARTIFICIAL INTELLIGENCE

- Presenters in this session discussed using Artificial Intelligence to store important data, allowing government agencies to provide better service to their communities. A specific example discussed is homeless people who may not have important documents such as their IDs. Securely storing data by placing information on a blockchain allows government employees to access information to verify a person's identity and to deliver government services.
- A lot of documentation could be stored on a blockchain, and employees who work in government would be able to tell that the documents are authentic. If documents could be notarized and verified, you wouldn't have to go through a lengthy process of trying to get them again because they would be stored on a blockchain, and only people with a specific code would have access to check the record.
- Most people don't keep a digital copy of notarized information. People would be able to access services a lot quicker if a system could store this information.
- A point that presenters made with the Austin, TX example of digitalizing the homeless Records so that they get access to City services is that blockchain was not needed for every part of the process. They didn't need blockchain for storing the documents, which is why blockchain can be overly complicated to install and work with and takes up a lot of storage space. So, the City of Austin, TX, targeted those points where they needed to authorize or certify those documents. Also, when somebody is coming in from the outside to access, that is where they feel the extra security is required.

- The AI session was particularly interesting because there are a lot of things right now that are going on in finance that could be called artificial intelligence. The system can learn and pull standardized information by scanning documents. For example, a utility bill or a telephone bill that looks the same every time must be translated and inputted into a system.

### GFOA CONFERENCE KEYNOTE SPEAKER: DR. TASHA ERICH

- The presentation focused on self-awareness and specifically how 95 percent of people believe they are self-aware when 10 percent are actually in this category.
- As a leader, getting data on how you perform, being willing to use it, and doing the work to shift yourself is essential.

### CONFERENCE REVIEW

In terms of the overall quality of this conference, it was more than just about numbers and technical sessions. The diversity of sessions and the quality of speakers focused on how to be better managers and better supervisors, along with content that we already know. It is like we got the whole package, not just half; we got the entire package.

## THE EXECUTIVE LEADERSHIP DEVELOPMENT PROGRAM

Ms. Monique Wedderburn, Program Manager for the Pacific and Virgin Islands Training Initiative (PITI-VITI), presented on the Executive Leadership Development Program (ELDP). Ms. Wedderburn began her presentation by asking all ELDP alumni to stand and receive formal recognition. She then mentioned their critical roles as ELDP ambassadors and encouraged ELDP graduates to share their experiences with conference participants. Ms. Wedderburn then acknowledged the 2021-2022 cohort as recent graduates of the ELDP Program. Emphasis was placed on how the graduating class of ELDPers had a unique experience--having completed the entire program virtually--because of the COVID pandemic. She encouraged conference participants to offer their congratulations to the new ELDP graduates as well.

The discussion then transitioned to an overview of the ELDP. Ms. Wedderburn explained that the first ELDP cohort was launched in 2008 to address the capacity issues of the Islands. Ms. Wedderburn explained the program's uniqueness in that it was requested by Insular Finance Ministers. In 2008, the Department of Interior commissioned the first cohort, and PITI-VITI launched an ELDP program that now consists of 178 alumni. The ELDP alumni include ambassadors, judges, cabinet members, directors, and dedicated public servants. Ms. Wedderburn presented ELDP demographic data by jurisdiction, professional sector, and gender. She explained that the ELDP program has more females (63 percent) than males (37 percent), and the US Virgin Islands has the highest number of graduates, followed by CNMI and RMI. Finance and Budget is the largest professional sector, followed by Education, Health, and the Environment.

Ms. Wedderburn detailed how the new ELDP application process has been simplified to a more user-friendly online system. Ms. Wedderburn shared that PITI-VITI was recruiting potential ELDP candidates from the U.S. Virgin Islands with an application deadline of July 22, 2022. The recruiting process for the Pacific EDLP candidates is expected to open in Fall 2022, with a return to in-person class sessions.

Ms. Wedderburn concluded the presentation by asking conference participants to identify and recommend at least 2 participants to the Programs. If their participants are selected for the new ELDP cohort, a request was also made to support candidates to ensure they are on track to complete the Program. Participants were also asked to consider the ELDP graduates for board and leadership opportunities in their respective communities.

Mr. Monique Wedderburn's presentation has been included as [Attachment 8](#) of these proceedings.

# GOVERNMENT REPORTS-OUTS ON THREE (3) ACTIONABLE ITEMS

Mr. Aubuchon then asked each Insular Government to report on three actionable items and reminded participants to complete evaluations before leaving the final IGFOA meeting. Representatives from Insular governments reported the following as their actionable items:

## American Samoa



- Set up ARPA Spreadsheet tracking like Seattle's
- Begin setting up the ACH process
- Pursue staff education & training

## Commonwealth of Northern Mariana Islands



- Re-energize the Single Audit Committee
- Set up a Tyler Implementation Committee
- Request technical assistance to conduct a Desk Audit and begin Succession Planning

## Federated States of Micronesia



- Work on implementation of GASB 87
- Employee engagement - surveys; include management and staff
- Process improvement - measure payment process
- Finalize RFP for FMIS

## Guam



- Begin testing ERP by year-end
- Issue the RFP for banking services
- Hire more staff

## Republic of Palau



- Cybersecurity - Staff - Contractor hired; Ask for help
- Apply ARPA Grants to CIP projects
- Work on recruiting staff and retaining staff

## US Virgin Islands



- Review policies - ARPA (new)
- Employee engagement survey
- Ensure the ARPA funds are correctly shown on the Schedule of Expenditures of Federal Awards (SEFA).
- Include key performance indicators (KPI)

## CLOSING REMARKS

Mr. Kaleb Udui, Jr., Minister of Finance from the Republic of Palau, provided closing remarks for the Summer 2022 IGFOA meeting. Minister Udui, Jr. began by requesting permission to speak on behalf of the US Insular governments represented at the meeting. He then recognized the importance of the first in-person meeting and acknowledged the people who worked to make the Conference possible.

Minister Udui, Jr. provided historical context on the importance of IGFOA meetings. He acknowledged that when he attended his first IGFOA meeting, Palau did not have an economy. Economic improvements were directly correlated to his government's efforts and the people who contributed to making improvements. Ms. Debbie Milks was recognized as having contributed to Palau's success. Minister Udui, Jr. also requested that conference participants share their appreciation for the Department of Interior, Office of Insular Affairs, and the PITI-VITI staff, who helped make this event possible.

Minister Udui, Jr. continued his remarks by acknowledging the Island governments and sharing his hope that all islands would soon open their doors to continue this type of meaningful exchange. He recognized participants from the U.S. Virgin Islands and mentioned the importance of this forum, allowing for interactions that would not typically occur otherwise.

The Minister then encouraged all participants to continue their work in public service. He challenged delegates to step back and determine how adept they were at doing their job. He reminded delegates of the importance of public services, which is to care for each other and help those in need, as evident during the COVID pandemic.

In his closing remarks Minister Udui, Jr. encouraged delegates to continue to work with each other despite the inherent challenges of geographic distance. He reminded participants of their common bond: to do good for a common purpose of public service and their respective island communities. He then challenged participants to implement the knowledge gained from the Conference when they returned to their islands. Finally, the Minister encouraged participants to keep in touch with each other and to travel safely home until the next IGFOA meeting.

## CONFERENCE CLOSE-OUT & NEXT STEPS

To conclude the IGFOA conference, Mr. Aubuchon thanked the US Department of Interior Office of Insular Affairs and acknowledged that the conference would not be possible without the Interior's support. Mr. Aubuchon confirmed that the Winter IGFOA is scheduled to be held in Honolulu, HI, and assured participants that meeting details and logistic information would be shared with them as soon as information becomes available. He then asked participants to complete the conference evaluations before their departure.

## CONFERENCE EVALUATIONS

At the end of the conference, each participant completed a conference evaluation. Participants agreed that the IGFOA sessions were timely and relevant (4.8 out of 5.0). The complete conference evaluation, along with the specific participant comments, have been included as Attachment 9 of these proceedings.

# CONFERENCE ATTACHMENTS



# 01

## ***GFOA & IGFOA Meeting Agenda***

# GFOA & IGFOA MEETING AGENDA

Island Government Finance Officers' Association

JUNE 4-9, 2022, AUSTIN, TEXAS




# GOALS

The goals of the 2022 GFOA and IGFOA conferences are to:


- Reconvene and reenergize the Island Government Finance Officers' Association and its members.
- Review key issues and ideas presented during the GFOA Conference and discuss applicability to the insular governments;
- Review the insular governments' single audit status for FY20 and FY21; discuss expected delays and strategies to get back on-track.
- Review forthcoming GASB standards applicable to IGFOA members, especially GASB-87 Lease Accounting; and
- Identify key take-aways and follow-up activities for each insular government.



## FRIDAY, JUNE 3, 2022

 Most insular government participants arrive in Austin. The Courtyard and Residence Inn hotels are located in the same building:

 300 E 4th St, Austin, TX 78701

 (512) 236-8008

**COURTYARD**  
BY MARRIOTT



Courtyard by Marriott Austin Downtown/  
Convention Center

**Residence INN.**  
BY MARRIOTT



Residence Inn by Marriott Austin Downtown/  
Convention Center





# SATURDAY, JUNE 4, 2022



**Venue: The Westin Austin Downtown, 310 E 5th St, Austin, TX 78701**

- |            |  |   |
|------------|--|---|
|            |  | Breakfast and Lunch on Own  |
| 9:00 a.m.  |  | Opening of IGFOA Meeting  |
|            |  | Welcoming Remarks   |
|            |  | Insular Government IGFOA Representative   |
|            |  | Jason Aubuchon, Director, Graduate School USA   |
| 9:30 a.m.  |  | IGFOA Agenda Review and Participant Introductions   |
|            |  | Debbie Milks, CPA and Jason Aubuchon  |
| 10:00 a.m. |  | Okay, Let's Talk About Your Single Audits   |
|            |  | Debbie Milks, CPA   |
| 10:45 a.m. |  | Break   |
| 11:00 a.m. |  | GFOA Conference Planning  |
|            |  | Debbie Milks, CPA   |
|            |  | <ul style="list-style-type: none"> <li>GFOA Session Recommendations</li> <li>GFOA Session Assignments</li> <li>Reporting by Government on 3 Actionable Items on Thursday</li> </ul>   |
| 12:00 p.m. |  | GFOA Conference Registration (on Own)   |
|            |  | Austin Convention Center, 500 E Cesar Chavez St, Austin, TX 78701   |
|            |  | <ul style="list-style-type: none"> <li>The Courtyard and Residence Inn hotels are official GFOA hotels. The convention center is a brief five minute from the hotel. We recommend participants complete conference registration for GFOA on Saturday afternoon or Sunday morning, as registration gets quite busy on Monday morning.</li> </ul> |
|            |  | Dinner on Own   |



# SUNDAY, JUNE 5, 2022



- |            |  |  |
|------------|--|--|
|            |  | Breakfast and Lunch on Own   |
| 12:00 p.m. |  | Lunch on Own   |
| 1:30 p.m.  |  | GFOA Conference Concurrent Sessions Begin  |
|            |  | GFOA Conference Keynote Session: Cybersecurity and Public Finance  |
|            |  | <ul style="list-style-type: none"> <li>Omid Rahmani is an associate director with Fitch Ratings' U.S. Public Finance Tax-Supported group in Austin. Brian Krebs is an independent investigative reporter who writes about cybercrime at the award-winning Web site KrebsOnSecurity.com.</li> </ul> |

5:00 p.m. –  
6:30 p.m.



### GFOA Welcome Reception



Austin Convention Center, 500 E Cesar Chavez St, Austin, TX 78701

- Enjoy appetizers and beverages and connecting with colleagues and friends while listening to the sounds of Doug Strahan and the Good Neighbors. The reception is complimentary and registered attendees, guests, sponsors, and exhibitors are encouraged to attend.



Dinner on Own



## MONDAY, JUNE 6, 2022



Breakfast and Lunch on Own

8:00 a.m.



GFOA Conference Concurrent Sessions (Continued)



Austin Convention Center, 500 E Cesar Chavez St, Austin, TX 78701

8:30 a.m.



GFOA Conference Keynote Speaker: Dr. Tasha Eurich



- Dr. Tasha Eurich is an organizational psychologist, researcher, and New York Times best-selling author. Her life's work is to help people become the best of who they are and what they do. With a reputation as a candid yet compassionate voice in the self improvement space, Tasha pairs her scientific grounding in human behavior with a pragmatic approach to personal development.

10:30 a.m.



GFOA Conference Concurrent Sessions (Continued)

12:00 p.m.



Lunch on Own.

1:30 p.m.



GFOA Conference Concurrent Sessions (Continued)

5:05 p.m.



GFOA Conference Concurrent Session End



Dinner on Own.



## TUESDAY, JUNE 7, 2022



Breakfast and Lunch on Own

8:30 a.m.



GFOA Conference Concurrent Sessions (Continued)



Austin Convention Center, 500 E Cesar Chavez St, Austin, TX 78701



## GFOA Conference Keynote Speaker: Ritu Bhasin



- Ritu Bhasin, LL.B. MBA is the Founder and CEO of bhasin consulting inc. (bci) and an award-winning speaker, author and internationally recognized expert in diversity, equity and inclusion, authentic leadership, anti-racism and personal empowerment for people from equity-seeking communities. Her Amazon bestselling book, The Authenticity Principle, was released in fall 2017.

10:30 a.m.



GFOA Conference Concurrent Sessions (Continued)

12:00 p.m.



Lunch on Own.

1:30 p.m.



GFOA Conference Concurrent Sessions (Continued)

5:05 p.m.



GFOA Conference Concurrent Session End



Dinner on Own

7:00 p.m.



GFOA Closing Event

Austin City Live

The Closing Event will take place on Tuesday, June 7, from 7:00 pm to 10:00 pm at Austin City Live. This includes dessert, beverages, music, dancing, and fun with two local bands, Shinyribs and SKYROCKET. Tickets must be purchased in advance and are not provided by IGFOA. A dessert reception and music will be provided. Attendees, guests, sponsors, and exhibitors are encouraged to attend. Purchase tickets online or submit the conference registration form indicating your ticket quantity to GFOA.



CNMI participant A. Kodep Ogumoro-Uludong at the IGFOA 2019 Summer Conference in Los Angeles, California.



## WEDNESDAY, JUNE 8, 2022

- Breakfast on Own
- 8:30 a.m. GFOA Conference Concurrent Sessions (Continued)
  - Austin Convention Center, 500 E Cesar Chavez St, Austin, TX 78701
- 12:10 p.m. GFOA Conference Ends
- Lunch on Own.




## WEDNESDAY, JUNE 8, 2022

- 1:15 p.m. Continuation of IGFOA Meeting
  - Venue: The Westin Austin Downtown, 310 E 5th St, Austin, TX 78701
    - IGFOA Agenda Review and Introductions for Newly Arriving Participants
- 1:30 p.m. Connecting with GFOA and GFOA's Enterprise Resource Planning Resources
  - Mike Mucha, Deputy Executive Director, GFOA


  - Mike Mucha, GFOA's Deputy Executive Director and the Director of the Research and Consulting Center, will discuss recent GFOA initiatives and share GFOA ERP resources with IGFOA participants.
- 3:00 p.m. Break
- 3:15 p.m. Building Employee Engagement in the New Workplace
  - Bob Lavigna, CPS HR Consulting, LLC


  - COVID-19 has resulted in enormous changes to the workplace. Bob Lavigna, the author of "Engaging Government Employees," will review factors that drive employee engagement, explore the characteristics of the "new world" of work, and share strategies for effective succession planning.
- 5:00 p.m. Adjourn
- 6:30 p.m. IGFOA Hosted Group Dinner
  - Cooper's Old Time Pit Bar-B-Que - 217 Congress Ave, Austin, TX 78701
    - After our Wednesday IGFOA meeting, we will head 5 minutes down the road to enjoy the "Best of the Best" Texas-style barbeque - with great food, great company, and the local flare of Austin!

 **THURSDAY, JUNE 9, 2022**


 **The Westin Austin Downtown, 310 E 5th St, Austin, TX 78701**

- |            |   |  |
|------------|---|--|
| 7:00 a.m.  |    | Breakfast  |
|            |   | <ul style="list-style-type: none"> <li>Hosted Breakfast at The Westin Austin Downtown.</li> </ul>  |
| 8:15 a.m.  |    | Continuation of IGFOA Meeting  |
|            |   | Agenda Review <ul style="list-style-type: none"> <li>Review results from Wednesday's discussions and overview of today's Agenda</li> </ul>   |
| 8:30 a.m.  |    | GASB 87 Lease Accounting is STILL Coming   |
|            |    | Chris Pembroke, Crawford and Associates, LLC   |
|            |    | <ul style="list-style-type: none"> <li>Chris Pembroke, partner at Crawford &amp; Associates LLC, will discuss forthcoming GASB standards which were delayed by COVID-19 and GASB 95. delays. Chris will highlight fiduciary activity accounting and the new financial reporting requirements related to leases.</li> </ul> |
| 10:30 a.m. |    | Break  |
| 10:45 a.m. |   | GFOA Conference Highlights: Participant Session Reports by Category  |
|            |   | Moderators: Debbie Milks, CPA and Jason Aubuchon <ul style="list-style-type: none"> <li>What were the most important ideas, concepts, issues, or practices you heard about during the GFOA Conference?</li> <li>How do they apply to you and your government?</li> </ul>   |
| 12:00 p.m. |  | Working Lunch in Insular Government Delegations  |
|            |  | GFOA Conference Highlights: Participant Session Reports by Category (cont)   |
| 2:45 p.m.  |  | Break  |
| 3:00 p.m.  |  | The Executive Leadership Development Program   |
|            |   | Monique Wedderburn, Graduate School USA <ul style="list-style-type: none"> <li>Celebrating the Pacific and USVI ELDP 2022 program graduates;</li> <li>Announcing and recruiting for ELDP 2023</li> </ul>   |
| 3:15 p.m.  |  | Government Report-Outs on 3 Actionable Items   |
| 3:45 p.m.  |  | Conference Wrap-up   |
|            |   | <ul style="list-style-type: none"> <li>Next steps</li> <li>Conference evaluations</li> </ul>   |
| 4:00 p.m.  |  | Adjourn IGFOA Conference.  |





Representatives from insular governments in the Pacific and Virgin Islands joined together at the IGFOA Winter Meeting in Maui.



Participants at the IGFOA Winter Meeting Kauai.

GFOA Executive Director Chris Morrill at the 2018 summer IGFOA meeting in Los Angeles, California.





Palau delegation at the 2017 Winter IGFOA meeting in Maui.

## AUDIT TIMELINESS

FY20-FY22 Insular Government Audit Issuance Dates

Four insular governments have missed the OMB-extended FY20 audit deadline. Nine insular governments anticipate missing the FY21 audit deadline.

	2020				2021				2022			
	Q1 3/31/20	Q2 6/30/20	Q3 9/30/20	Q4 12/31/21	Q1 3/31/21	Q2 6/30/21	Q3 9/30/21	Q4 12/31/21	Q1 3/31/22	Q2 6/30/22	Q3 9/30/22	Q4 12/31/22
A.SAMOA		●				●						
CNMI						●				?	Jul 2022 (est)	
GUAM			●			●						
USVI						●				?	No Estimate	
RMI				●						?	Apr 2022 (est)	
PALAU					●					?	No Estimate	
FSMNG				●				●				
POHNP.				●				●				
CHUUK				●				●				
KOSRAE				●				●				
YAP				●				●				
	FY19 Audits Due		FY19 Audits Exten.		FY20 Audits Due		FY20 Audits Exten.		FY21 Audits Due			

# 02

# 02

## *IGFOA Session Description*





# GFOA Session List

★ Recommended Sessions

SUNDAY, 06/05/2022

### Keynote: Cybersecurity 360

Brian Krebs is an independent investigative reporter who writes about cybercrime at the award-winning Web site KrebsOnSecurity.com. Formerly with The Washington Post (1995 to 2009), Krebs is probably best known for breaking stories on high-profile data breaches, including those that hit Target, Home Depot, Michaels, and Ashley Madison. A frequent interviewee and public speaker, Krebs has been profiled by 60 Minutes, The New York Times, Poynter.org, and Business Week. Krebs's book, Spam Nation: The Inside Story of Organized Cybercrime - From Global Epidemic to Your Front Door - is now a New York Times bestseller.

📍 Sunday, 06/05/2022 - 1:30 - 2:20, General Session Room - Hall 3

# Debt Management, Leadership, Ethics, and Trust

### Getting Your Time Back: Strategies to Improve Your Personal Productivity

Finance officers report not having enough time during the day to accomplish all that needs to be done. As alternatives to working longer, GFOA has developed a series of research reports that provide strategies for reducing interruptions, hosting more effective meetings, managing your time better, and improving your own levels of productivity. Attend this session to learn how you can employ these tactics improving your performance and levels of satisfaction with your role.

📍 Sunday, 06/05/2022 - 2:40 - 3:30, Ballroom EF

# Leadership, Ethics, and Trust

### Post-Pandemic Process Improvement

Out of necessity and panic, many governments were forced to implement significant process changes to accommodate remote work, fewer staff, and changing customer expectations. Now that many in government are returning to "normal" (or whatever comes next), there is a growing need for more process improvement and additional work to ensure that gains made over the last two years stick. Attend this session to hear from project managers, process improvement specialists, and those involved initiating change about how you can get started with process improvement efforts across your entire organization and work to build more lean, modern, and responsive processes and practices.

📍 Sunday, 06/05/2022 - 2:40 - 3:30, Ballroom A

# Business Process Improvement, ERP Systems and Technology

### Overview of GFOA's "Rethinking" Initiatives



Status quo can be a powerful force in state and local government. However, government revenue structures are largely based on assumptions that no longer hold today due to digitization, globalization, demography, political changes, and other trends, which will continue to threaten to be threats to efficiencies, sustainability, and fairness. Attend this session to hear about GFOA's efforts to "rethink" both revenue systems and the overall budget with an eye toward the future. These interactive projects have many opportunities for member engagement and offer resources to help finance officers consider employing some new tactics to solve problems in your own community.

📍 Sunday, 06/05/2022 - 2:40 - 3:30, 18 ABC

# Budgeting and Forecasting

### The Weakest Link: Remote Work and Cybersecurity

It's no surprise why cyberattacks are more frequent and more successful than ever before. Technologists learn early that people are the weakest link in any security model. Globally, one-third of all local governments were hit by ransomware attacks and we are not learning from these past mistakes. In fact, protecting enterprise data - coupled with a remote workforce - will require a change in operational policies and larger investments in technology security. Attendees will explore different approaches for risk mitigation including solutions for hardening enterprise applications, policy options such as staff training, and cyber insurance. Speakers will also provide strategies for how IT professionals and finance professionals can work together to implement these safeguards successfully.

📍 Sunday, 06/05/2022 - 2:40 - 3:30, Exhibit hall 5

# ERP Systems and Technology

### Things Will Never Be the Same: Accounting Changes and Error Corrections

Estimates and expectations change nearly moment to moment and sometimes we all make mistakes. Learn from GASB's Director of Research and Technical Activities about GASB's new standard on financial reporting, disclosures and supplementary information for accounting changes and error corrections, including new rules for classifying, recognizing, measuring, displaying and disclosing changes to our accounting principles, estimation methods and the best available information to which we can apply them.

📍 Sunday, 06/05/2022 - 2:40 - 3:30, Ballroom D

# Accounting and Financial Reporting

### The Basics of Structuring Debt Issuances

Having an extensive understanding of debt structuring variables can help finance officers better appreciate and direct their debt issuances. This session will lay out the basics of couponing, call features, credit durations, tax-exempt vs taxable bonds, credit enhancements, and refunding opportunities that will be useful when structuring debt and conversing with finance professionals on these matters.

📍 Sunday, 06/05/2022 - 2:40 - 3:30, Ballroom BC

# Debt Management

## Finance and the Environment: A Conversation with AGU Thriving Earth Exchange

Through a partnership with AGU Thriving Earth Exchange, GFOA provides finance officers the opportunity to leverage free resources to help community leaders and scientists work together to solve local challenges related to natural resources, climate change, and natural hazards. This session will feature case studies to show the intersection between finance and the environment.

- 📍 Sunday, 06/05/2022 - 2:40 - 3:30, Ballroom G
- # Leadership, Ethics, and Trust

## Tap! Swipe! Click! Push! Receiving Electronic Payments



With the ever-growing types of electronic receivables, it is important for governments to remain both aware of new technologies and up-to-date on the tried and true electronic payment methods. Governments continue to adapt to provide more positive experiences for customers and vendors. In this session, industry experts will discuss the variety of electronic payment methods available in the government sector, and what is in store for the future of payment acceptance.

- 📍 Sunday, 06/05/2022 - 3:50 - 5:05, Ballroom BC
- # Treasury and Investment Management

## Black Caucus Business Meeting

- 📍 Sunday, 06/05/2022 - 3:50 - 5:05, Ballroom G

## The Double Life of a Small Government Finance Officer: Technology



It's a well known secret that the typical finance officer in small government wears many hats. One of those hats has the inscription CTO (Chief Technology Officer). As CFO/CTO, your day may begin with cash projections and paying bills and end with creating selection criteria for a payroll application or establishing cybersecurity policies. This facilitated panel session will address the technology role of the finance officer and what emerging trends that finance officers need to be aware of not only to protect against risk, but also to enable innovation and improvement.

- 📍 Sunday, 06/05/2022 - 3:50 - 5:05, 18 ABC
- # ERP Systems and Technology

## The Price is Right: Setting User Charges and Fees for Government Services

State and local governments, utilities, and stand-alone business-type organizations use charges and fees to help fund services (both external and internal), and well-designed charges and fees can reduce the need for additional revenue sources and promote service efficiency. However, for many organizations, setting user fees and charges can be difficult. This session will explore the important elements to consider during the charge and fee setting process for all organizations including organizational politics, community preferences, cost recovery, and fairness. The session will also highlight from GFOA's rethinking revenue research on segmented pricing and use of imposed fees.

- 📍 Sunday, 06/05/2022 - 3:50 - 5:05, Ballroom A
- # Accounting and Financial Reporting

## Retaining Talent Among the Great Resignation

Mission Square Research found that over half of the public sector workforce is considering leaving their jobs. Seeing colleagues depart affects morale and adds to workload burden some already face. What are governments doing to keep employees? What can managers do on a personal level? How does the Great Resignation affect resources, allocation planning, and essentially operational finances? Speakers in this session will discuss the magnitude of their challenge, what strategies they are employing to retain talent in all operations as well as in the finance function.

- 📍 Sunday, 06/05/2022 - 3:50 - 5:05, Ballroom D
- # Compensation and Benefits

## Outsourcing Finance

For governments unsuccessful with traditional recruiting or without options for succession planning, alternative options for replacing staff in the finance office may be necessary. In this session, speakers will explore options that may be available for outsourcing finance. Many models exist from 1099 "employees" to staffing firms, to shared services, and turning over complete control of financial operations. Speakers will discuss pros and cons of each approach and next steps for anyone interested in exploring further.

- 📍 Sunday, 06/05/2022 - 3:50 - 5:05, Ballroom EF
- # Budgeting and Forecasting, Leadership, Ethics, and Trust

## Dealing with Extreme Polarization

Left unchecked, political polarization can create a toxic work environment where distrust and gridlock flourish and employees believe they are not valued. To put it mildly, these conditions are less than ideal for addressing the complex problems facing your community. In this session, learn what you can do to address polarization and nurture an environment where trust, collaboration, and creativity can thrive.

- 📍 Sunday, 06/05/2022 - 3:50 - 5:05, Exhibit hall 5
- # Leadership, Ethics, and Trust

**MONDAY, 06/06/2022**

### Keynote: Tasha Eurich

Dr. Tasha Eurich is an organizational psychologist, researcher, and New York Times best-selling author. Her life's work is to help people become the best of who they are and what they do. With a reputation as a candid yet compassionate voice in the self improvement space, Tasha pairs her scientific grounding in human behavior with a pragmatic approach to personal development.

📍 Monday, 06/06/2022 - 8:30 - 10:10, General Session Room - Hall 3

# Leadership, Ethics, and Trust

### Improving Your Budget with Behavioral Science

Developing a budget requires a lot of decision-making. Approaching these decisions from a behavioral scientist's point of view can give finance officers a better understanding of—and control over—how those decisions play out. In this session, learn how to recognize decision-making biases in yourself and your stakeholders, how to fix them with small changes, and how you can re-design the choice environment to shape how choices are made.

📍 Monday, 06/06/2022 - 10:30 - 12:10, Ballroom A

# Budgeting and Forecasting

### You Can Do It: Developing Your First CIP

Would you like to develop a Capital Improvement Plan (CIP), but don't think you can muster the resources to put one together? Not sure where to begin or who to involve? This session will demystify the process of developing a CIP and outline the steps your organization can take to get started. Learn how to convince other stakeholders in your organization of the benefits of a CIP, how to develop objective criteria for evaluating and prioritizing projects, and how to present the CIP for approval to your governing body.

📍 Monday, 06/06/2022 - 10:30 - 12:10, Ballroom BC

# Capital Planning and Asset Management

### Artificial Intelligence and the Finance Office

This session will focus on leveraging artificial intelligence (AI) tools in public sector finance. The session will begin with a brief overview of AI by focusing on the question, everybody has heard about AI but do people really understand it? Next, the session will describe methods in which the private sector is leveraging AI to assess risk and make better management and investment decisions. The session will conclude with how AI strategies in the private sector can be leveraged in the public sector, particularly in the areas of collections, economic development, and financing.

📍 Monday, 06/06/2022 - 10:30 - 12:10, 18 ABC

# ERP Systems and Technology

### Hot Topics in the Muni Market

The municipal market has weathered the COVID storm quite well, but as with the general economy, changes are likely to be found ahead. This session will bring together market experts to discuss the most topical matters for issuers today. These include preparing for the transition out of LIBOR; market conditions, trends and products; investor input; and regulatory actions that issuers will want to know.

📍 Monday, 06/06/2022 - 10:30 - 12:10, Exhibit hall 5

# Debt Management

### Accounting and Auditing Year in Review

This annual survey of recent developments affecting accounting, auditing and financial reporting for state and local governments is a staple of GFOA's annual conferences, and will provide a comprehensive overview of the key developments in the field. Topics covered will include recent pronouncements from the American Institute of CPAs, Governmental Accounting Standards Board (GASB), and other standard setters. In addition, attendees will receive an update about on-going GASB projects that will likely have significant effects on accounting and financial reporting in the next few years.

📍 Monday, 06/06/2022 - 10:30 - 12:10, Ballroom D

# Accounting and Financial Reporting

### Why I'm a Finance Officer

According to the GFOA Code of Ethics, communities place a special trust in their public finance officers. But why have you chosen to be a part of this profession? What drew you to it and what keeps you in it? These are consequential questions given the pressures like polarization, public distrust of government, and drawing new people into the profession. At this session, we will discuss the importance of finance officers' role and how to maintain good morale. Most importantly, though, we'll hear from you on why you are a finance officer.

📍 Monday, 06/06/2022 - 10:30 - 12:10, Ballroom EF

# Leadership, Ethics, and Trust

### Rethinking School Budgeting

Now is the time to critically examine patterns of spending to ensure that the goals for student achievement are driving the budget process. GFOA's Smarter School Spending series provides resources focused on academic and finance collaboration to address baseline budget assessments, collaboration and communication between all stakeholders, a rigorous process of goal setting, a data-driven evaluation of instructional priorities, and a budget that communicates the financial steps necessary to implement and support the district's strategic plan. Attend this session to learn more about GFOA's resources and learn from your peers how to put these tools into practice.

📍 Monday, 06/06/2022 - 10:30 - 12:10, Ballroom G

# Budgeting and Forecasting

## What is CPFO?

Certification. Career. Community. The Certified Public Finance Officers (CPFO) Program for GFOA is a broad educational program designed to verify knowledge in government finance disciplines. Once enrolled, GFOA has many options to assist candidates with educational offerings on the way to their certification. Once obtained, GFOA supports CPFOs throughout the career and you will join a community of leaders and engaged members to help drive the profession. Attend this session to learn more about GFOA's CPFO program and the benefits it can provide to you or your staff.

- 📍 *Monday, 06/06/2022 - 1:30 - 2:20, Ballroom G*
- # *Leadership, Ethics, and Trust*

## Living Your Worst Nightmare: How to Deal with a Cyber Attack

- 📍 *Monday, 06/06/2022 - 1:30 - 2:20, Ballroom BC*
- # *ERP Systems and Technology, Risk Assessment and Business Continuity*

## Year in Washington: GFOA FLC Update

The American Rescue Plan Act (ARPA) of 2021 provided much needed funding for state and local governments, and constant need to focus on Washington, DC for the latest guidance, regulations, and updates. Add on IJA infrastructure implementation efforts and potential new attempts to regulate the municipal market, GFOA's Federal Liaison Staff is prepared to give you the most recent information from Washington DC and provide opportunities for outreach efforts. Attend this session to learn about important developments in Federal Policy related to state and local governments and where we are likely headed for the rest of 2022.

- 📍 *Monday, 06/06/2022 - 1:30 - 2:20, Ballroom EF*
- # *Federal Advocacy*

## More than Pay: Public Finance Has Workforce Challenges

From a purely financial perspective, replacing a government employee can cost 150% of the worker's salary. With an ever more difficult job market, recruiting new finance officers to replace those that get away, is not going to be sustainable for most governments. To respond, learn from leading governments on how to focus on employee engagement and improving the employee experience.

- 📍 *Monday, 06/06/2022 - 1:30 - 2:20, Exhibit hall 5*
- # *Compensation and Benefits*

## Plans, Plans, and More Plans: The Role of the CIP

Governments create a myriad of plans to cover land use planning, long-term finances, strategic goals, and more. Often, long-term plans require capital investment and must be coordinate with an organization's capital improvement plan (CIP). Attend this session to hear how the CIP can serve to coordinate other planning processes, but also inject reality into each by ensuring the plans are properly funded and that funding is coordinated with timing of available resources.

- 📍 *Monday, 06/06/2022 - 1:30 - 2:20, Ballroom A*
- # *Capital Planning and Asset Management*

## Identifying, Classifying, and Disclosing Component Units

It is often difficult to determine whether a legally separate entity should be reported as a component unit (CU) of another government and, if so, whether it is properly included as a fiduciary, blended or discretely presented CU. Topics include the criteria for identifying and classifying CUs and the disclosures required to explain how and why each has been incorporated.

- 📍 *Monday, 06/06/2022 - 1:30 - 2:20, Ballroom D*
- # *Accounting and Financial Reporting*

## Investing in the Cultural Economy

Art for art's sake is a noble notion that needs the seeds of support to find fruition. Local government plays a role in a strong and vibrant arts scene for its citizens, visitors, patrons, artists, and culture bearers. Public financing for cultural and creative sectors creates surprisingly powerful benefits. This can be in small rural communities or large urban cities. This session will explain some successful approaches local governments have been taking, along with the public expenditure models, and explore the role of non-governmental/non-profit funding groups.

- 📍 *Monday, 06/06/2022 - 1:30 - 2:20, 18 ABC*
- # *Economic Development*

## Trends in Defined Contribution and Deferred Compensation Plans and Me (Finance Office)

What are important elements to consider with defined contribution and deferred compensation plans? This session will explore common questions of plan sponsors and will explore examples from a defined contribution plan and a supplemental deferred compensation. Attendees will learn about plan design and fiduciary responsibility of these DC plans.

- 📍 *Monday, 06/06/2022 - 2:40 - 3:55, Ballroom G*
- # *Compensation and Benefits*

## Banking Services: What's New and How to Develop an RFP

Governments need to understand the variety of services available to them through their banking partner, as new support opportunities related to payables, receivables, cash management, and fraud prevention become available. This session will provide an overview of core banking services, explore new and emerging treasury services your bank can assist you with, and what to think about when issuing an RFP for banking services.

- 📍 *Monday, 06/06/2022 - 2:40 - 3:55, 18 ABC*
- # *Treasury and Investment Management*



### Recovery Lessons: 3 Years after California's Camp Fire

Three years after the 2018 Camp Fire destroyed most of Paradise, California, the town is rebuilding itself into a more resilient community. Despite many roadblocks, Paradise has been making its way toward recovery. This presentation will go into depth about the risk assessment, capital planning, economic development, and leadership facets of the town's recovery process, along with lessons learned. We will also look to the future, including the obstacles the town still faces.

- 📍 Monday, 06/06/2022 - 2:40 - 3:55, Ballroom D
- # Capital Planning and Asset Management, Economic Development

### Paying Not to Perform: Compensated Absence Accounting Under the New Guidance

GASB's statement on Compensated Absences reexamines and updates the accounting and financial reporting for compensated absences. This session will delve into the use of paid time off (PTO) by some governments rather than the more traditional approach of separate sick and vacation leave, and explain how PTO and other forms of compensated absences will be accounted for and reported based on the new standard.

- 📍 Monday, 06/06/2022 - 2:40 - 3:55, Exhibit hall 5
- # Accounting and Financial Reporting

### Team First: Case Studies in Collaboration



Teamwork and collaboration can be difficult to describe, but you know it when you see it. For the past two years, GFOA has seen it in our members and documented great examples in Government Finance Review. Attend this session to discuss in an interactive discussion based format how leading finance officers and their teams have discovered the benefits of having a strong team culture.

- 📍 Monday, 06/06/2022 - 2:40 - 3:55, Ballroom BC
- # Leadership, Ethics, and Trust

### Preparing an ACFR Statistical Section

Generally accepted accounting principles (GAAP) require governments that produce an annual comprehensive financial report to include a statistical section. This session will focus on how to create the required schedules for each of the five categories of a statistical section, and where to obtain the relevant trend data using some practical examples from a variety of governmental entities.

- 📍 Monday, 06/06/2022 - 4:15 - 5:30, Ballroom D
- # Accounting and Financial Reporting

### When The Free Money Runs Out

The American Rescue Plan Act (ARPA), Elementary and Secondary School Emergency Relief (ESSER), Infrastructure Investment and Jobs Act (IIJA) and various other federal and state funding opportunities have injected local governments with much needed funding to pay for COVID relief, essential workers, infrastructure, and more. However, when the money runs out, many communities will be faced with the headache of how to pay for ongoing maintenance or continue services. Attendees will learn how to plan for long-term costs, budget sustainably, and enact smart financial policies to ensure governments are using one-time funds responsibly.

- 📍 Monday, 06/06/2022 - 2:40 - 3:55, Ballroom EF
- # Budgeting and Forecasting

### Is Outsourcing the Payables Function Right for Your Entity?

Governments make payments to vendors, citizens and other entities through a variety of methods, including checks, ACH, wire transfers, procurement cards, cash, e-payable platforms, and other methods. Some smaller governments may benefit from outsourcing portions of their payables operations. This session will explore case studies from governments who have had success in outsourcing their payables functions.

- 📍 Monday, 06/06/2022 - 4:15 - 5:30, Ballroom EF
- # Treasury and Investment Management

### Disclosure: What you NEED to Do and What you SHOULD Do

GFOA has been a leader in municipal bond disclosure standards for nearly fifty years. During that time and especially today, the conversation around disclosure practices is dynamic and important. This session will discuss issuers' disclosure responsibilities, from the necessary to the voluntary, and include a review of GFOA's suite of Best Practices in this area.

- 📍 Monday, 06/06/2022 - 2:40 - 3:55, Ballroom A
- # Debt Management

### Inclusive Communication Strategies for the CFO



Effective communication is a well-documented trait of effective leaders and essential for finance officers working in government. As our world, communities, and workplaces become more diverse, and we realize we need more diverse perspectives to solve complicated problems – its imperative we understand how to communicate in a way that reaches and engages all. Learn what inclusive communication is, why it matters, and how you can both apply it to your own leadership style and introduce it to your team. In addition, attendees will receive practical tips to change the way you currently communicate that will enhance workplace culture, maximize the contributions of your team, and build bridges with other peers, elected officials, and community members.

- 📍 Monday, 06/06/2022 - 4:15 - 5:30,
- # Leadership, Ethics, and Trust

## Navigating the Maze of Federal Infrastructure Funding

After numerous “infrastructure weeks” without any actual movement in infrastructure policy, local governments can now look to a future with significant federal investment in capital. Attend this session to better understand the options that are available and how GFOA’s resources can be of assistance for providing clarity in what can be a confusing mix of enhancements to existing programs, new notices of funding opportunities, and the reporting and compliance requirements that will be a part of implementation over the next five years. Don’t miss out on these opportunities that may be available to your community.

- 📍 Monday, 06/06/2022 - 4:15 - 5:30, Ballroom A
- # Capital Planning and Asset Management, Federal Advocacy

## ESG in Muniland: What Issuers Need to Know



E-S-G, Environmental-Social-Governance, factors are becoming more commonplace in the municipal market. Whether it is issuing labeled “green” or “social” bonds or material ESG factors related to an entity’s general credits, governments need to be aware of how they can drive these conversations. Join this session to get grounded on these topics, including an extensive review of GFOA’s new Best Practices in these areas. Governments of all types of sizes will be able to learn and use information to assist with their next credit rating presentations, disclosures that may be appropriate for posting, and when and how labeling a bond as “green” or “social” may be appropriate.

- 📍 Monday, 06/06/2022 - 4:15 - 5:30, Ballroom BC
- # Debt Management

## Procurement on a Mission

Billions of dollars flow through the procurement functions of state and local governments and where those dollars go and how they are used can have significant impact on communities and industries. Governments have long used purchasing requirements to help achieve environmental, social, and community goals. Attend this session to learn about best practices in promoting diversity, sustainability, and community interests through procurement and how to align procurement policies with larger organizational initiatives to help build thriving communities.

- 📍 Monday, 06/06/2022 - 4:15 - 5:30, 18 ABC
- # Procurement

## Young Professional Speed Networking Event



Open to attendees under the age of 40, this is an interactive speed networking session for young professionals in public finance. Attendees will speed network in a small group format to discuss issues they’re experiencing and to share recommended strategies. So, practice your elevator pitch and connect with other young professionals!

- 📍 Monday, 06/06/2022 - 4:15 - 5:30, 17 A
- # Leadership, Ethics, and Trust

**TUESDAY, 06/07/2022**

## Keynote: Ritu Bhasin

Ritu Bhasin, LL.B. MBA is the Founder and CEO of bhasin consulting inc. (bci) and an award-winning speaker, author and internationally recognized expert in diversity, equity and inclusion, authentic leadership, anti-racism and personal empowerment for people from equity-seeking communities. Her Amazon bestselling book, The Authenticity Principle, was released in fall 2017.

- 📍 Tuesday, 06/07/2022 - 8:30 - 10:00, General Session Room - Hall 3
- # Leadership, Ethics, and Trust

## Managing Investment Portfolios for Today and Tomorrow

Governments must always keep an eye on their investments and stay ahead of the game regarding their investment strategies. While the core tenets of investing strategies – liquidity, safety, and return – rest within a government’s investment policy, knowing about market conditions, investment products, and determining if there are opportunities for core investing outside of investing for liquidity are important tasks of the treasury office. This session will discuss core portfolio management strategies and explore current issues in investing, including cryptocurrency, ESG/SRI investing, and others.

- 📍 Tuesday, 06/07/2022 - 10:20 - 12:00, Ballroom BC
- # Treasury and Investment Management



## Austin Underground: A Case Study in Financial Leadership

In a conference focused on innovations and best practices focused on building strong communities, the City of Austin is making great strides towards completing a transformational project that highlights the importance of strong financial leadership. A partnership between the City of Austin, the Waterloo Greenway Conservancy, and the Waller Creek Local Government Corporation, the Waller Creek District and Tunnel addresses floodplain and safety issues to revitalize a section of downtown, create parks and open space, and provide opportunities for public and private investment. Attend this session to hear from City leaders on how they work together to drive this project, the role of finance in making it a success, and lessons learned you can use in your own community.

- 📍 Tuesday, 06/07/2022 - 10:20 - 12:00, Ballroom A
- # Leadership, Ethics, and Trust



## ARPA 101

The American Rescue Plan Act of 2021 (“ARPA”) provides \$350 billion in additional funding for state and local governments to help recover from COVID and make lasting improvements to communities all over the United States. However, federal funding does not come without strings attached. Attend this featured 2-part series at the GFOA conference to learn about the nuances of eligible expenditures, procurement regulations, and treasury implications as you work to spend these resources. GFOA staff and leading practitioners will be available to answer questions and engage in an interactive discussion highlighting the most challenging aspects of ARPA.

-  *Tuesday, 06/07/2022 - 10:20 - 12:00, Ballroom D*
-  *Accounting and Financial Reporting, Procurement*



## Small Government Forum Networking Event

GFOA's Small Government Forum provides an opportunity for members of small governments to network and exchange information on topics unique to the demands of managing small government. Created in 2015, the Forum is currently open to GFOA members in small jurisdictions from the United States and Canada with populations of 25,000 or less, or with employee counts of 500 or less. Attend this session to learn more about the Forum and meet/network with your peers.

-  *Tuesday, 06/07/2022 - 10:20 - 12:00,*
-  *Leadership, Ethics, and Trust*



## Do You Feel Lucky: Planning Under Uncertainty

Long-term financial planning is widely considered a “best practice” in public finance. This is for good reason, as it is important to think strategically and long term in a volatile and resource-constrained environment. However, this lack of clarity might discourage governments from planning at all or put governments at increased risk of failing to adapt to changing conditions. In this session, we will discuss how you can adapt your planning process to environments characterized by political, economic, technological and other kinds of uncertainty. Attendees will also learn how to adopt processes where plans are continuously reviewed and modified to be responsive to changing conditions.

-  *Tuesday, 06/07/2022 - 10:20 - 12:00, Ballroom EF*
-  *Budgeting and Forecasting*



## Living Your Ethics in Tough Times

That last couple of years have been stressful in many ways. Part of that stress has been increasing distrust of government. This puts a new kind of pressure on public finance officers to demonstrate strong ethics. In this session we will explore new (and old) ethical pressures that finance officers face and how the GFOA Code of Ethics can help finance officers can increase their reputation for trustworthiness.

-  *Tuesday, 06/07/2022 - 10:20 - 12:00, Exhibit hall 5*
-  *Leadership, Ethics, and Trust*



## Can You Hear Me Now? How to Communicate and Educate Employees on Benefits

Public sector benefits are often touted as a key differentiator to recruit and retain talent. Employers are also mindful of holistic financial wellness of employees as anxieties and worries from personal finances can affect the overall well-being of an individual. So, how can we better communicate the retirement and fringe benefits we offer? This session will feature case study examples on innovative and practical ways to communicate and educate employees on their retirement and fringe benefits.

-  *Tuesday, 06/07/2022 - 10:20 - 12:00, 18 ABC*
-  *Compensation and Benefits*



## Debt Trends for Small and Infrequent Issuers

Governments that may not be frequently in the debt market still have numerous responsibilities and need to be aware of market issues so that they manage their debt portfolio well and are prepared for their next debt issuance. This session will focus specifically on how smaller governments and those that infrequently issue debt manage their debt program, use different products such as bank loans, state revolving funds and bond banks; and maintain compliance with federal tax and securities law matters.

-  *Tuesday, 06/07/2022 - 2:00 - 3:15, Ballroom G*
-  *Debt Management*



## Coming Up Next: Implementing GASB 94 (P3) and 96 (SBITA)

Coming on the heels of implementing new guidance on leases, governments must now implement GASB statements on accounting and reporting for subscription-based information technology arrangements (SBITAs) and public-private and public-public partnerships (PPPs). This session will review the new statements and share lessons learned from governments that have implemented these standards, as well as those that can be extrapolated to these arrangements from implementations of the lease standard.

-  *Tuesday, 06/07/2022 - 2:00 - 3:15, Exhibit hall 5*
-  *Accounting and Financial Reporting*

## Fraud Prevention in Treasury Operations


Governments should all be on heightened alert regarding fraud, especially the treasury office. Of particular concern are the sophisticated methods being used by external players including phishing scams, cyberattacks, and actions involving false vendor invoicing or banking information. Governments need to have strong prevention policies, procedures, and plans in place to identify and address fraud before it becomes a reality in the finance office. In this session, attendees will hear from experts in the field and fellow finance officers who have experienced instances of external fraud and cyberattacks about lessons-learned and discover appropriate tools to prevent and react to fraudulent schemes.


-  *Tuesday, 06/07/2022 - 2:00 - 3:15, Ballroom D*
-  *Treasury and Investment Management*



## The Role of the Head Finance Coach


Traditionally, managing has been defined as a directive and authoritative role to oversee and drive employees toward a specific outcome. While workplace coaching has the same objective as managing, the approach is more focused on helping individual employees develop professionally. Coaching your employees is an important step in developing an internal culture that supports the mission and customer experience. In this interactive session, we'll explore how coaching differs from managing and share some tips to help managers become more effective coaches.


 *Tuesday, 06/07/2022 - 2:00 - 3:15, Ballroom EF*

 *Leadership, Ethics, and Trust*

## Beyond Public Hearings: Design Principles for Better Engagement

Public engagement is, perhaps, the most difficult part of local government budgeting. Many local governments rely on the public hearing model of engagement, where government officials are seated at the front of the room and community members can sign up to speak on a given topic for a predetermined number of minutes. However, that is probably the least effective way for a government to understand the preferences of the community. In this session, you will learn how to design a more effective public engagement initiative, have more meaningful interactions, generate greater civic understanding, and work towards earning public trust.


 *Tuesday, 06/07/2022 - 2:00 - 3:15, Ballroom EF*

 *Budgeting and Forecasting*

## Putting Public Assets to Work: Urban Wealth Funds




Local governments are sitting on a "gold mine." Just as a private individual or corporation uses assets (like machinery and buildings) to generate income, governments can generate income from their assets. Urban Wealth Funds (UWF) are assigned government assets with commercial value under unified, professional management who own and manage these assets for the betterment of the local community. UWFs have been used by governments in Europe and East Asia to generate billions of dollars to fund local infrastructure while maintaining public control of these local assets. A few local governments in North America have also begun to explore UWFs, as a complement to taxes as a source of revenues. At this session, you will learn more about what an Urban Wealth Fund is, the benefits, and how can begin to unlock the benefits for your community.


 *Tuesday, 06/07/2022 - 2:00 - 3:15, Ballroom BC*

 *Capital Planning and Asset Management, Treasury and Investment Management*

## Beyond Crypto: Practical Uses for Blockchain in Government


Blockchain is about more than cryptocurrency. This session will focus on how blockchain technology can be used outside of the cryptocurrency world to benefit the public sector, such as reducing election fraud or producing contracts that are self-monitoring. Experts will provide an overview of the blockchain concept; how it works; and why it's so secure. Next they will describe how the blockchain is put to creative uses outside of cryptocurrency. The session will close with a discussion on why it is important for finance officers to understand the technology and make room for public sector innovations dependent on this public ledger technology.

 *Tuesday, 06/07/2022 - 2:00 - 3:15, 18 ABC*

 *ERP Systems and Technology*

## Community Transformation and the CIP


Mixed in with projects for street resurfacing, facility repairs, and vehicle replacements, the Capital Improvement Plan (CIP) can provide the tool to make a lasting investment in your community. In this session, speakers will highlight case studies that show how the CIP can include considerations for environment, social, and governance (ESG) factors and work to achieve equity, transparency, and collaboration from both inside and outside of local government. Come be inspired and see what effective capital planning looks like when brought to fruition in communities of various sizes.

 *Tuesday, 06/07/2022 - 3:35 - 4:50, Ballroom BC*

 *Capital Planning and Asset Management*

## Not Again! Avoiding Common Financial Reporting Errors


Each year, GFOA staff and volunteer reviewers for GFOA's Certificate of Achievement for Excellence in Financial Reporting program perform reviews on over 4,300 annual comprehensive financial reports (ACFRs). This session will examine a number of the more common deficiencies identified during these reviews, with a special emphasis on the calculation of net investment in capital assets.

 *Tuesday, 06/07/2022 - 3:35 - 4:50, Ballroom EF*

 *Accounting and Financial Reporting*

## Case Studies in Budgeting: Focus on Equity

Is your organization interested in developing a more equitable budget process? Not sure where to start or even what that would look like? In this session, you will hear how other local governments have incorporated equity into their budgets, lessons learned from implementation, and advice on how to ensure your budget process supports an equitable allocation of resources.

 *Tuesday, 06/07/2022 - 3:35 - 4:50, Ballroom G*

 *Budgeting and Forecasting*

## Telling Your Financial Story



A finance officer's role is made more difficult when other's don't speak the language of finance or accounting. To important messages are understood, the finance officer must be able to translate key issues at a level appropriate for the audience - whether that be staff, department leaders, elected officials, grantors, investors, or the public. Being able to identify key messages, support claims with relevant information, and deliver concise and professional presentations is a learned and practiced skill. This session will provide strategies, lessons learned, and case study examples of how to effectively tell your financial story through data, data visualization, examples, and compelling stories.

- Tuesday, 06/07/2022 - 3:35 - 4:50, Exhibit hall 5
- Leadership, Ethics, and Trust

## Business Assurance or Cyber Insurance?

Cyber risk is out there. All governments are susceptible to attack and potential damage, business continuity issues, or rose. The questions is, given limited resources, is it best to invest in remediation or protection? Pros and cons of using cyber insurance as part of an overall strategy are dynamic and not well understood. In this session speakers will describe the factors organizations should consider when assessing risk and debate the costs and benefits of cyber insurance for various types of government. Attend this session to gain the tools and information you need to assess your own situation.

- Tuesday, 06/07/2022 - 3:35 - 4:50, 18 ABC
- Risk Assessment and Business Continuity

## Free but Not Easy: How to Find and Manage Grants

Local governments often turn to grant opportunities to help fund new initiatives, provide for new capital projects, or support important initiatives that otherwise would be unaffordable. However, the effort required to find, manage, and report on grants can be significant, especially for a small government. Attendees will learn how to distinguish between types of grants, write a better grant proposal, and learn how to implement and comply with complex grant requirements.

- Tuesday, 06/07/2022 - 3:35 - 4:50, Ballroom D
- Accounting and Financial Reporting, Budgeting and Forecasting

## The Hunter and the Hunted: Perspectives from a Tough Job Market

As the demand for talent grows, recruiting becomes harder. Similarly, securing a job you want can be difficult. This session takes on both perspectives: the employer and the applicant. Hear from speakers on different ways they are attracting talent, including for some of the most sought after functions within government, while also hear from speakers on how they entered public finance and the barriers that they faced.

- Tuesday, 06/07/2022 - 3:35 - 4:50, Ballroom A
- Compensation and Benefits

## WEDNESDAY, 06/08/2022

## Technology Solutions for Debt Management

There are numerous new products emerging to help governments specifically with various aspects of their debt management program. Whether it is overall tracking and management of an entity's debt portfolio, disclosure and investor relations systems, or accessing market data, this session will give an overview of what is available and upcoming to help governments with their debt management responsibilities.

- Wednesday, 06/08/2022 - 8:30 - 10:10, 18 ABC
- Debt Management

## Building a Strong Financial Foundation with Financial Policies



Financial policies play a key role in building a strong financial foundation by promoting accountability and encouraging long-term thinking. In times of fiscal uncertainty or distress, they can guide decision-making and set boundaries for acceptable action. At this session, learn how to develop and implement effective financial policies, including essential topics need to be addressed in your policies, who to involve in drafting policies, and how to monitor compliance. Attendees will leave this session prepared to evaluate their existing financial policies and to draft new or updated policies.

- Wednesday, 06/08/2022 - 8:30 - 10:10, Ballroom A
- Leadership, Ethics, and Trust

## ARPA 201

The American Rescue Plan Act of 2021 ("ARPA") provides \$350 billion in additional funding for state and local governments to help recover from COVID and make lasting improvements to communities all over the United States. However, federal funding does not come without strings attached. Attend the second part of GFOA's featured 2-part series at the conference to learn about ARPA and internal controls, uniform guidance, and implications for the single audit. GFOA staff and leading practitioners will be available to answer questions and engage in an interactive discussion highlighting the most challenging aspects of ARPA.

- Wednesday, 06/08/2022 - 8:30 - 10:10, Ballroom D
- Accounting and Financial Reporting

## If it's Not Broke You Still Might Want to Fix It: Lifecycle Costing Analysis for Capital Assets



Just like a fine wine, capital assets seem to only get more expensive with age. However, the finance office plays a critical role in informing the timing of decisions on repair, maintenance, and replacement based on total lifecycle costs and working with engineers and operators to get the maximum return. In this session, speakers will address how to get started with lifecycle costing and how to use lifecycle cost data to both improve the performance of assets, reduce total operating costs, and eliminate costs repair or replacement needs in an asset's last few years of service.

- Wednesday, 06/08/2022 - 8:30 - 10:10, Ballroom EF
- Capital Planning and Asset Management

## Rethinking Popular Reporting of Financial Information



GFOA encourages all governments to produce an annual comprehensive financial report in conformity with GAAP. In response to challenge of getting financial information to citizens, best practices also recommend preparing a popular annual financial report (PAFR), budget in brief, communicate financial information on the website, and more. The key question is despite all of these efforts, do citizens read it or even care? In this session, hear from leading practitioners about strategies for communicating financial information that goes beyond the standard PAFR or website PDF and the actual benefits they see to justify the effort.

- 📍 *Wednesday, 06/08/2022 - 8:30 - 10:10, Exhibit hall 5*
- # *Leadership, Ethics, and Trust*

## The Link between Land Use Planning and Revenues

Land use planning decisions are often made without considering the impact on a local government's revenues - yet land uses determine a local government's tax base! This session will feature research from GFOA's Rethinking Revenue initiative and you will see how local governments have begun to connect their land use planning to revenue planning. Attendees will come away from the session with practical advice on how to make the case for linking land use planning and revenue planning in your community and the steps you can take make land use planning decisions that are more supportive of strong local revenues.

- 📍 *Wednesday, 06/08/2022 - 10:30 - 12:10, Ballroom A*
- # *Budgeting and Forecasting, Treasury and Investment Management*

## Public Pensions 101

What is happening in the world of public pensions? With greater market volatility and economic uncertainty, finance officers have to prepare for the ups and downs, and everything in between. In this session, we will explore an actuarial perspective on risks affecting pension plans and how finance officers can be informed and prepared for how those risks could affect operating budgets. We will also explore how pension plans are faring overall and resources finance officers can utilize to compare across plans.

- 📍 *Wednesday, 06/08/2022 - 10:30 - 12:10, 18 ABC*
- # *Compensation and Benefits*

## Making Peace with Leases



Many governments have or will soon be finalizing their first financial statements prepared using GASB's new lease guidance now in effect. For some, this will be a post-mortem, a chance to compare notes on how the transition went, and get suggestions on ways to make future accounting and financial reporting for leases easier. For others, this will be an opportunity to fine-tune initial implementation before "pulling the trigger" on lease accounting. Speakers, including practitioners who have already implemented the new guidance and auditors, will address some of the more common issues seen with implementation thus far.

- 📍 *Wednesday, 06/08/2022 - 10:30 - 12:10, Ballroom D*
- # *Accounting and Financial Reporting*

## Riding the E-Procurement Wave: Improving Your Vendor Relationships

Remote work combined with the challenge of supply chain disruption, fiscal crisis, and COVID relief funding provided the many governments the perfect opportunity to invest in e-procurement systems to modernize the government-supplier relationship. In this it can provide to both governments and vendors, provide strategies on implementation, and explore integration considerations with other systems. Additionally, speakers will emphasize the role of e-procurement in building a modern and responsive procurement function for governments of all sizes and types.

- 📍 *Wednesday, 06/08/2022 - 10:30 - 12:10, Ballroom EF*
- # *Procurement*

## Preventative Medicine: Applying GFOA's Fiscal First Aid Treatments in Advance of the Next Recession



With fears of the next recession on the horizon, what should governments be doing now to start preparing to help deal with potential for fiscal distress. GFOA's Fiscal First Aid research series, developed originally to help deal with the 2009 Great Recession and then refined through the pandemic offers several strategies to reduce budget expenses, create flexibility, and assess risk associated with different options with the goal of long-term sustainability. Attend this session to learn how we can all take lessons learned from the past decade and apply them proactively to address challenges of the next recession.

- 📍 *Wednesday, 06/08/2022 - 10:30 - 12:10, Exhibit hall 5*
- # *Budgeting and Forecasting*





03

03

*Welcome*



## WELCOME BACK!

- Welcome back to IGFOA...it's good to **SEE** you all!
- Our last **in-person IGFOA Meeting** was Thursday, Dec 12, 2019
  - 2 years, 5 months, 23 days ago (905 days)
- There have been some **changes** since then...
- Thank You to the **Department of the Interior** and the Office of Insular Affairs for continuing to support the IGFOA.

## PLEASE INTRODUCE YOURSELF

- Your Name + Position + Government
- Number of GFOA Conferences You've Attended
- One Significant Non-COVID Development over the Past 905 Days (Personal or Professional)



## THE GSUSA TEAM

- Jason Aubuchon, *Director, PITI-VITI*
- Monique Wedderburn, *Program Manager, PITI-VITI*
- Ciara Santiago, *Program Specialist, PITI-VITI*

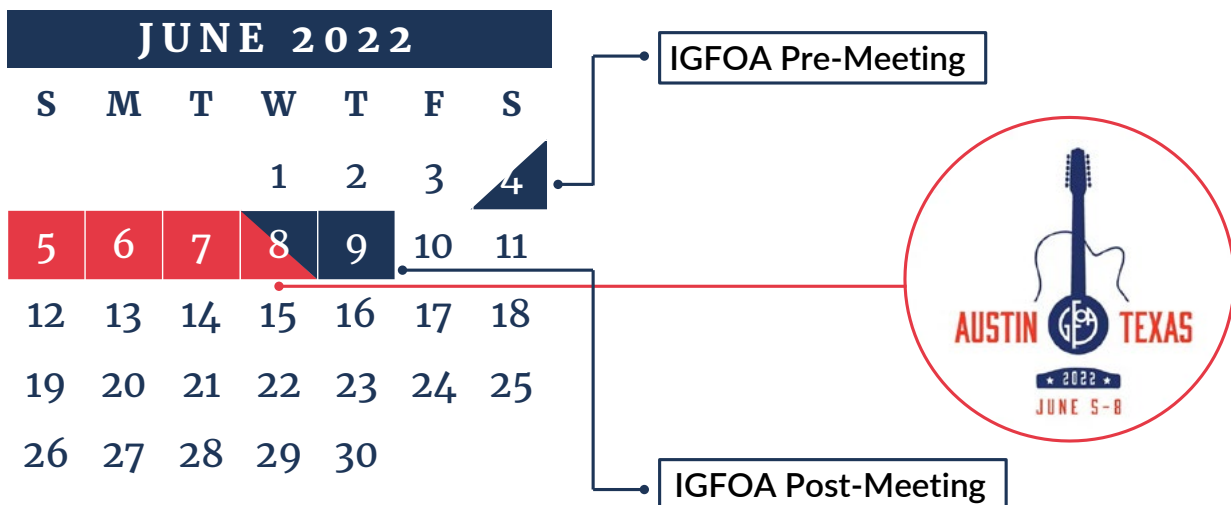
## GSUSA RESOURCE CONSULTANTS

- Debbie Milks, CPA, *Graduate School USA*
- Mike Mucha, *Deputy Executive Director, GFOA*
- Bob Lavigna, *CPSHR, GSUSA*
- Chris Pembroke, CPA, *Crawford & Associates, GSUSA*

## SOME CONTEXT ABOUT GFOA & IGFOA...

- The IGFOA has been meeting twice yearly for the past 20 years (since 2001) as a Community of Practice to:
  - Share **similar financial challenges** across the insular areas;
  - Share **lessons learned** and best practices;
  - Improve the timeliness and quality of **single audits**;
  - Address new/emerging GASB accounting **standards**;
  - Define and report on finance office **performance measures**;
  - Address common/**emerging issues** (cybersecurity; succession planning; financial management systems, etc)

## OUR SCHEDULE FOR THE WEEK...





## ABOUT THE GFOA CONFERENCE

- The GFOA was **founded in 1906** to serve public finance officers in the United States and Canada
- Over **6,000 participants** are expected at this 116<sup>th</sup> GFOA
- Conference **attendees** from federal + state + local governments
  - Insular governments face many of the same challenges!
- Interior's perspective that insular government finance officers should benefit from the **same access to training** and development as U.S. federal + state + local finance officers

## ABOUT THE IGFOA CONFERENCES

- Winter meetings focus on **audit results** and **action planning**;
- Summer meetings focus on **professional development...**
  - Accounting and Financial Reporting
  - Budgeting
  - Capital Planning
  - Compensation, Benefits, and Workforce
  - Debt Management
  - Economic Development
  - ERP and Technology
  - Leadership, Ethics and Trust
  - Treasury and Investment Management

## IGFOA LOGISTICS

- All IGFOA Sessions at the **Westin** Austin Downtown
- For **sponsored** participants:
  - Stipends are available from Ciara
  - Hotel room cost will be billed to our master account
  - Please let us know if there are any changes to your travel
- Please **Register!**
  - <https://pitiviti.org/register-gfoa-summer-2022>
  - Conference report, follow-up, future details
- Are **Others** Expected from Your Government?
  - Please let us know!

## ADJUSTING TO COVID....

- Challenges to **Ensuring Participant Safety**
  - Lack of masks does NOT mean it's safe!
- COVID Health **Self-Check**
  - Forms will be distributed Wednesday afternoon for signature asking you to complete self-assessments to monitor your health.
  - Please follow good hygiene practices (wash hands, etc.).
  - Masks encouraged but not required.
  - Let us know if you begin to feel ill.
  - Use your best judgement to stay safe.

## THE SCHEDULE FOR THE WEEK

SAT JUNE 4	SUN JUNE 5	MON JUNE 6	TUE JUNE 7	WED JUNE 8	THU JUNE 9
---------------	---------------	---------------	---------------	---------------	---------------

- IGFOA Session at Westin
- Discussion of Single Audits (Debbie Milks, CPA)
- GFOA Participant Session Selections
- GFOA Conference Registration
  - 1:00 p.m. to 5:00 p.m. – Convention Center

## THE SCHEDULE FOR THE WEEK

SAT JUNE 4	SUN JUNE 5	MON JUNE 6	TUE JUNE 7	WED JUNE 8	THU JUNE 9
---------------	---------------	---------------	---------------	---------------	---------------

- GFOA Registration Starts at 9:00 a.m.
- Keynote Speaker – Cybersecurity and Public Finance
  - 1:00 p.m. at Convention Center
- Concurrent Sessions
  - 2:40 p.m. to 3:30 p.m.
  - 3:50 p.m. to 5:05 p.m.
- Welcome Reception
  - 5:00 p.m. to 6:30 p.m. at Convention Center

## THE SCHEDULE FOR THE WEEK

SAT JUNE 4	SUN JUNE 5	MON JUNE 6	TUE JUNE 7	WED JUNE 8	THU JUNE 9
---------------	---------------	---------------	---------------	---------------	---------------

- Keynote Speaker – Self-Awareness
  - 8:30 a.m. at Convention Center
- Concurrent Sessions
  - 10:30 a.m. to 12:10 p.m.
- Delegate Lunch
  - 12:10 p.m. to 1:10 p.m.
- Concurrent Sessions
  - 1:30 p.m. to 2:20 p.m.
  - 2:40 p.m. to 3:55 p.m.
  - 4:15 p.m. to 5:30 p.m.

## THE SCHEDULE FOR THE WEEK

SAT JUNE 4	SUN JUNE 5	MON JUNE 6	TUE JUNE 7	WED JUNE 8	THU JUNE 9
---------------	---------------	---------------	---------------	---------------	---------------

- Keynote Speaker – Inclusive Leadership
  - 8:30 a.m. at Convention Center
- Concurrent Sessions
  - 10:20 a.m. to 12:00 p.m.
  - 2:00 p.m. to 3:15 p.m.
  - 3:35 p.m. to 4:50 p.m.
- Closing Reception – Sold Out
  - Austin City Limit Live (\$50.00)
  - 7:00 p.m. to 10:00 p.m.

## THE SCHEDULE FOR THE WEEK

SAT JUNE 4	SUN JUNE 5	MON JUNE 6	TUE JUNE 7	WED JUNE 8	THU JUNE 9
---------------	---------------	---------------	---------------	---------------	---------------

- Concurrent Sessions
  - 8:30 a.m. to 10:10 a.m.
  - 10:30 a.m. to 12:10 p.m.
- Lunch on Own
- Reconvene IGFOA at Westin
  - 1:15 p.m. Start
  - Mike Mucha – GFOA Updates and ERP Systems
  - Bob Lavigna – Building Employee Engagement

## THE SCHEDULE FOR THE WEEK

SAT JUNE 4	SUN JUNE 5	MON JUNE 6	TUE JUNE 7	WED JUNE 8	THU JUNE 9
---------------	---------------	---------------	---------------	---------------	---------------

- IGFOA Group Dinner
  - Cooper's Old-Time Pit BBQ
  - 6:30 p.m. Start Time
  - Meet in Courtyard/Residence Lobby at 6:20 p.m.
  - Please let us know if you won't be joining us!

## THE SCHEDULE FOR THE WEEK

SAT JUNE 4	SUN JUNE 5	MON JUNE 6	TUE JUNE 7	WED JUNE 8	THU JUNE 9
---------------	---------------	---------------	---------------	---------------	---------------

- IGFOA Hosted Breakfast
  - 7:00 a.m. – Westin
- Chris Pembrook, CPA – Lease Acct and GASB Standards
- IGFOA Hosted Lunch
- **De-Briefing** the GFOA Sessions
- Insular Government Close-Outs
  - Three Actionable Items

## GFOA CONFERENCE PLANNING

- Plan Ahead!
  - The convention center is BIG...**pre-select your sessions**/locations
  - A list of session descriptions is available in your folder
  - Register **early!** (11:00 a.m. to 5:00 p.m.; after 9:00 a.m. tomorrow)
- Use Available Tools
  - Download the **mobile conference app** to manage your session schedule, access presentation slides, etc. – <https://gfoa.org/conference>
- Arrive Early to Sessions, they Fill Up
- Visit the Exhibit Hall
- Session Recordings Available Through July 1, 2022



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## PARTICIPANT EXPECTATIONS

- There are **3 keynote** sessions and **11 timeslots** for concurrent sessions (73 total).
  - Focus on what's relevant
  - Share your knowledge with our IGFOA group
- GFOA **staff recommended** sessions from their perspective
- IGFOA **Debbie-recommended** sessions
- Participants are asked to attend **at least 6** sessions:
  - At least 2 sessions recommended by Debbie (sign up; report out)
  - An additional 4 sessions at your own discretion

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## PARTICIPANT EXPECTATIONS

- For Our **GFOA Session Discussion** on Thursday:
  - What were the most important ideas, concepts, issues, or practices you heard about during the GFOA Conference?
  - How do they apply to you and your government?
- For **Each Government**
  - List 3 action items you will take home to implement.
- Our discussions are **only as good as your inputs!**

04

04

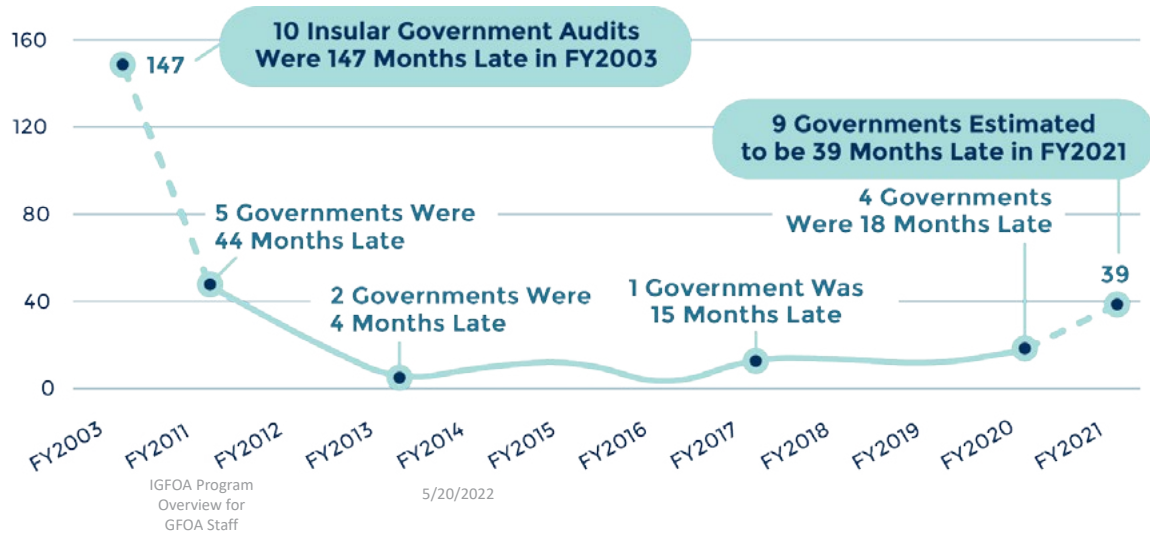
## ***Audit Status & Session Choices***



## AUDITS ARE THE ULTIMATE PERFORMANCE MEASURE

- The importance of timely, accurate audits
  - Debt holders
  - Grantors
  - Policy makers
  - Citizens
- The misery of a perpetual audit cycle
  - Lost productivity
  - Lost documents
  - Difficulty in getting ahead of findings and qualifications
- Just because you have received an extension, doesn't mean you should take it!!

## AUDIT TIMELINESS IN THE INSULAR AREAS



## EXPECTED COMPLETION DATES

	2020	2021
Natl	complete	Contract complete Field work begun Extended to 9/30/2022 Deloitte staffing is an issue
Chuuk	complete	
Kosrae	complete	
Pohnpei	complete	
Yap	complete	
Palau	June 30?? Field work ongoing Some docs going to Guam Need to select other mjr prgms	Recons complete
VI	July 31!! Federal receivables & CU behind	Compiling standard schedules & reports Extension requested

## EXPECTED COMPLETION DATES

	2020	2021
Guam	complete	Draft coming soon! 18 mjr pgms > \$1B Eligibility & procurement have been difficult areas FEMA / Challenge to determine whether grant is Subgrantee or provider status SEFA no variance DOL expenditures don't agree w Guam's numbers. There was a problem with the 3rd party provider mixing Guam and Saipan payees and not deleting those with erroneous bank accounts
ASG	complete	ISSUED!!! Virtual audit--all documents scanned and sent to auditors Zoom weekly at least with the auditors
CNMI	Still working Bob Schrack is helping with JDE reporting 12/31/2022 extension	Engagement letter

## GFOA SESSIONS

- 11 session time slots (does not include keynote)
- Ask that you attend at least 6
- Select 2 of the recommended sessions and be willing to report back to the group
- Sessions which will be covered for IGFOA or not relevant right now
  - GASB 94 & 96
  - Making peace with leases
  - More than Pay: Public Finance Has Workforce Challenges
  - Paying not to Perform: Compensated Absence Accounting

## RECOMMENDATIONS

- All of the cybersecurity sessions—Sunday keynote & Monday 1:30
- Process Improvement
  - Sunday 2:40---Process Improvement
  - Sunday 3:50—Electronic Payment systems
  - Monday 2:40---RFP for Banking Services
  - Tuesday 2:00---Fraud Prevention in Treasury
  - Wednesday 10:30—E-procurement
- Communications & Audit Presentations
  - Monday 4:15—ACFR
  - Wednesday 8:30---PAFR
  - Tuesday 3:35—Telling the Story
- Useful depending upon where you're at
  - Monday 1:30—Identifying Component Units
  - Tues 10:20 & Wed 8:30---ARPA 101 & 201
- Ethics—Tuesday 10:20



05

05

*GFOA Update*

# GFOA Update



## Agenda

- Update on GFOA initiatives
- Federal Update
- ERP Resources



## Certification

- 4 of 7 tests are available now
- Final 3 available by end of year
- Over 500 current CPFOs
- Scholarships available
- Annual fee for access to testing and training materials



Certification. Career. Community.



## GFOA Research

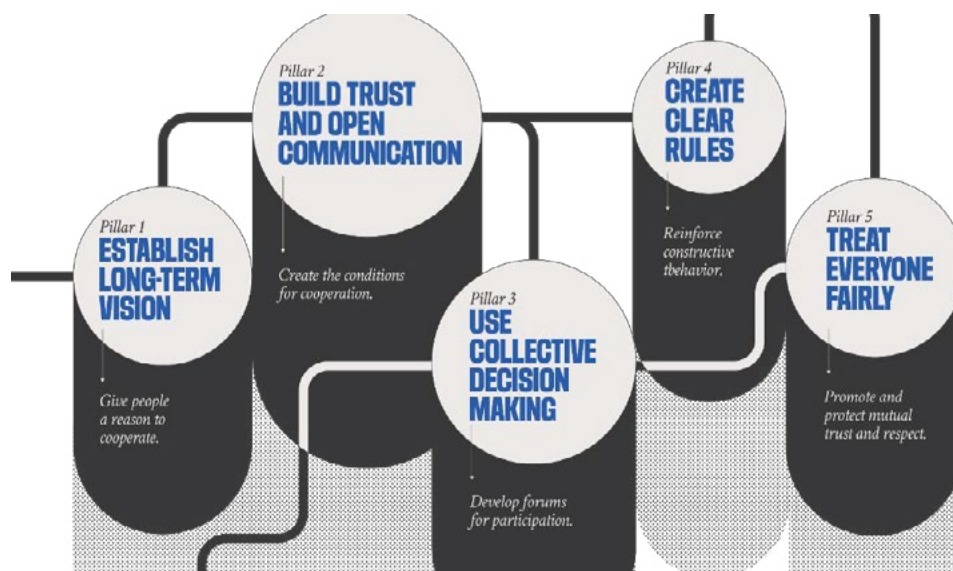


RETHINKING BUDGETING

RETHINKING REVENUE



## Financial Foundations Framework



## GFOA Virtual Forum

- Accounting and Financial Reporting
- Compensation and Benefits
- Debt Management
- Planning and Budgeting
- Procurement
- Risk Assessment
- Treasury and Investment Management



July 11-15, 2022



## DC Update

### Federal Advocacy



- Congressional Advocacy
  - Tax exempt municipal bonds
  - Deductibility of state & local taxes
  - Marketplace Fairness Act
  - Pensions & benefits
- Executive Advocacy
  - Grant administration including ARPA, IIJA
  - Securities Administration including MSRB, SEC
- Amicus Briefs to the Supreme Court

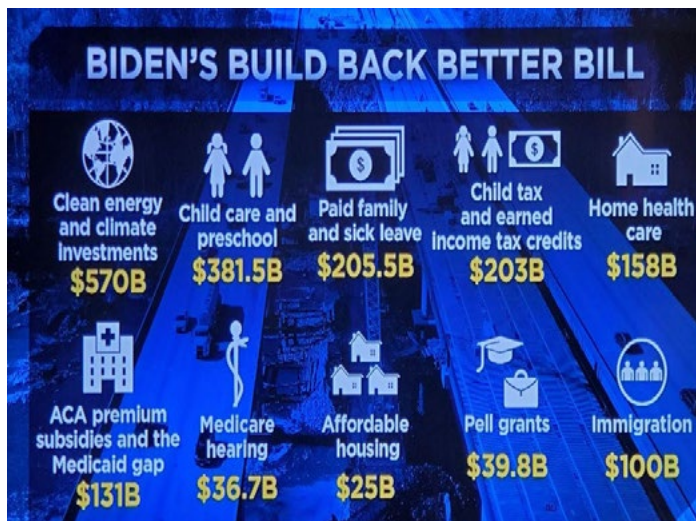


## Where are we?

- In Congress:
  - Election year – possibility of change in balance of power
  - Around September all legislative work will
  - January – Freshman meetings, Muni Caucus expansion
- In Supreme Court:
  - Things are just heating up
  - Keeping a close eye on possibilities of preemption
- In the Administration:
  - 2022 – 2023 Grants and Compliance in Both ARPA, Infrastructure
  - 2022 and Imminently: Regulation in Market issues including Municipal Market Disclosures and ESG/COVID



## Congress: Build Back Better



### Path to Where We Are Now:

November 19<sup>th</sup>, 2021: Passed the House along party lines.  
Negotiated down from \$3.5 trillion to \$1.75 trillion

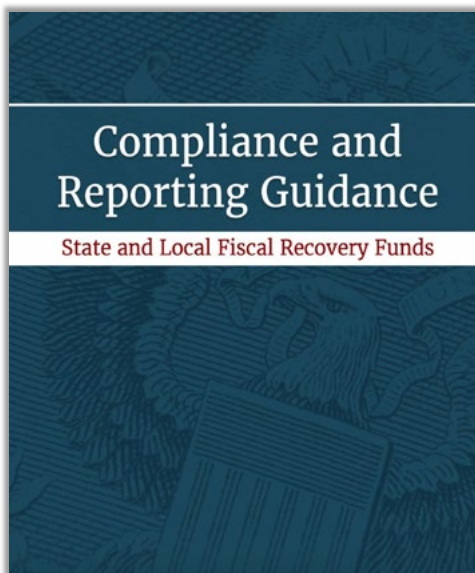
December 2021 through February 2022: Negotiations began in the Senate then Sen. Manchin announced the bill was “dead”

May 2022 onward: negotiations began between Sen. Schumer and Sen. Manchin in hopes of passing a much more targeted bill





## Treasury

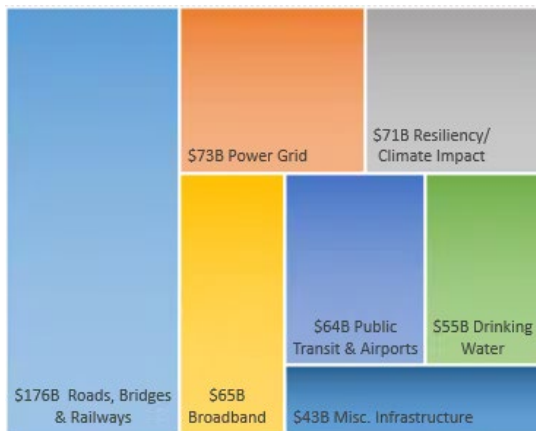


Tier	Recipient	Interim Report	Project and Expenditure Report	Recovery Plan Performance Report
1	States, U.S. territories, metropolitan cities and counties with a population that exceeds 250,000 residents	By August 31, 2021 or 60 days after receiving funding if funding was received by October 15, with expenditures by category.	By January 31, 2022, and then 30 days after the end of each quarter thereafter <i>Note: NEUs were not required to submit a Project and Expenditure Report on January 31, 2022. The first reporting date for NEUs will be April 30, 2022.</i>	By August 31, 2021 or 60 days after receiving funding, and annually thereafter by July 31
2	Metropolitan cities and counties with a population below 250,000 residents that are allocated more than \$10 million in SLFRF funding, and NEUs that are allocated more than \$10 million in SLFRF funding.	<i>Note: NEUs were not required to submit an Interim Report</i>		
3	Tribal Governments that are allocated more than \$30 million in SLFRF funding			
4	Tribal Governments that are allocated less than \$30 million in SLFRF funding		By April 30, 2022, and then annually thereafter	
5	Metropolitan cities and counties with a population below 250,000 residents that are allocated less than \$10 million in SLFRF funding, and NEUs that are allocated less than \$10 million in SLFRF funding.			

## Treasury: Still Questions

- Second Tranche Process and Timing
- Uniform Guidance and Government Services Spending
- Definition of OBLIGATION for December 31, 2024
- Chance to revise previously submitted reports?
- Housing, Infrastructure and COVID-19 Eligible expenditures
- Single Audit eligibility and Attestation
- Distinction between vendors and subrecipients

## IJIA – Funding Overview



- Total Funding: **\$1.2 trillion** for transportation and infrastructure spending
  - **\$550 billion** goes towards “new” investments and programs
  - Department of Transportation will receive **\$567.5 billion** (reauthorization of surface transportation programs)



## Key Themes: Equity & Sustainability

- High-speed internet access for all
- Investment in addressing legacy pollution
- Transportation funding focused on climate change mitigation, resilience, equity, and safety for all users
- Investment in public transportation to increase access and reduce GHG emissions
- Climate resiliency
- Access and resources for rural and disadvantaged communities
- **Focus on these themes to increase funding eligibility**
- **Grant programs and audits will include sustainability metrics**



## We Are YOUR Advocate In DC



**GFOA is YOUR Advocate in Washington, D.C.**

**United States Congress**  
On Infrastructure—Preserving Access to Reliable and Affordable Financing and Funding  
• Helping the Municipal Bond Market Thrive  
• Protecting Grant Appropriations  
On Tax and Taxation—Preserving State and Local Constitutional Authority  
On Public Pensions and Benefits  
• Maintaining Stability for State and Local Governments to Provide Benefits for Public Employees

**Federal Administration**  
On Disclosure of Municipal Securities—Ensuring Information is Available to Investors Without Overburdening Governments  
Our Relationships with Federal Agencies include:  
• The Securities and Exchange Commission  
• The United States Treasury/ Internal Revenue Service  
• The Federal Reserve  
• The Federal Emergency Management Agency  
• The United States Census Bureau

**Supreme Court**  
Together with the State and Local Legal Center, the GFOA Files Amicus Curiae Briefs in Support of State and Local Governments in the U.S. Supreme Court

**Who are we?**

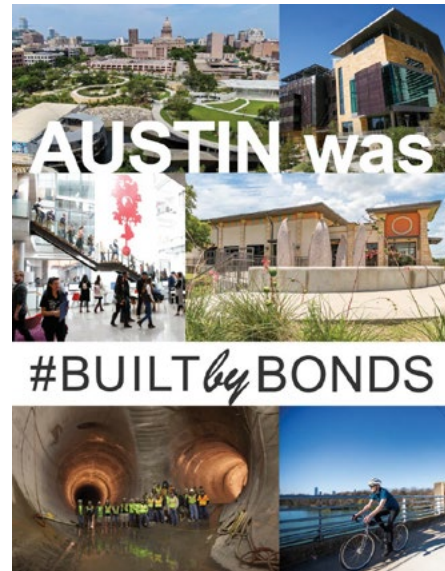
**Stephie Stevenson-Boudt**  
Director

**Willie Richardson**  
Senior Policy Advisor

**Norman Brady**  
Policy Analyst

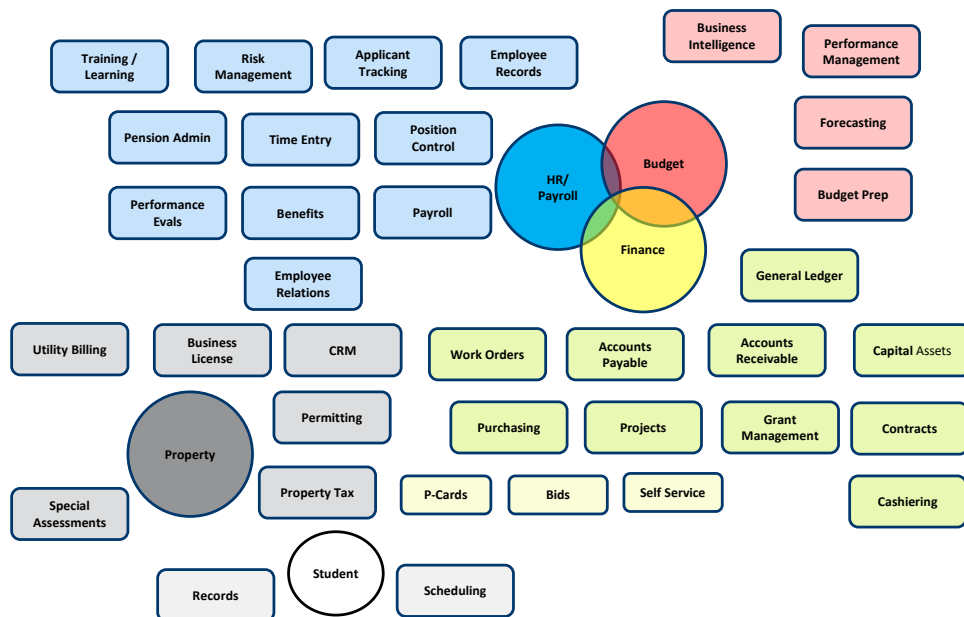
**Juliana McDonald**  
Policy Associate

GFOA Federal Liaison Center | 400 North Capitol Street NW, Suite 410



## What is ERP?

## ERP projects are large and complex



## Changing ERP Landscape

## Cloud bringing about major change in government

- Governments core competency is not server administration
- Change, resiliency, updates
- Managed risk
- Allow for more powerful products and sophistication in smaller governments



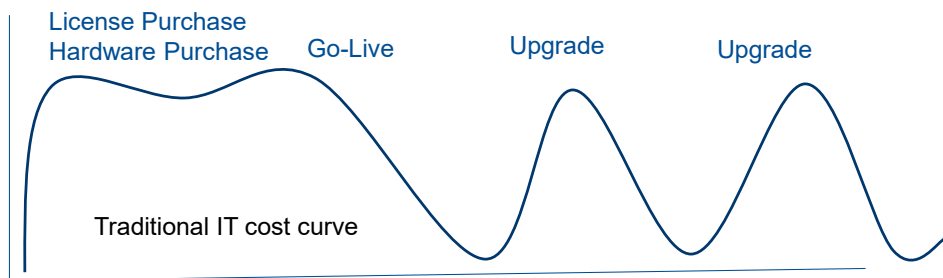
## Cloud / Hosting = Outsourcing

- Vendor has advantage from ability to specialize and economies of scale
  - Specialized Security Management
  - Ability to recruit staff with specialized skillsets
- Customer (government) compensates vendor for providing services and for transfer of risk
  - Risk on vendor for performing services up to service level standard
  - Requires service level standards / service level agreements (SLAs)



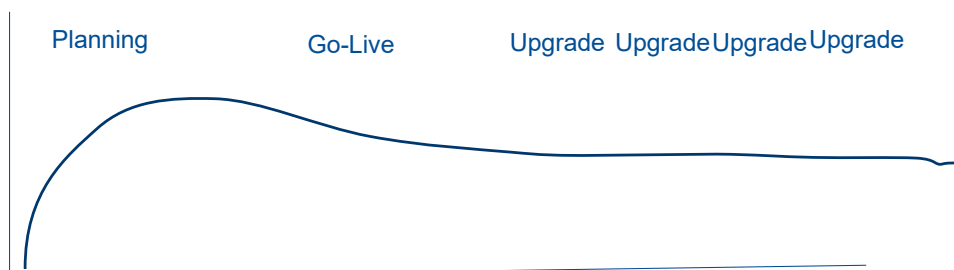
## Traditional Project Lifecycle

- Planning
- Infrastructure Planning
- Hardware Procurement and Set Up
- Design / Configuration
- Configuration
- Testing
- Go-Live
- Begin Working on Update



## SaaS Project Lifecycle

- Planning
- System Deployment
- Design / Configuration
- Configuration
- Testing
- Go-Live
- Upgrade Management



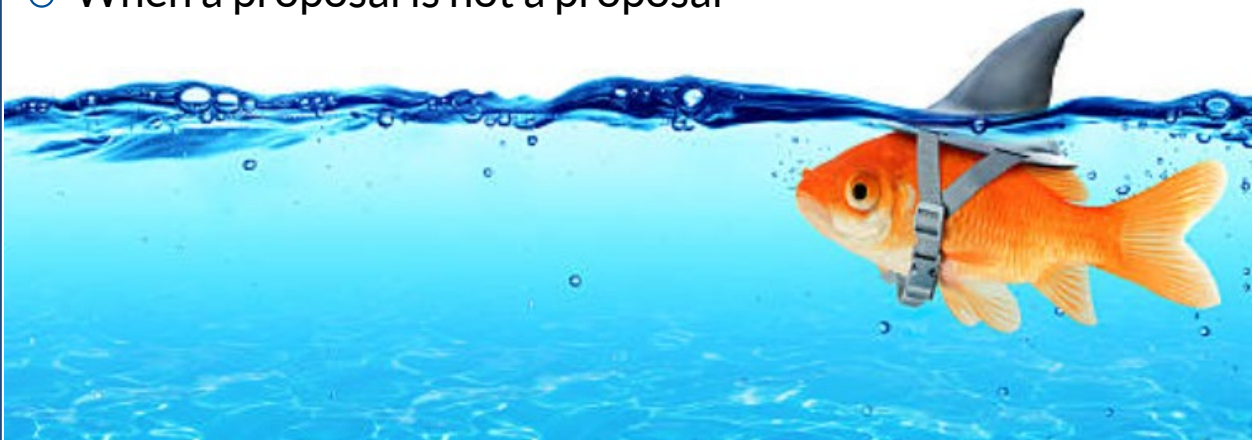
## SaaS vs. Cloud

- Not all “clouds” are the same
  - Every vendor will use a slightly different model for:
    - Licensing software
    - Providing support
    - Deploying upgrades
    - Using third party vendors



## Some vendors get sneaky

- When scope is not the scope
- When fixed fee is not fixed fee
- When a proposal is not a proposal



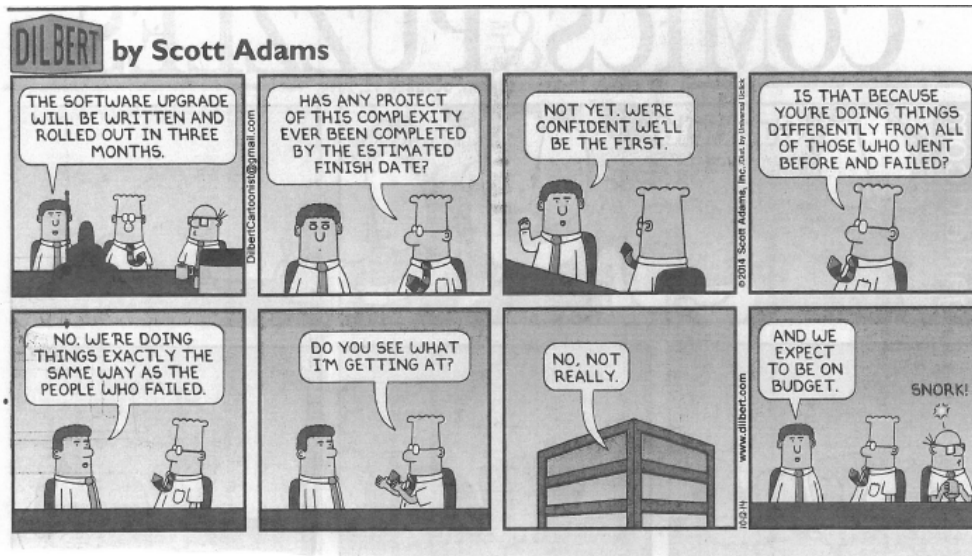


## If it's too good to be true, it probably is

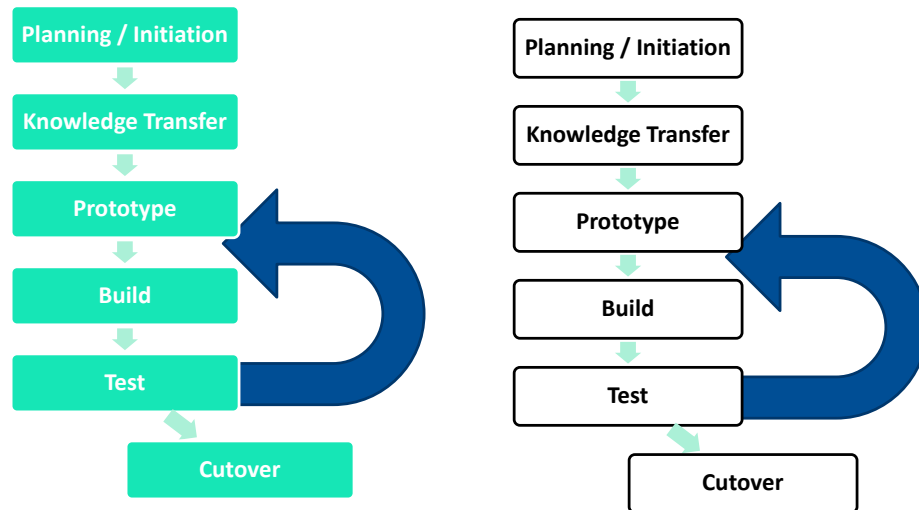
- No software will work out of the box
- ERP is not the answer for everything
- Faster is not always better
- You get what you pay for
  - Lowest price is not always cheaper



## Fool me once.....

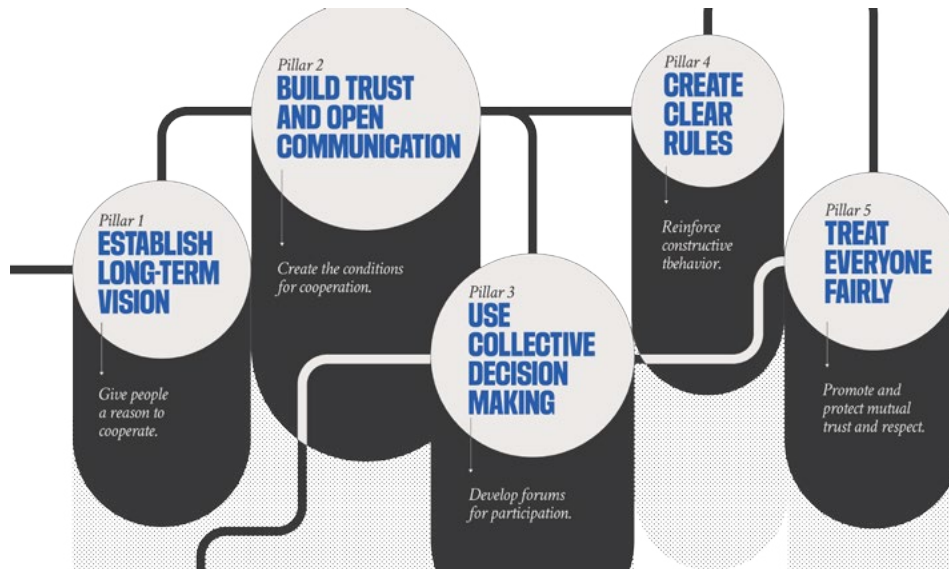


## Generic Implementation Approach

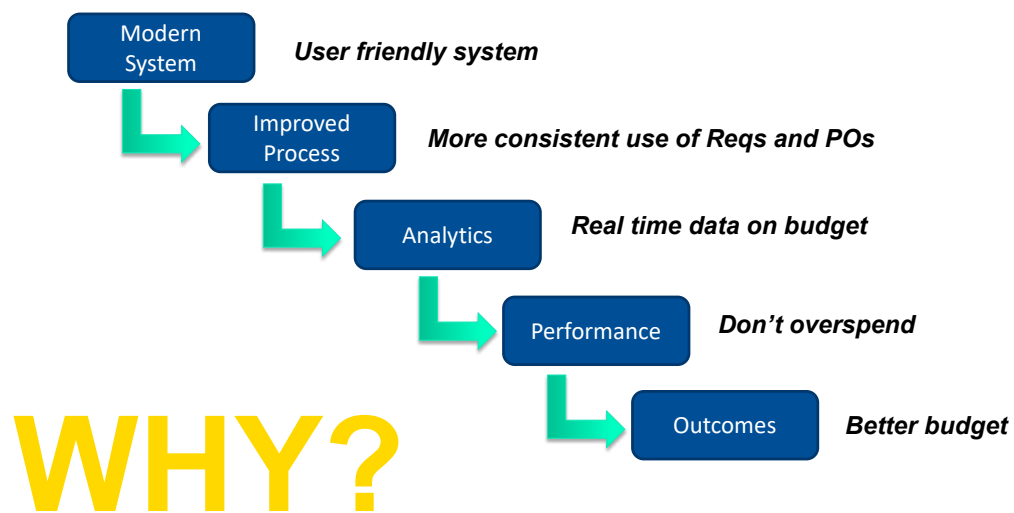


## Readiness Overview

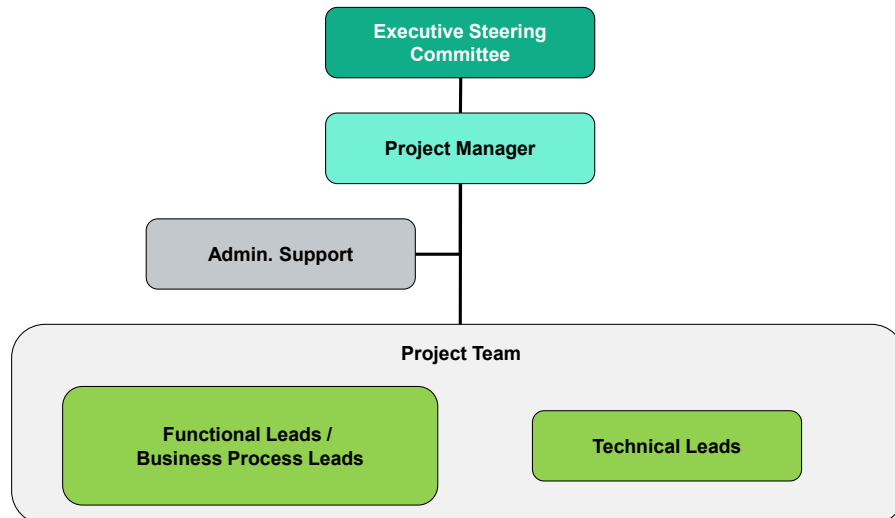
## GFOA Financial Foundations Framework



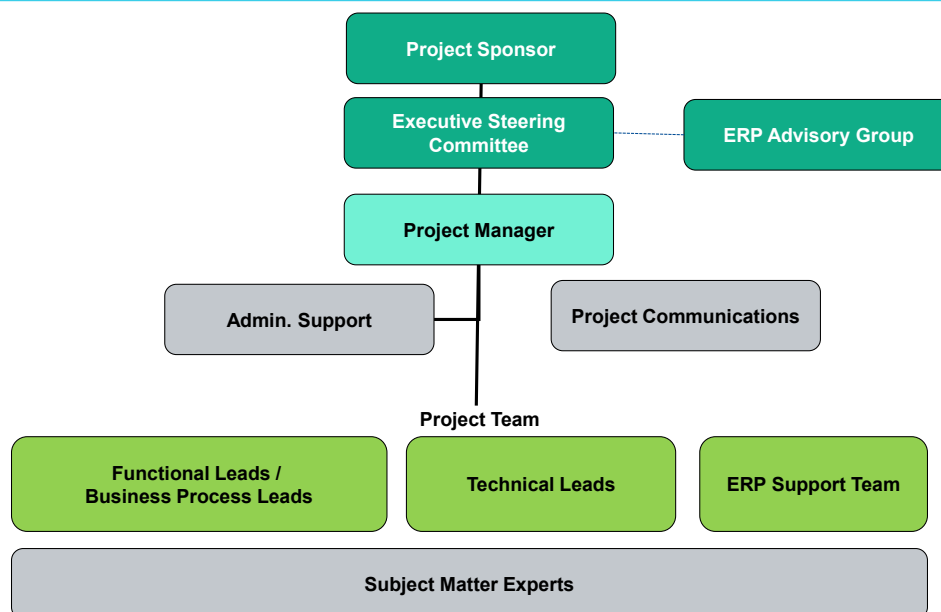
## Communicating your goals



## Simple Project Structure



## (More Complex) Project Structure #2



## The Problem with the Project Team

- ☹️ Project needs sufficient staffing and dedication
- 😊 Project teams were separated from the organization to allow project focus
  - Dedicated work space
  - Dedicated project staffing
- ☹️ Project teams lose connect with organization
  - Communication lacking
  - Transparent decision making missing
- 😊 Change management !
- ☹️ Another siloed function that needs effort to integrate into the project



## “Power” is Concentrated

Role	Quantity	Level of Involvement
Project Sponsor	1	When needed
Steering Committee	5-7	Routine (2-3 hours/week)
Project Manager	1	Constant (30 hours/week)
Process Lead	10-12	Yes (15-30 hours/week)
Subject Matter Experts	Many	Sporadic (5-15 hours/ week)
Technical	3-5	Dependable (20/hours week)
Trainer	8-15	Strategic (20 hours/week)
Tester	Many	Near go-live (15-30 hours/week)
Support	2-3	In Demand (40 hours/week and declining)
User	Everyone	Increasing (depends on role)



## Alternative to Traditional Project Teams

- “PIT Crews”
- Empowered team made up of representatives from county departments
  - Tasked with managing process documentation
  - Challenging the status quo
    - Why? Why? Why? Why? Why?
  - Discussing improvements
  - Making recommendations



## Staffing

- Staff serve on multiple teams
- Participation is important
- May need help with regular duties
- Required level of effort is not consistent throughout the project

Project Team		K-12 Land for Mobile (significant involvement)										Subject matter expert (not time commitment)									
		GOVERNANCE		PROJECT TEAM										OTHER							
Resource	Department	Approximate involvement in project (see PIT)	STEERING COMMITTEE	PROJECT MANAGER	ACCOUNTING / FINANCE	BUDGET	PROCURE / PM	TREASURY	ASSETS	HR	PAYROLL	LAND MANAGEMENT	TECHNICAL	TRAINING	COMMUNICATIONS						
Anna Middleton	Auditor																				
Anthony Riser	Technical Services																				
Dana Quast / Jonathan White	GIS																				
Brod Joseph	Fleet																				
Carla Shatten	Planning																				
Carol Sager	Planning																				
Chris Ramirez	Sheriff																				
Chris Jacobson	Health and Human Services																				
Della Kimble	Admin																				
Dukkie Karinger	Auditor																				
Dukkie Miller / Lynn Wells	Building																				
Dana Miller	Human Resources																				
Elaine Jaramilla	Admin																				
Guia Guzman	Health and Human Services																				
Jacquie Coffman	Auditor																				
Joan Baker	Sheriff																				
Jeremy Brien	Sheriff																				
Kimberly Gully	Treasurer																				
Kathie Payton	Auditor																				
Kathy Janta	Auditor																				
Kath Williams	Treasurer																				
Karin Packard	Sheriff																				
Kim Williams	Human Resources																				
Leigh Waterland	Admin																				
Luci Hansen	Health and Human Services																				
Lois Messado	Auditor																				
Mark Lammert	Technical Services																				
Melinda Rice	Public Works																				
Mike Pardi	Public Works																				
Ross Zeigler	Environmental Health																				
Randy Rodenhauer	Health and Human Services																				
Roberto Smeck	Auditor																				
Rene LaFache	Clerk of the Board																				
Shana Frantz	Planning																				
Suzie Peto	Health and Human Services																				
Tim Paulsch	Sheriff																				



Additional Resource





## Project Management

A project manager has 3 roles





## Beware of the “Do-It-All” Project Manager



## Project plans should align with the SOW

- Project plans provide a tool to manage the scope, responsibilities, and resources identified in the SOW.

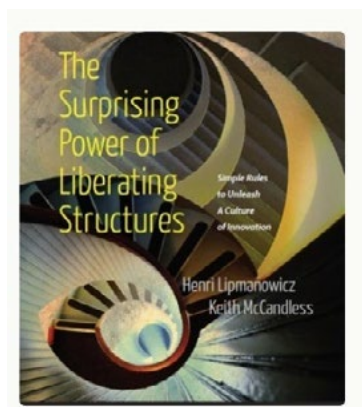




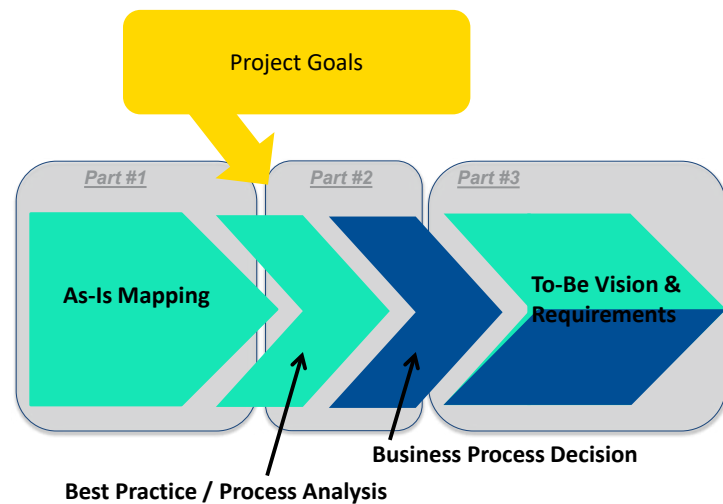
## Process Improvement

### Liberating Structures

- <http://www.liberatingstructures.com/>



## Business Process Improvement



Why? Why? Why? Why? Why? Why? Why? Why? Why? Why?

## Common Areas for Improvement

- “Best Practice”
- Remove waste / “non-value added” tasks
  - Approvals
  - Storage
  - Paper
  - Poor Training
- Roles
  - Service Level Agreements
- Systems

“If I had asked people what they wanted, they would have said faster horses.”

- Henry Ford

Are you asking the right questions?



## It's Up to You to Lead the Project

- The goal is not to “survive”
- Take control from the beginning
  - Set the vision. Establish the culture
  - Determine desired outcomes
  - Hold all stakeholders accountable





## Best Practices and ERP

### Overall “Best Practices”

- Information must be in the system for the system to work
- “Best” should be defined as best for the organization and include both centralized and decentralized perspective
- Internal controls, separation of duties, security, and budget are important



## Chart of Accounts

- Clearly define segments
  - One purpose per segment (department, program, etc.)
  - Don't store redundant info
- Reduce number of "funds"
- Utilize sub-systems
  - Projects / grants
  - Commodity codes
  - Inventory
  - Cashiering / AR
- Consider budget hierarchies



## Procurement

- Use purchase requisitions
- Use contracts and associate POs to contracts
- Integrate p-cards into processes
  - System integration
  - Policy integration
- Consider e-procurement opportunities from a vendor perspective



## Capital Assets

- Track in the system
- Record assets at time of acquisition
- Connect assets to related systems
  - Work orders / Fleet / Facility systems
  - GIS
- Track maintenance costs
  - Life-cycle costing
  - CIP / Capital replacement



## Human Resources / Payroll

- 1:1 Position Structure
  - 1 position / 1 employee
- Use job classification to group positions
- Electronic employee files
  - One shared file with security permissions
- Time entry data captured at the employee level
  - System calculated pay (not manual calculations)





## Treasury

- Electronic payments
- Automated bank reconciliations
- Actually use accounts receivable functionality
- GFOA Best Practice: Electronic Payments
  - <https://www.gfoa.org/materials/payments-made-by-governments>



## Best Practice Outcomes

- Program budgeting
- Multi-Year CIP
- Long-Term Financial Planning
- Cash Flow Forecasting
- Financial Transparency
- Customer Service Improvements



# 06

## 06

*Buidling Employee Engagement in the New Workplace*



## Attracting and Retaining Talent in the New World of Work



### What We'll Cover

1. The new world of work
2. Employee engagement – what it is and why it matters
3. Building engagement by creating a positive employee experience



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- Independent, self-supporting government agency
- Mission – promote public sector excellence
- Full range of HR solutions for government
- 1,200 clients



## Is Attracting and Retaining Talent a Major Challenge in Your Organization?



## The New World of Work



- Permanent evolution in where and how we do work
- Employee expectation – more flexibility
- Employees re-evaluating priorities – “great reassessment”
- More competition to attract and retain talent

In April, another 4.4 million workers quit in the 11<sup>th</sup> month in a row of record exits – the pandemic continues to make people rethink what they want out of work and life

52% of public-sector employees are “inclined” to leave their jobs



## The 'Great Resignation' Is Really the 'Great Discontent'

Economy - Analysis

It's not a 'labor shortage.' It's a great reassessment of work in America.

Business

Why is everyone quitting, and how do I know whether it's time to leave my job?

Waves of Americans are leaving their jobs as part of the 'Great Resignation.' Here's why.

**Desperate U.S. Cities Pitch Wall Street Style Sign-on Bonuses**

Economics

**Americans Are Done With 5-Days a Week in the Office. Here's What That Means for the Economy**

CORONAVIRUS PANDEMIC

**Public jobs recovering slower than private sector, straining basic gov't operations**

**NASCIO Survey Finds Government Remote Work Here to Stay**

### The Great Resignation Is Here, and It's Real

People are quitting their jobs at a higher than usual rate. What can businesses do to keep their workers?

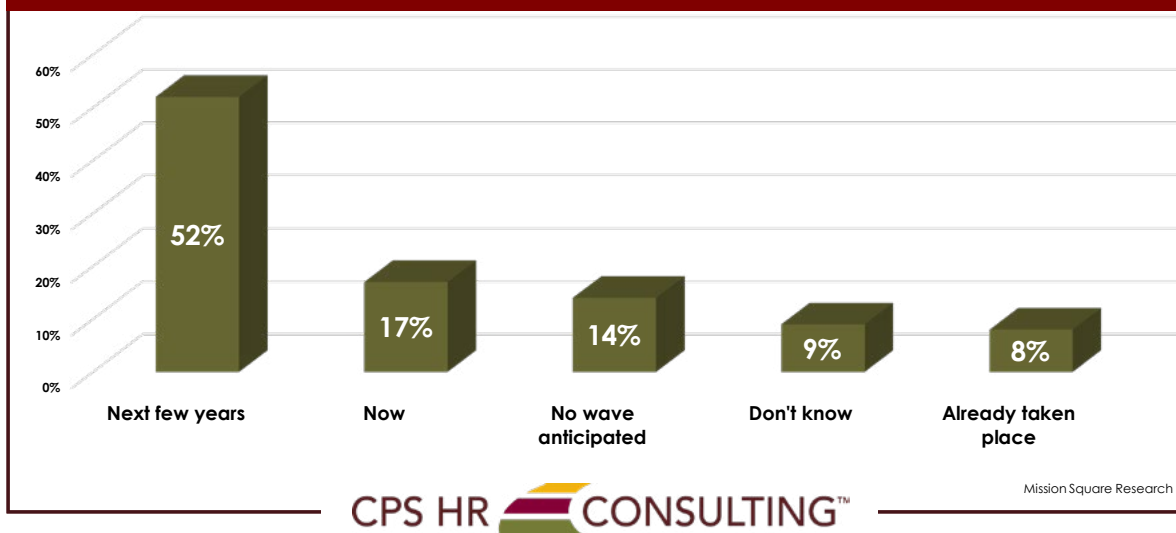
## The Washington Post

***Perks from Home: From virtual pizza parties to wellness services, employee benefits have transformed during the pandemic***





## When Will Retirements Take Place?



## How Do We Attract and Retain?



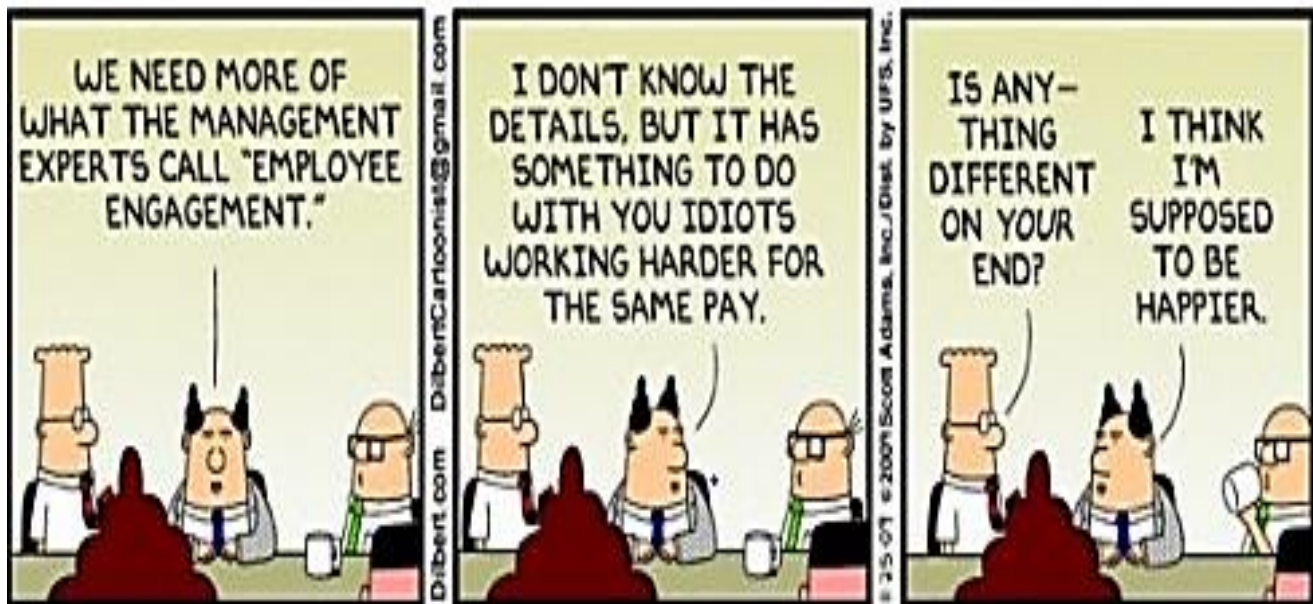
## Maximize Employee Engagement



## Groups – How Do You Define Employee Engagement?

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## Employee Engagement

Heightened connection

Personal meaning:

- Pride
- Organization values me

“Discretionary effort”



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## Engaged Employees



- ✓ Have strong relationships in organization
- ✓ Go extra mile for customers
- ✓ Volunteer ideas
- ✓ Work hard – and smart
- ✓ Will stay – even for less money
- ✓ Recommend organization as good place to work
- ✓ Show up for work
- ✓ Get things done

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## Why Does Engagement Matter?



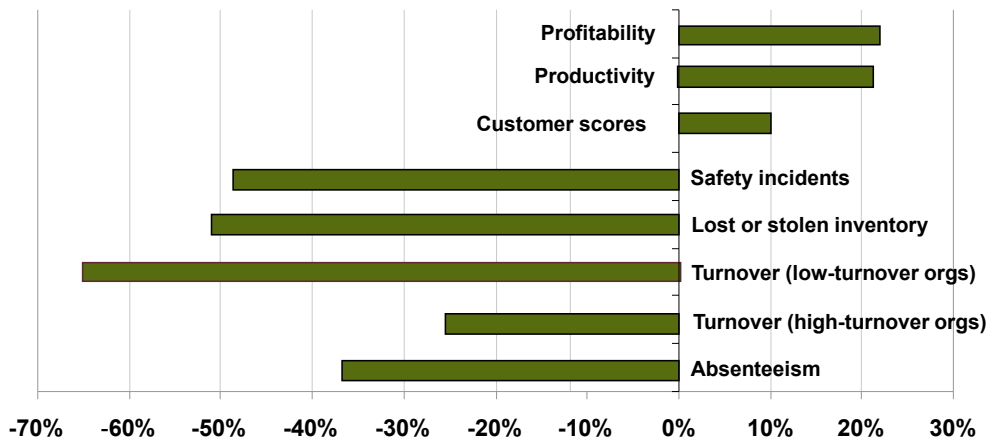
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## Engagement → Performance and Retention

Key Performance Indicators: Top-Quartile v. Bottom-Quartile Work Groups

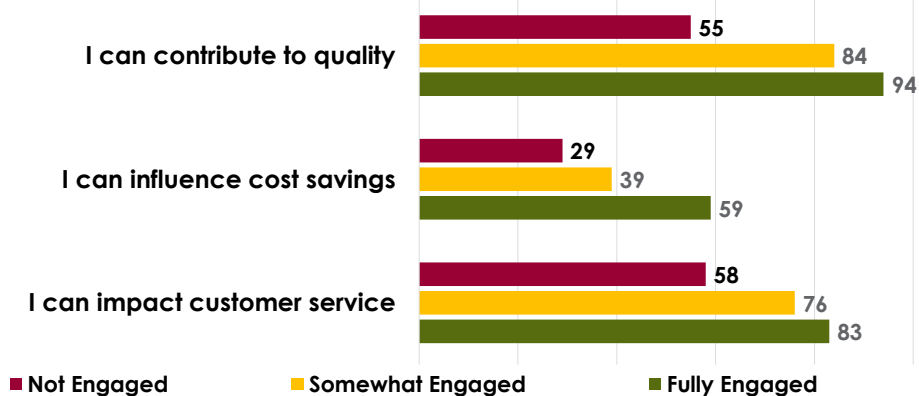


Gallup

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## State and Local Government

% Who Agree

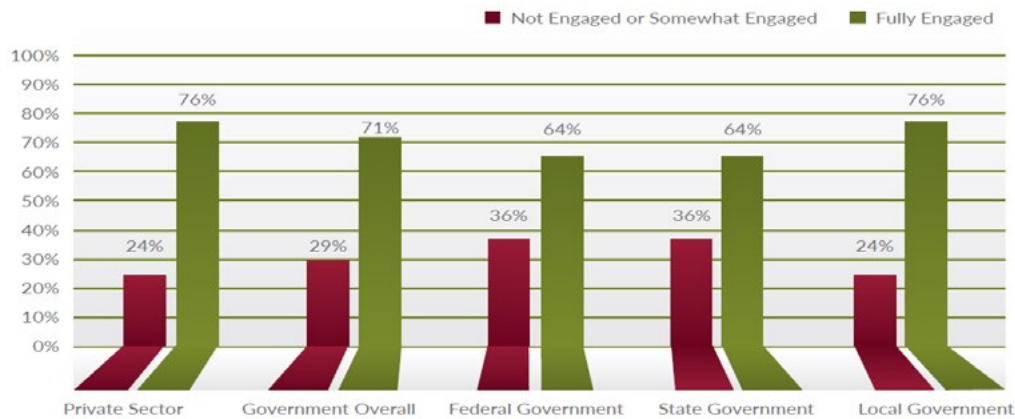


Institute for Public Sector Employee Engagement

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## Engagement Drives Mission Success

My Organization is Successful at Achieving its Mission (% Agree)

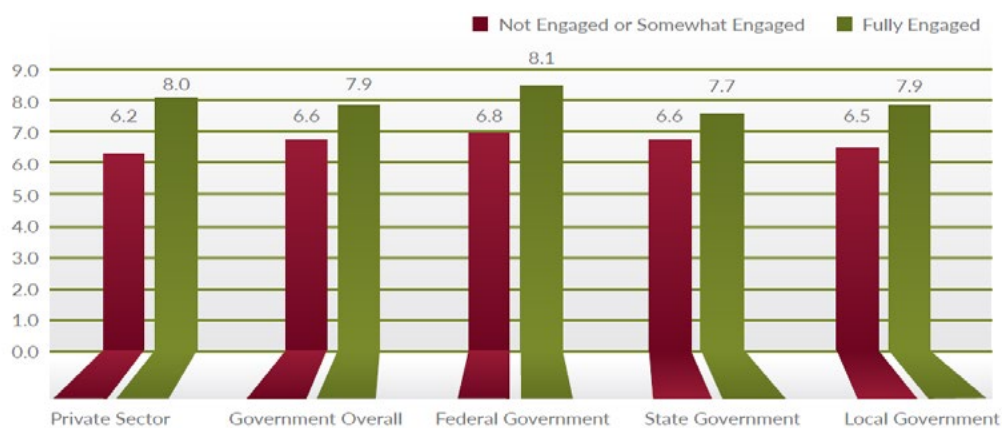


Institute for Public Sector Employee Engagement

CPS HR CONSULTING™

## Engagement Influences Life Satisfaction

Overall, How Satisfied are You With Your Life?

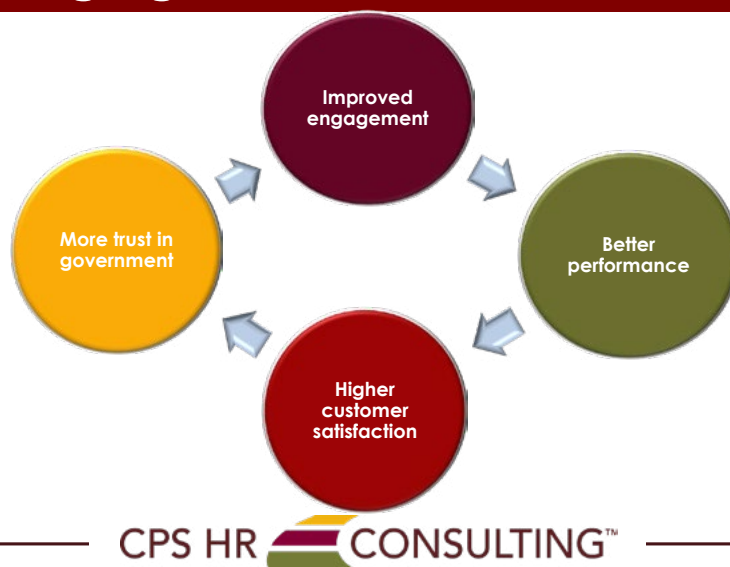


Institute for Public Sector Employee Engagement

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## Engagement Value Chain



**How Many of Your Organizations are  
Doing Something to  
Improve Employee Engagement?**

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## How Do We Build Engagement?



**By Creating a Positive  
Employee Experience**

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## What is the Employee Experience?

**All of an employee's  
interactions with the  
employer that  
impact how they feel  
about their work –  
and their employer**





# The Employee Experience

- Attract and hire
- Onboard
- Provide resources
- Develop
- Provide leadership
- Manage performance
- Reward and recognize
- Provide competitive pay/benefits
- Encourage well-being
- Prioritize diversity, equity and inclusion
- Help employees transition

Engaged, stable,  
diverse and  
high-performing  
workforce

- Effective organizational performance
- Positive customer experience

Measure

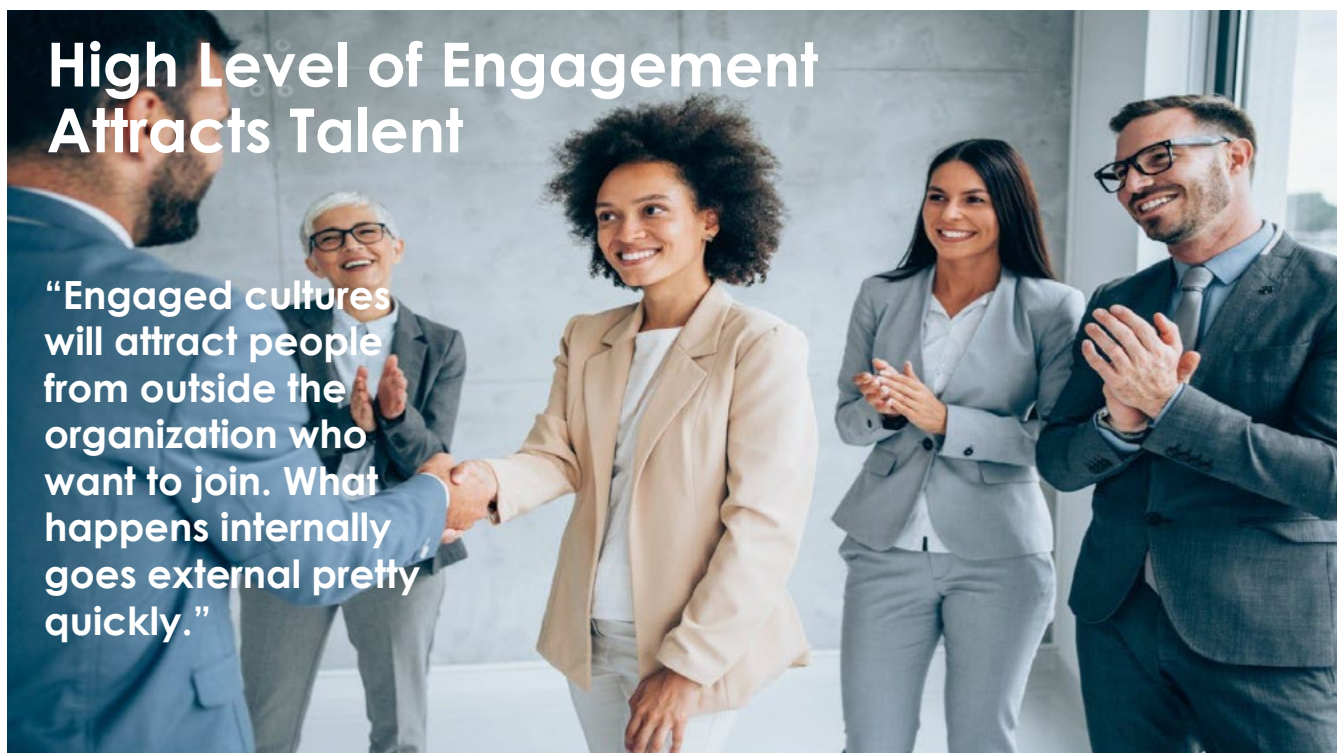
Measure

Measure

## Positive Employee Experience: The Business Case



Josh Bersin





## Employee Reviews



456 reviews

10,688 reviews

237 reviews

406 reviews

307 reviews

1.0

Run fast and run far!

☆☆☆☆

2.0

Intense and unforgiving atmosphere , political at all levels

☆☆☆☆

1.0

Overworked Personnel with Management Disaster.

☆☆☆☆

2.0

You are stuck in one job for life


☆☆☆☆

1.0


Not a good place to work at

☆☆☆☆

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## Or These?



5.0

Open and Accepting Environment

★★★★★

5.0

Good place to work! It is a place that cares of the employees and the community

★★★★★

5.0

Great place to work with ample opportunities for advancement & growth

★★★★★

5.0

Austin is weird. But working for the City of Austin is not weird. It is great.

★★★★★

5.0


Positive enviroment

★★★★★

5.0

Great place to work

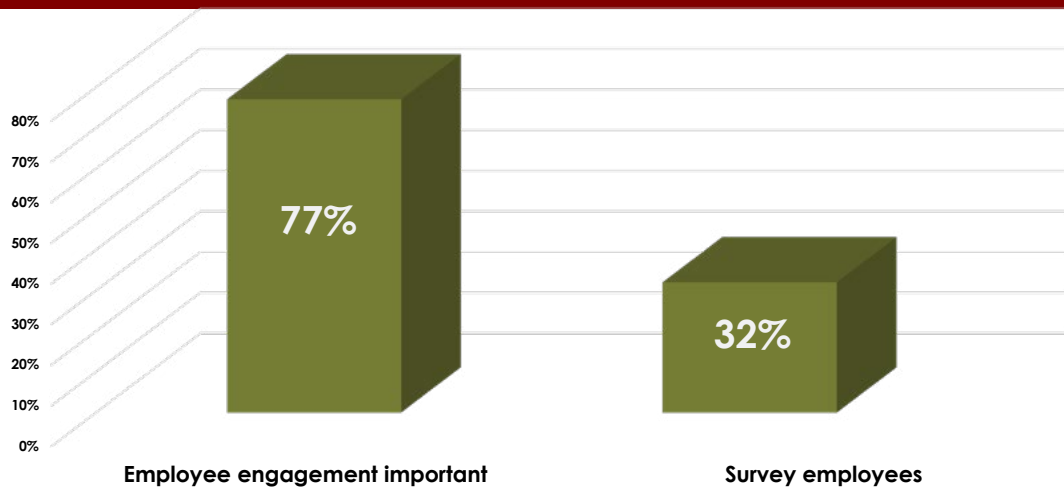
★★★★★

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## Improving the Employee Experience Requires Measuring It



## Interest or Action?



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CSLGE



## Institute Survey Categories

- 
- My work
  - Mission
  - My team
  - My supervisor
  - Leadership and managing change
  - Training and development
  - Resources and workload
  - Pay and benefits
  - Culture
  - Diversity, equity, inclusion
  - COVID-19



**Driving Engagement Through a  
Positive Employee Experience**

## Make Employee Focus a Strategic Priority



### Strategic Plan Goal

Ensure that County government operates efficiently and effectively and is accountable to the public

1. Develop a highly engaged, diverse, culturally responsive, and high-performing workforce

## Strategy



**“Empower GAO’s Workforce to Excel through  
Strategic Talent Management –  
Promote Employee Engagement, Diversity and Inclusiveness”**

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### **HIGH-PERFORMING WORKFORCE**

The City of Henderson’s vision is to be “America’s premiere community.”

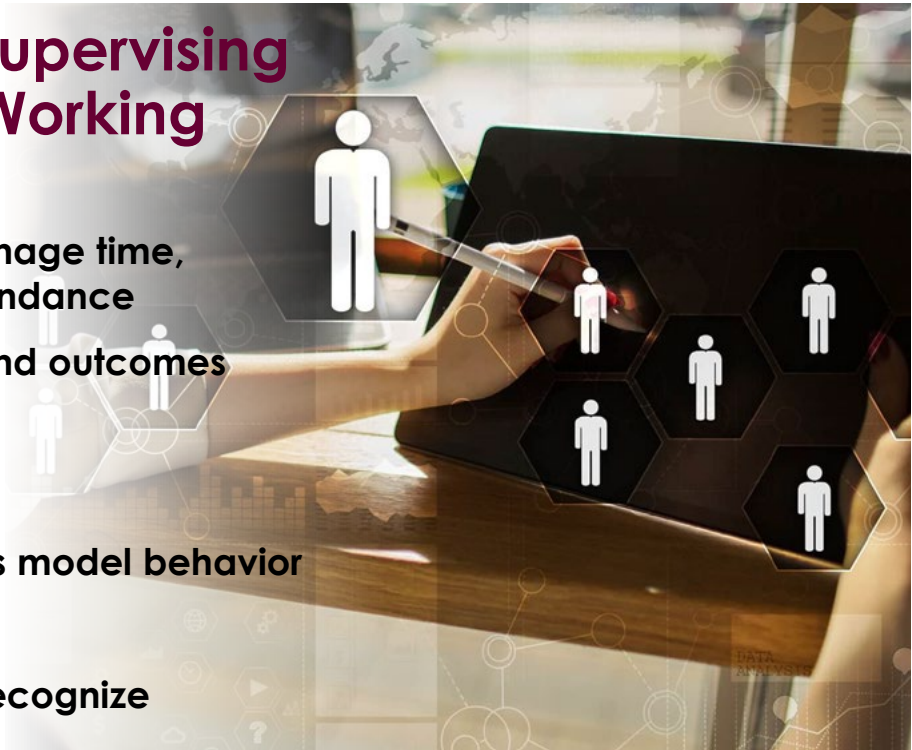
To realize this vision, the City must be accountable, transparent, efficient and responsive, while also fully engaging employees. The City is proud of its 93% customer satisfaction rate and 90% employee engagement rate.





## Leadership

### Managing/Supervising Employees Working Remotely

- No longer just manage time, activities and attendance
  - Focus on results and outcomes
  - Set expectations
  - Redesign jobs
  - Make sure leaders model behavior
  - Communicate
  - Appreciate and recognize
- 

## City of Henderson, Nevada



## Onboard Effectively

### PRINCIPLES

**Align** to mission and vision      **Connect** to culture, strategic goals and priorities      **Integrate** across process owners      **Apply** to all employees

### ROLES

↓ ↓ ↓  
PROCESS OWNERS

PROCESS CHAMPIONS

↓ ↓ ↓  
EMPLOYEE

### PROCESS PHASES AND KEY ACTIVITIES

BEFORE FIRST DAY	FIRST DAY/ ORIENTATION	FIRST WEEK	FIRST 90 DAYS	FIRST YEAR
<ul style="list-style-type: none"> <li>Extend personal welcome to employee</li> <li>Communicate first day logistics to employee</li> <li>Send paperwork in advance and/or online portal access</li> <li>Prepare for employee</li> </ul>	<ul style="list-style-type: none"> <li>Focus on sharing the mission and values</li> <li>Incorporate senior leadership</li> <li>Orient employee to organization and office norms</li> <li>Introduce employee sponsor</li> <li>Meet Immediate requirements for employment</li> </ul>	<ul style="list-style-type: none"> <li>Ensure direct managerial involvement</li> <li>Set performance expectations and job scope</li> <li>Assign meaningful work</li> <li>Communicate resources or networks required for work</li> </ul>	<ul style="list-style-type: none"> <li>Provide essential training</li> <li>Monitor performance and provide feedback</li> <li>Obtain feedback through new hire survey and other means</li> </ul>	<ul style="list-style-type: none"> <li>Recognize positive employee contributions</li> <li>Provide formal and informal feedback on performance</li> <li>Create employee development plan</li> </ul>

### OUTCOMES

↓  
High employee job satisfaction level    Retention of high-performing employees    Continued employee engagement and commitment    Faster time-to-productivity

## Focus on Training and Development



### 5 BASIC STEPS TO SUCCESSION PLANNING

STEP 1

Identifying  
Key Positions

STEP 2

Identifying  
Participants

STEP 3

Preparing  
Participants

STEP 4

Developing  
Participants

STEP 5

Monitoring  
Progress &  
Recognizing  
Achievement



## Be Flexible

**“We’ve had to drastically change. People who have kids need to take an hour off to put someone down for a nap or to make a peanut butter and jelly sandwich.”**



## Prefer to Work Remotely?



# Appreciate



- 64% of Americans who leave jobs do so because they don't feel appreciated
- Organizations with recognition programs:
  - 31% lower voluntary turnover
  - 14% higher employee engagement, productivity, customer service

## Recognition “Without Spending a Dime”

- Recognize employee achievements at staff meeting
- Put thank-you note on department (virtual) bulletin board
- Compliment employee within earshot of others (and word will spread)
- Mail handwritten note to employee's home



## Recognition “Without Spending a Dime”

- Send department-wide email praising employee or team
- Start meetings by recognizing employees and ask employees to recognize each other
- Pull employee aside and ask for his/her opinion



## Connect to Mission

“I help send men to the moon”





**“We live in counterintuitive times –  
now is not the time to ‘go with your gut’”**

**“Don’t stay where you’re not heard”**

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LEADING THROUGH A PANDEMIC  
THE IMPACT OF COVID-19 ON THE  
PUBLIC-SECTOR WORKFORCE



## Key Takeaways

- Permanent evolution in where and how we do work
- Intense competition to attract and retain talent
- Employee engagement key to attraction, retention and performance
- Positive employee experience drives engagement
- Quality of employee experience should be measured (survey)
- Actions to improve the experience tailored to results and organization



**“Clients do not come first.  
Employees come first. If you take  
care of your employees,  
they will take care of your clients.”**

Richard Branson



**Virgin**



**Bob Lavigna**

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**@Bob\_Lavigna**

**[www.cpsshr.us](http://www.cpsshr.us)**

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## EMPLOYEE ENGAGEMENT – SELF-ASSESSMENT

Record your level of agreement or disagreement with each of the following statements.

1 "Strongly Disagree" / 2 "Disagree" / 3 "Neither Agree nor Disagree" / 4 "Agree" / 5 "Strongly Agree"

Engagement	1	2	3	4	5
I recommend my organization as a good place to work					
I am proud when I tell others I am part of my organization					
I feel a strong personal attachment to my organization					
My organization inspires me to do the best in my job					
I feel comfortable being myself at work					
My organization motivates me to help achieve its mission					
<u>To calculate your engagement score:</u>					
1) COUNT the number of times you selected each option:					
2) Then multiply the counts by...					
3) Write down the totals					
4) Add for a grand total		5) Then divide by 6 (the total number of questions) for your average score			

### Example

1) COUNT the number of times you selected each option:		0	0	1	2	2
2) Then multiply the counts by...		1	2	3	4	5
3) Write down the totals		0	0	3	8	10
4) Add for a grand total	3 + 8 + 10 = 21	5) Then divide by 6 (the total number of questions) for your average score		21 / 6 = 3.5		

# 07

# 07

## ***GASB 87 Lease Accounting is Still Coming***

# GASB 87 Lease Accounting is STILL Coming!!

Chris Pembroke, MBA, CPA, CGAP, CRFAC  
Crawford & Associates, P.C.  
[www.crawfordcpas.com](http://www.crawfordcpas.com)



## What is a lease?

*A contract (e.g., an agreement between two or more parties that creates enforceable rights and obligations) that conveys control of the right to use another entity's nonfinancial asset (the underlying asset) as specified in the contract for a period of time in an exchange or exchange-like transaction.*

- ▶ In order to “convey control of the right to use of the underlying asset”, a contract should have both of the following:
  - The right to obtain the present service capacity from use of the underlying asset
  - The right to determine the nature and manner of use of the underlying asset



## What Is Excluded?

**Applies to leases of all assets, including subleases, except for the following leases:**

Leases of intangible assets, including:

- Leases to explore for or use non-regenerative resources
- Licensing contracts for items such as motion picture films, video recordings, plays, manuscripts, patents, copyrights, and computer software

Leases of biological assets, including timber, living plants and animals

Leases of inventory

Certain public-private and public-public partnerships (PPPs)

Leases with the underlying asset financed with outstanding conduit debt, unless both the underlying asset and the conduit debt are reported by the lessor (GASB 91 – CONDUIT DEBT  $\neq$  LEASES)

Supply contracts, such as power purchase agreements

Subscription-based information technology arrangements



Consider timing of implementation of SBITA



## Summary: Three types of “leases”

### Short-term leases

- Maximum possible term at commencement date of 12 months or less
- No recognition of lease liability or lease asset required!
- Short term payments are expensed as incurred by lessees and recognized as revenue by lessors

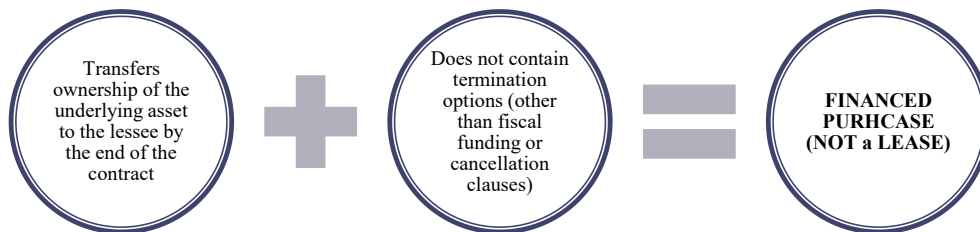
### Contracts that transfer ownership

- Defined as any contract that:
  - Transfers ownership of the underlying asset to the lessee by the end of the contract, and
  - Does not contain termination options
- These contracts are accounted for as financed purchases of the underlying asset by lessees and sales by lessors!

### All other leases

- Lease liability and lease asset are recognized



**Exception: Contracts that Transfer Ownership**

These contracts are not subject to the measurement or financial reporting requirements of the GASB 87.

Consideration of impact of GASB 88.



## IG 2019-3 – 4.21

### Transfer Ownership

- ▶ Q—A vendor installs equipment in a government's building to increase energy efficiency. The government will own the equipment at the end of the agreement, and the contract does not contain a termination option. For financial reporting purposes, should this transaction be reported as a lease or a financed purchase?

A—This transaction should be *reported as a financed purchase*. If *title to the equipment transfers to the lessee* by the end of the contract, the *transaction is not accounted for as a lease* for financial reporting purposes. Rather, the transaction is a financed purchase, as discussed in paragraph 19 of Statement 87.

IMPACT ON  
REPORTING AND  
DISCLOSURES:

GASB 88: Debt!!!



## Short-Term Leases



- ▶ Q—A government enters into a lease with a 6-month noncancellable period and an option to extend for another 12 months after the noncancellable period. The government is not reasonably certain that it will exercise the option to extend and, therefore, assesses the lease term as six months. Is this agreement a short-term lease under Statement 87?

A—**No**. Paragraph 16 of Statement 87 states that a short-term lease “has a **maximum possible term** under the lease contract of 12 months (or less), including any options to extend, regardless of their probability of being exercised.” Therefore, the lessee should report a lease liability and a lease asset; however, the lease term would be only six months.

Fiscal Funding & Appropriation Clauses –  
Do not equate to Short-Term!!!!

Beware of related parties

Do you have any that may meet the short-term criteria???  
GASB 99 impact



## Short-Term Leases



- ▶ Q - A government enters into a three-year contract for the right to use a piece of equipment. However, the government only obtains the right to use the equipment from January through March for each of those three years. Is this contract a short-term lease under Statement 87?

A - Yes. According to paragraph 16 of Statement 87, the maximum possible term of a short-term lease is 12 months or less, including any options to extend. The length of the contract when there is interrupted control does not affect the assessment of the maximum possible term. The maximum possible term should be based on the period during which the government has a right to use the piece of equipment. In this example, the maximum possible term is nine months.





# Completeness of Population and Identifying Embedded Leases



## Completeness of the Population



Rent expense



Capital leases



Construction agreements



Other Contracts

### Non-reported activities:

- Search for unrecorded leases
- Consult with legal and procurement
- Consult with operational departments if decentralized



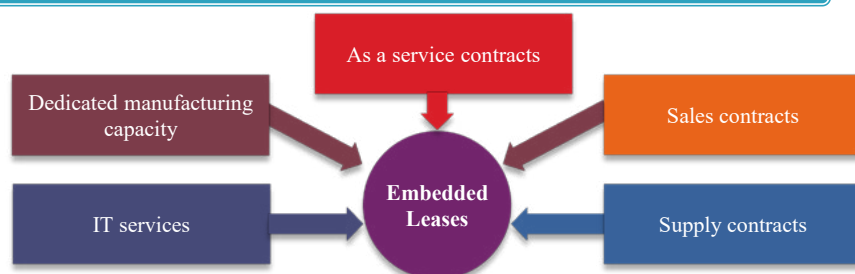
## Completeness of Population: Embedded Leases

### What is the challenge with embedded leases?

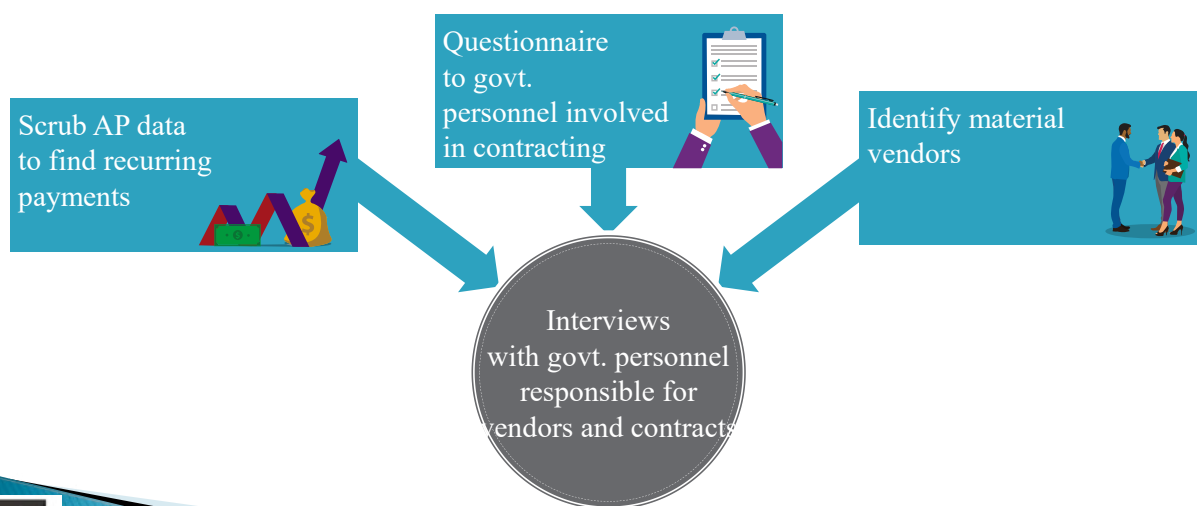
- Leases may be embedded in existing contracts that were previously not identified
- Contracts may not use the terms “lease” or “rent” that allow for easier identification
- Critical evaluation may be required to determine whether a right to control the use of an asset is created by the contract

### Where are embedded leases often found?

- Advertising agreements
- Service agreements
- Transportation agreements
- Construction agreements
- Related party charges



## Completeness of Population: Embedded Leases



## Key Audit Considerations

- Understand the population of leases – completeness
  - Understanding the government's process
- Discuss materiality
  - Lease population
  - Multiple components
- Restatement for change in accounting principal if removing capital lease
- Large impact on governments acting as a lessor
  - Lessor guidance under FASB is largely unchanged, but this is not the case under the GASB statement



## Key Audit Considerations

- Completeness ex.
- Inquire of management and key individuals within organization to determine process and controls surround development of lease inventory
  - Including materiality consideration - Lease asset and lease liability
  - Procedures/assessment of expiring or terminated leases
  - Contracts/agreements determined to not be a lease and appropriateness



## Key Audit Considerations

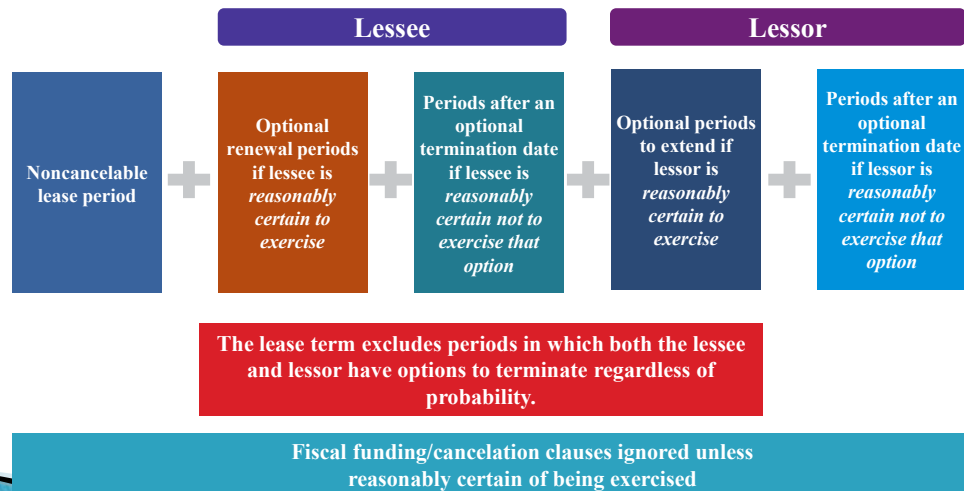
- Completeness ex.
- Based on risk/procedure considerations:
  - Review board minutes and approvals
  - Scan gl detail and accounts that may be indicative of lease/rental payments/receipts (review support to ensure not a lease)
  - Evaluate lease contracts from population identified: conclusions where appropriate
  - Evaluate contracts concluded not to be leases: conclusions where appropriate (be aware of the embedded leases)



# Identifying and Documenting Key Lease Provisions



## Lease Term



## Lease term reassessment

**Lessees and lessors reassess the lease term when:**

Option is exercised even though it was previously determined that it was reasonably certain that it would not be exercised

Option is not exercised even though it was previously determined that it was reasonably certain that it would be exercised

An event specified in the lease contract occurs that requires extension or termination of the lease

## Preparer Considerations

- ▶ When determining if an entity is reasonably certain to exercise extension or termination options management should consider:
  - Economic factors or incentives
  - Known plans
  - Historical performance or decisions

“Almost sit it and forget once determined”

From basis for conclusion:

“The Board believes that the term *reasonably certain*, although also requiring the use of professional judgment, is a higher threshold and is less speculative than *probable*.”



## Auditor Considerations

- ▶ Obtain documentation of management’s considerations and conclusions
- ▶ Evaluate based on auditors’ knowledge of organization, community, history and other factors.
- ▶ Example Procedure
  - Inspect the executed lease agreement and other relevant executed documents governing the terms of the contract and recalculate the lease term. Determine whether:
    - optional renewal periods or periods after an optional termination date were appropriately included in or excluded from the lease term based on management’s assessment of the likelihood that the option(s) will be exercised. Evaluate whether management’s determination of the likelihood of an option to be exercised is reasonable and considers all relevant factors (for example, significant economic incentives/disincentives, history of exercising options, and the extent to which the asset underlying the lease is essential to the provision of government services).
    - periods for which both the lessee and lessor have a unilateral option to terminate (or both parties have to agree to extend) are excluded from the lease term.
    - provisions that allow for termination due to the purchase of the underlying asset, payment of all sums due, or default on payments are not considered termination options.
  - fiscal funding or cancellation clauses are appropriately co





## Lease payments – Liability/Receivable

Lease payments include:		
Type	Lessee	Lessor
Fixed payments	✓	✓
Variable payments fixed in substance	✓	✓
Variable payments that depend on an index or rate	✓	✓
Residual value guarantees <sup>1</sup>	✓	✓
Purchase options <sup>2</sup>	✓	
Termination penalties <sup>2</sup>	✓	
(Lease incentives) <sup>3</sup>	✓	✓
Any other payments <sup>2</sup>	✓	

<sup>1</sup> For lessees, RVGs are included if reasonably certain of being required. For lessors, they are included if fixed in substance.

<sup>2</sup> Included only if reasonably certain to be exercised/required.

<sup>3</sup> Lease incentive receivable by the lessee (payable by the lessor) after lease commencement are ordinarily a reduction (offset) in the calculation of total lease payments.



## Initial Reporting

	Assets	Liability	Deferred Inflow
<b>Lessee</b>	Intangible right-to-use lease asset = Lease liability plus prepayments and any ancillary costs to place asset to use	Lease liability = PV of expected lease payments over lease term	N/A
<b>Lessor</b>	Lease receivable = PV of expected lease payments over lease term Continue to report underlying asset	N/A	Equals lease receivable plus any cash received up front that pertains to a future period



## Subsequent Reporting – Steps 5 and 6

	Assets	Liability	Deferred Inflow
<b>Lessee</b>	Amortize lease asset over shorter of useful life of asset or lease term	Reduce lease liability by principal portion of lease payments Recognize (accrue) interest payable	N/A
<b>Lessor</b>	Depreciate leased asset Reduce lease receivable by principal portion of lease payments Recognize (accrue) interest receivable	N/A	Recognize revenue over the lease term in a systematic and rational manner



### Common Questions on Lease Provisions

- How do you determine the lease term if the lessor can cancel only if something else happens, for example, the lessee defaults on the payments?
- Does the lessor have to recognize the deferred inflow (revenue) on a straight-line basis?
- What is recognition of modified-accrual statements lessee/lessor?

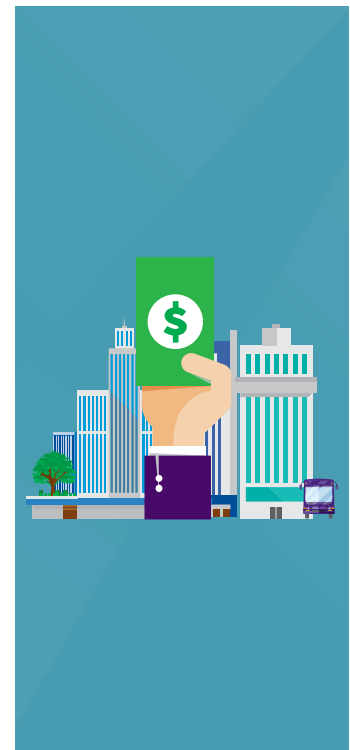


# Selection of Discount Rates



## Discount Rate: Lessee

- Most leases do not explicitly state lessor's rate
  - Even if it does, may be difficult to evaluate whether stated rate is reasonable
- Most lessees will use their incremental borrowing rate
  - Will not be one size fits all (different rates across leases)
  - Should be based on facts and circumstances of lease (payment amounts, payment structure, length of lease, etc.)
  - Will be significant effort on lessees in year of adoption as well as subsequently
    - Helpful to develop yield curve for transition date



## Discount rate: Lessee

**Q—A contract conveys the right to use a building for 30 years and the attached parking garage for 15 years. There is no stated interest rate included in the lease agreement. Should the discount rate be separately assessed for each component?**

**A—** Yes. Paragraph 65 of GASB Statement No. 87 requires that lease contracts involving multiple underlying assets be accounted for as separate lease components if the underlying assets have different lease terms. The reporting of two components instead of one may affect the discount rate implicit in the agreement.

In addition, the lessee's estimated incremental borrowing rate (paragraph 23 of GASB Statement No. 87) may differ between the two components because of differences in lease terms.



## Discount Rate: Lessor

- Most lessors do not include stated rate in leases
- Implicit rate will be hard to calculate
  - Often, lease payment are based on market rents rather than financing concept
- We believe most lessors will use their incremental borrowing rate
  - Will not be one size fits all (different rates across leases)
  - Should be based on facts and circumstances of lease (payment amounts, payment structure, length of lease, etc.)
  - Will be significant effort on lessors in year of adoption as well as subsequently



## Discount Rate: Lessee

**Q—Paragraph 47 of Statement 87 requires a lessor to discount the future lease payments to be received using the interest rate the lessor charges the lessee. How should the lessor determine that rate?**

A— If the lease contract contains a stated interest rate, the stated rate generally is the rate the lessor charges the lessee. If the stated rate is the rate the lessor charges the lessee, the lessor should use that rate. If there is no stated rate (or if the stated rate is not the rate the lessor charges the lessee), the lessor should determine whether the rate implicit in the lease can be estimated....

If there is no stated rate (or if the stated rate is not the rate the lessor charges the lessee) and the implicit rate cannot be determined, the lessor may presume (unless there is persuasive evidence to the contrary) that it is recovering its cost associated with interest cost and use the lessor's own incremental borrowing rate as the discount rate.



**GASB IG  
2019-3,  
Q 4.61**

## Discount Rate: Determining Incremental Borrowing Rate

- Entity-specific rate that reflects the creditworthiness of a government
  - Start with debt issuance of government, debt issuance of a comparable government, or risk-free rate
  - Adjust for any financing specific items (credit rating, secured vs. unsecured, taxable vs non-taxable, collateral)
  - Adjust for lease specific terms (term, payment structure, payment amounts, geographical location)

**Generate Yield Curve - various government debt issuances, including different ratings, durations, types.**



## Common Question on the Incremental Borrowing Rate

**How does the entity estimate the incremental borrowing rate if they don't have any debt?**



## Use of recognition thresholds





## Recognition thresholds

See GASB IG  
2019-3,  
Q 4.23

### Why is this important?

- Governments are asking whether it is appropriate to apply a recognition threshold to its leases.
  - Leases under the recognition threshold would not go on the balance sheet.
- What should governments be considering in the application?

Using a recognition threshold is generally acceptable, but establishing and monitoring the amount of that threshold will require judgment.



## Recognition thresholds: What should governments consider?

In transitioning to GASB 87, governments have asked whether they should:

- 1 Evaluate the effect of non-recognition on a 'net' basis (lease asset – lease liability = net effect), or separately?
- 2 Base this threshold on one used for another non-GAAP policy (e.g. capitalization threshold for Capital Assets)?
- 3 Consider the effect of excluding non-recognized leases on their GASB 87 lease disclosures?



## Recognition thresholds: Quantitative considerations

**Do not evaluate the effect of non-recognition on a 'net' basis**  
(lease asset – lease liability = net effect)

- Evaluate effects of non-recognition **separately** for lease assets and lease liabilities
  - Some GAAP measures and financial ratios used by investors and analysts may be affected by the non-recognition of the lease assets or lease liabilities separately
  - Establishing the threshold on a net basis would be inconsistent with accepted materiality considerations

1

**Do not default to a threshold used for another non-GAAP policy**  
(e.g. capitalization threshold for capital assets)

- Non-recognition of liabilities generally has a greater effect on financial statements than non-recognition of assets

2

**Do not evaluate the effect of the threshold without considering the effect on disclosures**

- Should consider effect on the completeness and accuracy of disclosures

3



## Recognition thresholds: Non-recognition of lease assets only

- ▶ It generally would be acceptable for a government to establish a threshold whereby it recognizes the lease liability, but does not recognize the lease asset.

### Initial measurement



- The lessee would expense at lease commencement the amount that would be capitalized for the lease asset.
- Lease liability would be calculated based on present value of payments expected to be made during the lease term as discussed previously.

### Reconsider threshold



- If a lessee adopts a recognition threshold that applies only to its lease assets, it may be able to use a threshold more similar to that used for non-capitalization of capital assets.
- May need to reconsider threshold amount due to combined financial statement effect of expensing capital assets and lease assets.

### Disclosures



- Consider effect on disclosures of expensing lease asset at lease commencement.
- Effect on disclosures may be partially mitigated for either operating leases or finance leases by certain lessee actions.



# Separating Components and Allocating Contract Prices



## Separating Components

### Step 1: Identify separate lease components



- Leases may contain multiple lease components (e.g., multiple pieces of equipment)
- If lease components have different lease terms, they must be accounted for separately
- If underlying assets are in different major classes of assets for disclosure purposes, they must be accounted for separately

### Step 2: Identify any nonlease components



- Nonlease components must be separated from lease components and accounted for separately
- Nonlease components should be accounted for under applicable nonlease guidance. Many times, these components are service contracts.

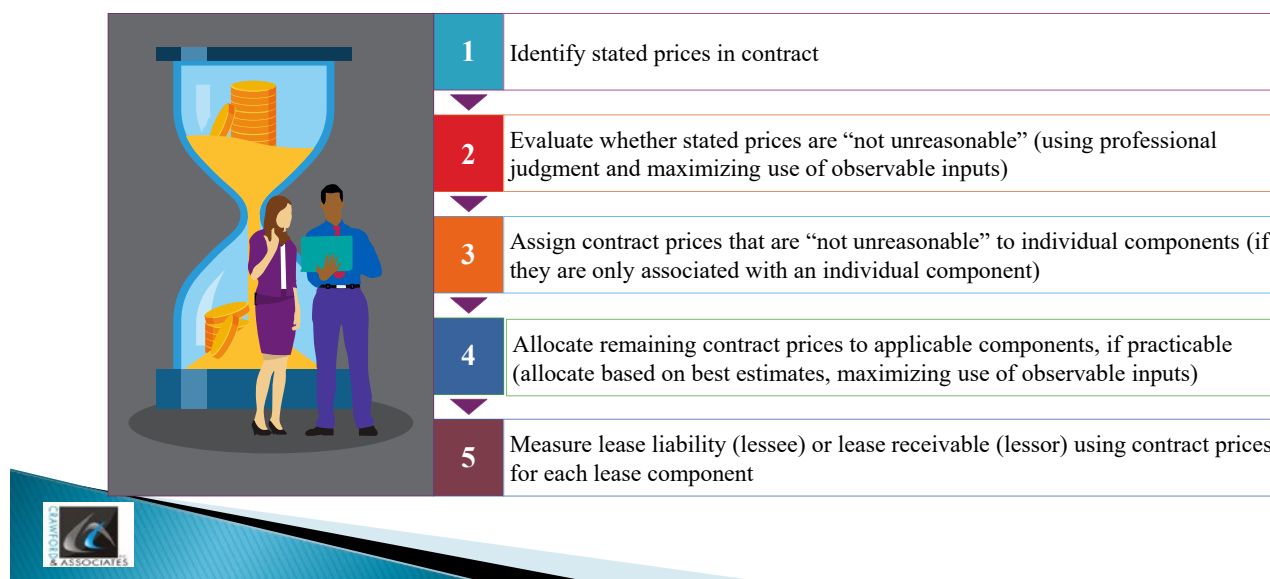
### Step 3: Allocate the contract price



- Use prices for individual components that are included in the contract, as long as not unreasonable
- If contract doesn't include separate prices for individual components or they seem unreasonable, use judgment to determine the best estimate for allocation to each component, but always maximizing the use of observable information





## Separating Components: Allocating Contract Prices



## What Are Nonlease Components?

**Components of a contract = items or activities that transfer a good or service to the lessee**

Example nonlease components 	Not a separate component 
Providing utilities (e.g., water or electricity) to the lessee	Delivering the leased asset
Common area maintenance	
Equipment maintenance or operation	Residual value guarantee
Reimbursement of lessor costs for property taxes or insurance	

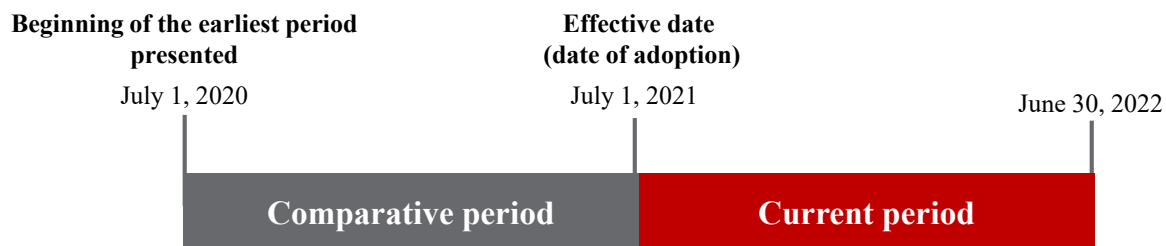
**GASB IG 2021-1 question 4.11 establishes that property taxes and insurance are nonlease components and should not be included in measurement of lease liability.**

# Transition



## Transition Considerations

- ▶ Following are relevant dates for a calendar year-end:



- ▶ Other considerations:
  - Use facts and circumstances that existed at the beginning of the earliest period restated, NOT the commencement date of the lease!
  - EXCEPTION: Lessors do not restate assets underlying existing sales-type or direct-financing leases. Any residual assets for those leases become the carrying values of the underlying assets.



## Restatement – Preparer considerations

- Former operating leases being recorded under GASB 87 would have right to use asset = lease liability or lease receivable = unearned revenue
- Former capital leases may or may not result in assets and liabilities under GASB 87 at the same values as previously booked



## Transition: Certain amounts recorded prior to implementation

- Government lessees may have prepaid rent and rent payable recorded on their records as of date of implementation. What happens day one?
  - No authoritative guidance that directly addresses prepaid rent or rent payable.
  - GASB Statement No. 87, para. 94, “Leases should be recognized and measured using the facts and circumstances that existed at the beginning of the period of implementation. If applied to earlier periods, leases should be recognized and measured using the facts and circumstances that existed at the beginning of the earliest period restated.





## Restatement – Auditor considerations

- ▶ Even if no change in net position, beginning balances were restated
- ▶ Changes impact beginning balances of capital assets including intangible assets
- ▶ Restated beginning balances would appear in the footnotes, even if statements are not comparative
- ▶ Restatement footnote provides transparency for implementation



## Common Questions on Transition Considerations

- Does the entity have to go back to the inception of the lease?
- Can the entity go back to the inception of the lease if they have the information?
- Is beginning net position always restated?
- Do component units with a different year-end have to implement at the same time as the primary government?



## Disclosures - Lessees

- |  |   |
|--|---|
| <p><b>1</b> General description of leasing arrangements</p>                      | <p><b>6</b> Principle and interest requirements to maturity</p>   |
| <p><b>2</b> Total amount of lease assets, related accumulated amortization</p>   | <p><b>7</b> Commitments under leases before commencement date</p>   |
| <p><b>3</b> Amount of lease assets by major classes of underlying assets</p>     | <p><b>8</b> Impairment loss and any related change in lease liability</p>   |
| <p><b>4</b> Amount of variable payments not previously included in liability</p> | <p><i>Additional disclosures are required for any sublease transactions, sale-leaseback transactions and lease-leaseback transactions, if applicable.</i></p> |
| <p><b>5</b> Amount of other payments not previously included in liability</p>    |   |



What about capital asset or long-term liabilities disclosures?

## Disclosures - Lessor

- 1** General description of leasing arrangements
- 2** Amount of inflows of resources recognized, if amount cannot be determined from face financial statements
- 3** Amount of inflows of resources recognized for variable and other payments not previously included in lease receivable
- 4** Existence, terms and conditions of lessee options to terminate lease or abate payments if lessor has issued debt which is secured by lease payments



## Ex. Disclosure - Scottsdale

### C. Measurement Focus, Basis of Accounting, and Financial Statement Presentation

The government-wide financial statements are reported using the *economic resources measurement focus* and the *accrual basis of accounting*, as are the proprietary fund financial statements. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenues in the year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements have been met.

Governmental fund financial statements are reported using the *current financial resources measurement focus* and the *modified accrual basis of accounting*. Revenues are recognized as soon as they are earned and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. The City considers revenues to be available if they are collected within 31 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting; however, debt service expenditures, as well as expenditures related to vacation, sick leave, claims, and judgments, are recorded only when payment is due. Capital asset acquisitions are reported as expenditures in the governmental funds. Issuance of long-term debt and acquisitions under leases and subscription-based information technology arrangements are reported as other financing sources.



## Ex. Disclosure - Scottsdale

### 9. Deferred Outflows/Inflows of Resources

Lease-related amounts are recognized at the inception of leases in which the City is the lessor. The deferred inflow of resources is recorded in an amount equal to the corresponding lease receivable plus certain additional amounts received from the lessee at or before the commencement of the lease term that relate to future periods, less any lease incentives paid to, or on behalf of, the lessee at or before the commencement of the lease term. The inflow of resources is recognized in a systematic and rational manner over the term of the lease.



**F. Leases***City as Lessee*

The City, as a lessee, has entered into lease agreements involving a baseball facility, printing and imaging equipment, motor vehicles, a distributed antenna system, and a data center facility space. The City subleases the baseball facility to a professional baseball team.

The total of the City's lease assets are recorded at a cost of \$2,915,205, less accumulated amortization of \$1,263,534.

The future lease payments under lease agreements are as follows (in thousands):

	Leases		
	Principal	Interest	Total
2022	\$ 513	\$ 66	\$ 579
2023	143	48	191
2024	53	45	98
2025	14	44	58
2026	15	43	58
2027-2031	73	206	279
2032-2036	138	187	325
2037-2041	168	157	325
2042-2046	232	118	350
2047-2051	309	66	375
2052-2053	141	9	150
Total	\$ 1,799	\$ 989	\$ 2,788

*City as Lessor*

The City, as a lessor, has entered into lease agreements involving land, a baseball facility, airport facilities, and building space. The baseball facility is leased from the City of Phoenix and subleased to a professional baseball team. The total amount of inflows of resources, including lease revenue, interest revenue, and other lease-related inflows, recognized during the fiscal year was \$9,082,194. This total includes \$5,513,729 of variable and other payments not previously included in the measurement of the lease receivable.

**D. Capital Assets**

Capital asset activity for the fiscal year ended June 30, 2021, was as follows (in thousands):

	Beginning Balance, as restated	Increases	Decreases	Ending Balance
<b>Governmental Activities</b>				
<b>Capital Assets, not being depreciated</b>				
Land	\$ 3,220,312	\$ 207,171	\$ -	\$ 3,427,483
Construction in Progress	53,367	73,536	(72,773)	54,130
Total Capital Assets, not being depreciated	3,273,679	280,707	(72,773)	3,481,613
<b>Capital Assets, being depreciated</b>				
Buildings and Land Improvements	804,807	25,792	(16,224)	814,375
Streets and Storm Drains	1,843,246	128,623	(437)	1,971,434
Motor Vehicles	89,644	5,867	(8,200)	87,311
Machinery and Equipment	85,810	6,574	(4,979)	87,405
Total Capital Assets, being depreciated	2,823,507	166,856	(29,840)	2,960,523
<b>Less Accumulated depreciation for</b>				
Buildings and Land Improvements	397,353	21,959	(11,417)	407,895
Streets and Storm Drains	1,184,802	52,019	(232)	1,236,589
Motor Vehicles	43,003	8,095	(6,446)	44,652
Machinery and Equipment	48,641	6,897	(4,770)	50,768
Total Accumulated depreciation	1,673,799	88,970	(22,865)	1,739,904
Total Capital Assets, being depreciated, net	1,149,708	77,886	(6,975)	1,220,621
<b>Lease Assets</b>				
Buildings and Land Improvements	1,570	-	-	1,570
Motor Vehicles	1,075	122	(122)	1,075
Machinery and Equipment	312	-	(41)	271
Total Lease Assets, being amortized	2,957	122	(163)	2,916
<b>Less Accumulated amortization for</b>				
Buildings and Land Improvements	276	276	-	552
Motor Vehicles	293	358	(69)	582
Machinery and Equipment	93	78	(41)	130
Total Accumulated amortization	662	712	(110)	1,264
Total Lease Assets being amortized, net	2,295	(590)	(53)	1,652
<b>Subscription-Based Information Technology Arrangement Assets*</b>				
Subscription-Based Information Technology Arrangements	806	5,335	-	6,141
<b>Less Accumulated amortization for</b>				
Subscription-Based Information Technology Arrangements	-	1,143	-	1,143
Total Subscription-Based Information Technology Arrangement Assets being amortized, net	806	4,192	-	4,998
<b>Governmental Activities Capital Assets, net</b>	<b>\$ 4,426,488</b>	<b>\$ 362,197</b>	<b>\$ (79,801)</b>	<b>\$ 4,708,884</b>

\*New category for the City's subscription-based information technology arrangement assets, and the related accumulated amortization, have been added due to the implementation of GASB Statement No. 96, *Subscription-Based Information Technology Arrangements*.



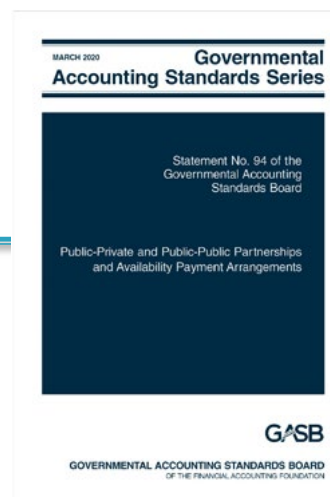
## Implementation Roadmap

- Inventory the lease population
  - Compile a listing of leases. Lessor and Lessee.
  - Consider prior periods presented and ability to gather data
  - Gather lease agreements
    - Consideration for centralized vs decentralized operations
  - Identify key parties of the lease agreement.
  - Clarify any ambiguous terms of the lease. Consult with legal counsel, finance, departments originating the lease and the lessor
  - Document lease term and key assumptions (i.e. options are reasonably certain or uncertain? Discount rate)
  - Reconsider whether leases are necessary and most advantageous to the organization



## Public-Private and Public-Public Partnerships and Availability Payment Arrangements

### Statement No. 94



## P3s, APAs, and SCAs

### What?

The Board issued guidance for public-private and public-public partnerships (P3s) that are not subject to Statements 60 or 87, and improvements to Statement 60

### Why?

GASB research found that some P3 transactions are outside the scope of Statement 60 and identified opportunities to improve Statement 60's guidance for service concession arrangements (SCAs)

### When?

Effective for reporting periods beginning after June 15, 2022



## Definitions: PPPs and APAs

**Public-private partnerships** and **public-public partnerships (P3s)** are arrangements “in which a government (the transferor) **contracts with an operator** [governmental or nongovernmental] to **provide public services** by conveying control of the **right to operate** a nonfinancial assets, such as infrastructure or other capital asset (the underlying PPP asset), for a period of time in an exchange or exchange-like transaction.”

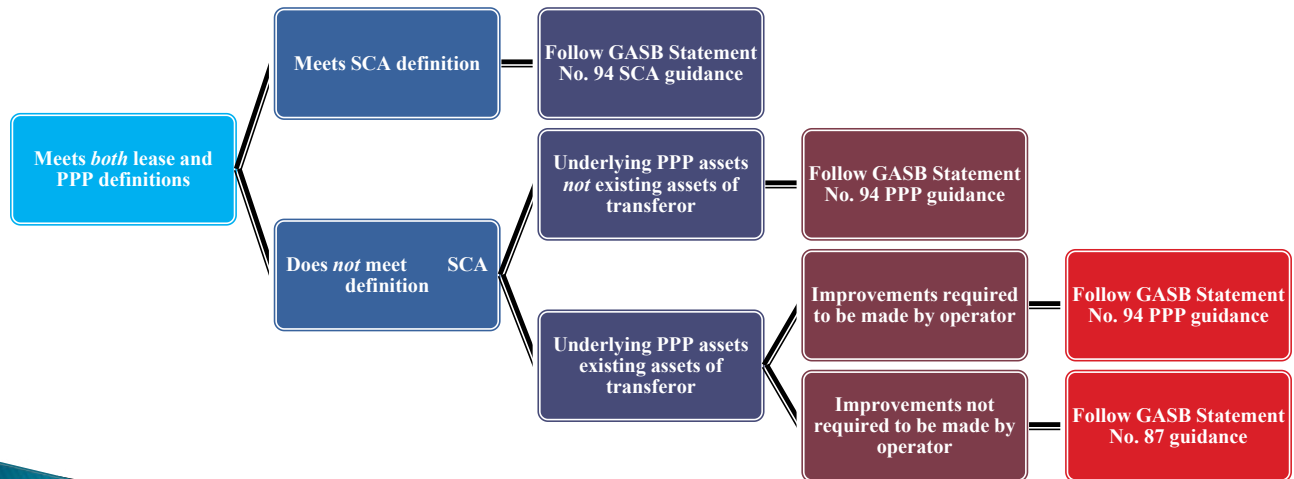
### Availability payment arrangements (APA):

- Government contracts with another entity to operate or maintain the government's nonfinancial asset
- Entity receives payments from the government based on the asset's availability for use
- Asset's availability may be based on the physical condition of the asset or the achievement of certain performance measures
- May include design, finance, construction, or service components





## Relationship Between Leases and PPPs



## P3s

Although sounds similar to a lease, the definition contains characteristics that the Board believes describe transactions in which a government is doing more than purchasing or financing a nonfinancial asset or entering into an arrangement to purchase services.

The operator in a P3 provides public services.

A P3 conveys control of the right to operate a nonfinancial asset.

## APAs

Transactions in which a government compensates an operator for activities that are related to designing, constructing, financing, maintaining, or operating a nonfinancial asset.

APAs are similar to P3s except that the government retains demand risk and responsibility for fee collection associated with the underlying asset.

Appendix C – Illustrations (state tollway, tunnel, & bridge)



## Other Provisions

A P3 that meets the definition of a lease in Statement 87 – but not the definition of a service concession arrangement (SCA) – would be reported under Statement 87 unless (a) the underlying PPP assets are not existing assets of the transferor or (b) improvements are required to be made to those existing underlying P3 assets by the operator.

An APA that is related to the design, finance, or construction of an infrastructure or other nonfinancial asset in which ownership of the asset transfers by the end of the contract would be reported as a financed purchase of the asset.

An APA that is related to operations would be accounted for as flows of resources (for example, expense) in the period to which the payments relate.



## Transferor Reporting

### For all P3s, recognize:

- Receivable for installment payments to be received, if any
- Deferred inflow of resources for the assets recognized, including payments received from the operator at or before start of the P3 term

### If underlying P3 asset is a new asset or an existing asset that has been improved...

- ...and the P3 is an SCA: also recognize the capital asset at acquisition value when placed into operation
- ...and the P3 is not an SCA: also recognize a receivable for the capital asset, measured at operator's estimated carrying value as of the future date of the transfer in ownership



## Operator Reporting

### For all P3s, recognize:

- Liability for installment payments to be made, if any

### If underlying P3 asset is (a) existing asset or improvement or (b) new asset and the P3 is an SCA...

- ...also recognize an intangible right-to-use asset

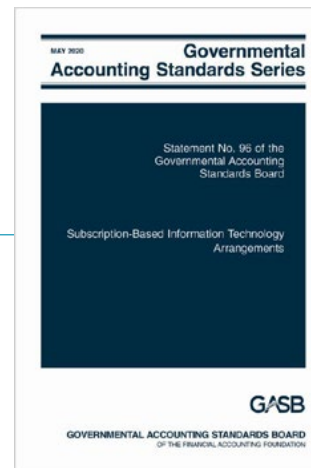
### If underlying P3 asset is a new asset and the P3 is not an SCA...

- Also recognize the underlying P3 asset until ownership is transferred
- And a liability for the underlying P3 asset, measured at the estimated carrying value as of the future date of the transfer



# Subscription-Based Information Technology Arrangements

Statement No. 96



## Statement 96 on SBITAs

### What?

The Board issued standards related to reporting subscription-based information technology arrangements (SBITAs), such as cloud computing contracts

### Why?

Stakeholders were concerned that those transactions were be covered by the guidance in Statements 51 or 87; diversity existed in practice

### When?

Effective for fiscal years beginning after June 15, 2022, and all reporting periods thereafter

Earlier application is encouraged



## Scope and Applicability

A subscription-based information technology arrangement (SBITA) “is a contract that conveys control of the right to use another party’s (a SBITA vendor’s) IT software, alone or in combination with tangible capital assets (the underlying IT assets) as specified in the contract for a period of time in an exchange or exchange-like transaction.”

To determine whether a contract conveys control of the right to use the underlying IT assets, a government should assess whether it has both:

- The right to obtain the present service capacity from use of the underlying IT assets as specified in the contract
- The right to determine the nature and manner of use of the underlying IT assets as specified in the contract.



## Scope and Applicability (continued)

- Statement 96 does not apply to:
  - Contracts that convey control of the right to use another party’s combination of IT software and tangible capital assets that meets the definition of a lease in Statement 87, in which the software component is insignificant compared to the cost of the underlying tangible capital asset
  - Governments that provide the right to use their IT software and associated tangible capital assets to other entities through SBITAs
  - Contracts that meet the definition of a P3 in Statement 94
  - Licensing arrangements that provide a perpetual license to governments to use a vendor’s computer software, which are subject to Statement 51



## Recognition and Measurement

A SBITA should be reported under provisions effectively the same as those for a lessee under Statement 87—recognize a subscription asset and a subscription liability (except for short-term SBITAs)

Measurement of the subscription asset should include certain capitalizable implementation costs based on stages similar to those for internally developed software in Statement 51:

- Preliminary project stage
- Initial implementation stage
- Operation and additional implementation stage



## Accounting for Activities Associated with a SBITA

Preliminary project stage	Initial implementation stage	Operation & additional implementation stage
<ul style="list-style-type: none"> <li>• Outlays should be expensed as incurred</li> </ul>	<ul style="list-style-type: none"> <li>• In general, outlays should be capitalized</li> <li>• However, if no subscription asset is recognized (such as for a short-term SBITA), outlays should be expensed as incurred</li> </ul>	<ul style="list-style-type: none"> <li>• Outlays in this stage should be expensed as incurred unless they meet specific capitalization criteria</li> </ul>





# Questions?



# Appendix



## Example 1 – Mail Folding Machine

Commencement: 07/01/2021

Title: Does not transfer per agreement

Term: 5 Years – has non-appropriation clause

Termination options: Either party due to default/failure to deliver

Payment amount: \$590.97 Monthly – end of month

Interest Rate: Stated – Per SW Contract – 2.01%



## Example 2 (8)Tahoe Leases

Commencement: 06/01/2020

Title: Does transfer per agreement, upon final scheduled payment

Term: 6 Years – has non-appropriation clause

Termination options: Either party due to default

Payment amount: \$3,600 monthly end of month

Interest Rate: Stated 3.25%



## Example 3 – Office Space

Commencement: 01/01/2021

Title: Does not transfer per agreement

Term: 5 Years – has non-appropriation clause

Termination options: Either party due to default/failure to deliver

Payment amount: \$2,000 monthly (utility) beginning of month

Interest Rate: Not Stated

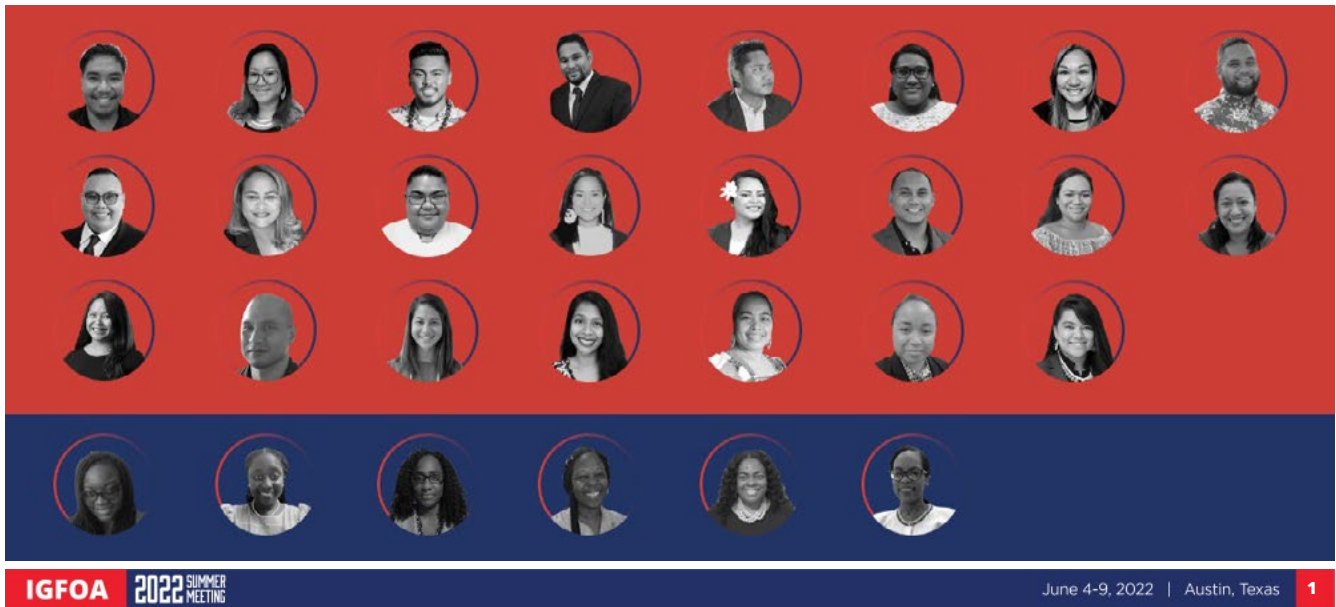


08

08

***The Executive Leadership Development Program***

## EXECUTIVE LEADERSHIP DEVELOPMENT PROGRAM



IGFOA 2022 SUMMER MEETING

June 4-9, 2022 | Austin, Texas

1

## OUR AGENDA FOR TODAY

- Celebrating New Graduates!
- Overview of the ELDP
- Review of the Application Process
- Action Items – request for each of you!

IGFOA 2022 SUMMER MEETING

June 4-9, 2022 | Austin, Texas

2

## Celebrating the USVI ELDP Graduates

### ELDP PACIFIC 2021



**Deviqua**  
Parris



**Erika**  
Benjamin



**Esther**  
Felix



**Joy**  
Wheatley



**Tamar**  
Corry



**Wendy**  
Wheeler

## Celebrating the Pacific ELDP Graduates

### ELDP PACIFIC 2021



**Antonio**  
Borja



**Ayako**  
Yamaguchi-Eliou



**Bobby**  
Cruz



**Bradford**  
Mori



**Christopher**  
Concepcion



**Faith**  
Awailepule



**Janice**  
Catro



**Jasper**  
Tuiaosopo



**Jesse**  
Quenga



**Jovalyn**  
Ilong



**Kimberly**  
Idip



**Malie**  
Tarbwillin



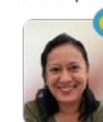
**Marcella**  
Fitisone



**Martin**  
Moore



**Mikaela**  
Saelua



**Myra**  
Adelbai-Fraser



**Nicole**  
Babauta



**Padwick**  
Gallen



**Rachel**  
Bigler



**Ramona**  
Duenas



**Serleen**  
Hadley



**Tamera**  
Heine

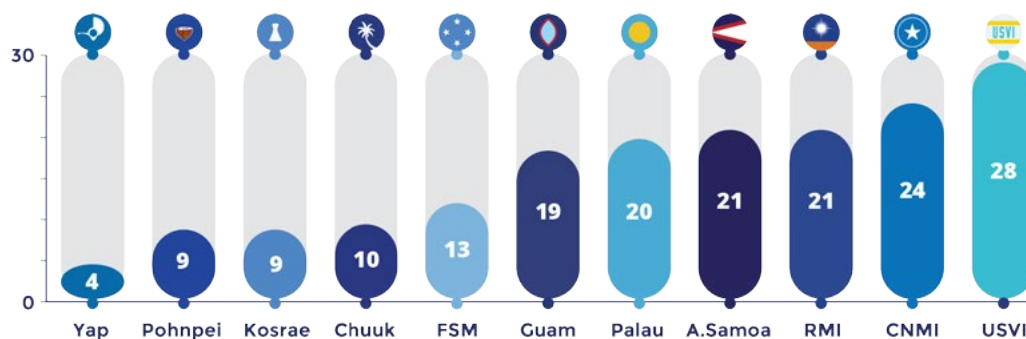


**T'Nelta**  
Mori

## ABOUT the Executive Leadership Program

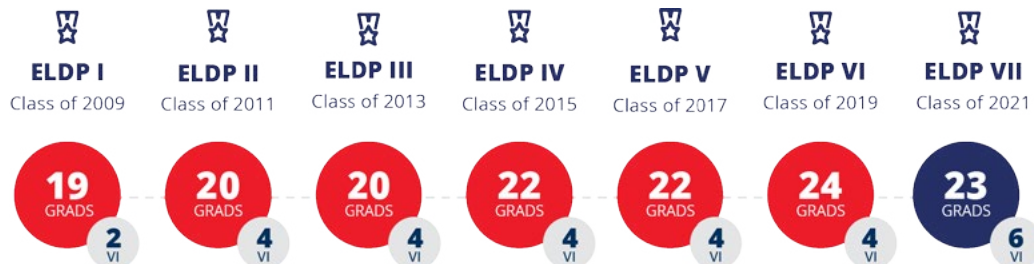
- The first cohort of the ELDP was launched in 2008 to address the capacity of the insular islands
- Over 178 participants with diverse professional backgrounds
- ELDP Alumni represent every government agency
  - Ambassadors, judges, cabinet members, directors, and dedicated public servants

## ELDP BY JURISDICTION

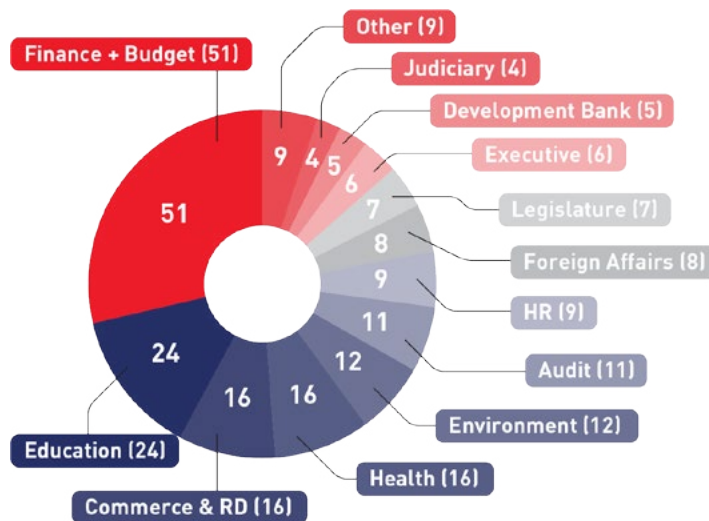




## ELDP BY PROGRAM YEAR

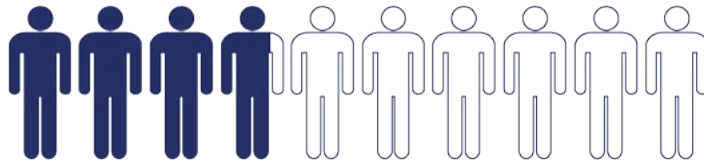


## ELDP BY SECTOR



## ELDP BY GENDER

**37%**  
Male  
(66 alumni)




**63%**  
Female  
(112 alumni)





## APPLICATION PROCESS


2022-2023  
**SCHEDULE**  
FOR EXECUTIVE LEADERSHIP DEVELOPMENT PROGRAM  
U.S. Virgin Islands




**ELDP September 2022 - June 2023  
(Virtual Session)**





 July 22, 2022  
**APPLICATION PROCESS CLOSES**

 August 11, 2022  
**Candidates for the ELD class of 2023 announced**

 September 11-16, 2022  
**Session #1 - Orientation Staging the executive Leadership Journey**

 December 11 - 16, 2022  
**Session #2 - Building on the Executive Leadership Journey**

 March 12-17, 2023  
**Session #3 - Leading People**

 June 11-16, 2023  
**Session #4 - Graduation Week**

**IGFOA** 2022 SUMMER MEETING

June 4-9, 2022 | Austin, Texas

**11**

## ELDP PACIFIC

2022-2023  
**SCHEDULE**  
FOR EXECUTIVE LEADERSHIP DEVELOPMENT PROGRAM

The final dates of sessions are to be determined.

## 2022-2023 APPLICATION PROCESS

1.

**Application Form [required]**

Complete the information sheet attached below.

2.

**Letter of Intent [required]**

Compose a letter that describes your interest in the program, why you want to develop a career in public service, how you believe the ELDP will contribute to your career, and your commitment to completing the ELDP. Address the letter to the ELDP Selection Committee. Remember, the selection committee carefully considers your Letter of Intent as an indication of your commitment, desire to participate, and interest in serving the government.

3.

**Letter of Support from Your Supervisor [required]**

Your supervisor will play a critical role in ensuring you have time to complete assignments and attend the sessions. He or she must write a letter of support indicating he/she has read the attached Program Description about the ELDP and will support you in this effort. Additionally, the supervisor should describe why you are being recommended for the program and give specific examples of your performance in your current position which indicate your potential for the program and as a future leader in your government.

4.

**Resume [required]**

Submit a resume that includes your formal education, professional positions, and volunteer activities. Use a format of your choice, but do not exceed two pages.

5.

**Personal Biography [required]**

Provide a brief personal biography that is suitable for public release. A sample biography is included below, and additional biographies for all prior ELDP graduates are available on the ELDP website at <http://eldp.pitiviti.org>.

6.

**Optional Letter of Support from an ELDP Graduate [optional]**

You may request an ELDP alumnus to submit a letter in support of your selection. Letters of support should explain the relationship between the ELDP applicant and ELDP graduate, and offer specific examples illustrating why the applicant will succeed in the program and in his/her career.

## ELDP APPLICATION PORTAL | <https://pitiviti.org/apply>

Executive Leadership Development Program

Home [Apply Now](#) [Login](#)

### Apply to the Executive Leadership Development Program

ELDP USVI 2023 - Virtual Virtual Apr 2022 to Jul 2022

Step 01 02 03 04 05 ✓

Already started an application? Log in [here](#) to review or resume.

Step 01 02 03 04 05 ✓

Create an Account

First Name Last Name



**Tamar Corry**

"The ELDP has challenged me in ways I thought never existed. I learned a substantial amount about myself, and I continue to grow. This program allowed me to build important relationships, which prompted me to step out of my comfort zone. These relationships are life-long. I am a better me overall. My skill set has since expanded, and I am able to display every lesson taught by the instructors.

Since I completed the program, I've had several leadership opportunities, and I can honestly say that I am ready to take on this newly found chapter of my life. Thank you to my team and everyone at the Graduate School USA."



USVI 2021



**Joy Wheatley**

"Since entering the ELDP, I have learned how to become more self-aware, and communication with my team has improved. I have been given more responsibility and have become more confident in my decision-making as well as I have learned how to better manage conflicting situations.

This program has helped me realize that there will be times when I will be taken out of my comfort zone and required to pivot from my normalcy. These situations have allowed me to grow as a leader because I have learned how to better manage and adapt to changes in my work and personal life."



USVI 2021



“To keep this oceanic network strong and to embrace the vastness of our power as Pacific people. Always remember that we are not so different from each other. We are all people: who care for our communities, who work hard to strengthen our governments, who share family values, who come from rich cultures and languages, and who have a passion for learning and growing so that we can make an impact on our sea of islands.”

Mikaela Saelua



## Action Items

- We are asking that you identify and recommend at least 2 participants and encourage them apply for 2022-2023

> **PITI-VITI.ORG/APPLY**

# 09

# 09

## *Actionable Items per Island Government*



**CNMI**

1. Re-energize the Single Audit Committee
2. Set up a Tyler Implementation Committee
3. Request technical assistance to conduct a Desk Audit and begin Succession Planning

**ROP**

1. Cybersecurity - Staff - Contractor hired; Ask for help
2. Apply ARPA Grants to CIP projects
3. Work on recruiting staff and retaining staff

**ASG**

1. Set up ARPA Spreadsheet tracking similar to Seattle's
2. Begin setting up the ACH process
3. Pursue staff education & training

**FSM**

- 1 Work on implementation of GASB 87
- 2 Employee engagement - surveys; include management and staff
- 3 Process improvement - measure payment process
- 4 Finalize RFP for FMIS

**GUAM**

1. Begin testing ERP by year end
2. Issue the RFP for banking services
3. Hire more staff

**USVI**

1. Review policies - ARPA (new)
2. Employee engagement survey
3. Ensure the ARPA funds are correctly shown on the Schedule of Expenditures of Federal Awards (SEFA).
4. Include key performance indicators (KPI)

# 10

# 10

## ***GFOA Evaluation Results 2022***



# CONFERENCE EVALUATION RESULTS

JUNE 4-9, 2022



## LEGEND:

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

1.	Overall, GFOA sessions were relevant and timely.	<div><div>76%</div><div>24%</div></div>	4.76
3.	The IGFOA meeting was relevant and timely.	<div><div>84%</div><div>16%</div></div>	4.84
4.	The IGFOA meeting structure was successful and should be repeated for one day before the GFOA and 1.5 days following the GFOA.	<div><div>80%</div><div>20%</div></div>	4.80
5.	The meeting's objectives were substantially met.	<div><div>80%</div><div>20%</div></div>	4.80
6.	Logistics for bringing participants to and from Austin, Texas, were handled satisfactorily.	<div><div>80%</div><div>16%</div><div>4%</div></div>	4.76
7.	The IGFOA meeting site at The Westin Austin was comfortable and conducive to learning.	<div><div>80%</div><div>20%</div></div>	4.80
8.	Support services by the Graduate School USA staff during the meeting were handled well and in a timely manner.	<div><div>96%</div><div>4%</div></div>	4.96
9.	Please rate the individual IGFOA sessions below by circling a number, with 5 indicating an excellent/relevant session and 1 indicating a poor/less relevant session.		
	Okay, Let's Talk About Your Single Audits [Debbie Milks]		4.80
	GFOA Conference Planning [Debbie Milks and Jason Aubuchon]		4.96
	Connecting with GFOA and GFOA's Enterprise Resource Planning Resources [Mike Mucha]		4.72
	Building Employee Engagement in the New Workplace [Bob Lavigna]		4.92
	GASB 87 Lease Accounting is STILL Coming [Chris Pembrook]		4.48
	GFOA Conference Highlights: Participant Session Reports by Category [Debbie Milks & Jason Aubuchon]		4.88

10. What sessions of the IGFOA Meeting were the most relevant and meaningful to you?

Island Sharing & Report outs

Planning under uncertainty; when the free money runs out

Preventative Medicine: applying FFFA

The General Sessions : Keynotes

ARPA 101, 102 Keynote addresses, Employee engagement

The introduction and the debrief was most meaningful. It was good to hear different people point of views and aspects on GFOA's sessions attended. Rethinking revenue initiatives, financial reporting and ARPA

Building employee engagement, connecting with GFOA and GFOA's enterprise Planning Resources.

Leadership and Ethics given my management position. Reporting -ACFR & PAPR  
Block Chain, AI

ARPA & Bringing back your lost time.

Group discussion on the session topics that we attended.

Bob's session was fantastic and enlightening. A lot of perspective and I am eager to read his book and pass it on to the ASG HR deputy when I am done.

Building Employee Engagement and participant session reports  
Employee engagement in the new workplace & GASB 87 lease accountability.

Conference highlights the additional information that helped us to understand how in depth the important topics such as employee engagement.

Building employee engagement  
E-Procurement  
Engaging Government Employees

Self Awareness and Getting your time back

GASB 87 - Building Employee Engagement - GFOA Conference Highlights  
Leases and all sessions

I liked seeing where every government is at. Also learning from each other on what worked and what doesn't work.

Employee Engagement  
Employee Engagement - Single Audit - Mike Mucha

Leases and Engagement (Staff)

11. What are the two most important items that you learned during the week, and how will you apply each when you return home?

Employee Engagement; CIP Best Practices

Getting elected officials and community involved in financials so they can support sound decisions

ARPA, E-payments, Leadership-related sessions

Mana because you think it does not mean you know it; Role of Head Financial Coach

The importance of a strong Financial Policy; The importance of cyber security especially when working remotely.

ARPA expenditure tracking and GASB 87 Lease coordination

Try to be more self-aware by understanding the things that make you be self-aware, like asking the right questions, interacting and allowing critique to be done on you.

Reaffirming belief in focus on competence and skills and less on education degree. Further emphasis on training/onboarding

We all share similar struggles. Try to be more realistic. We all have had implementation setbacks. Try to keep improving FMIS.

Cybersecurity should be separated from I.T. department. Engage with employees to improve productivity

Fraud prevention & CyberSecurity. Will get in touch with Treasury department and see if they are aware of what is fraud prevention. What to do with it & how to report it. CyberSecurity will depend on the person we hire and I hope the leaders will implement it.

Leadership-Diversity, inclusion & Ethics. Employee engagement closely related but to build a better working environment

Self-awareness and building Employee engagement. I think that we employees and employers should have a good understanding for the work to be finished on time.

Reporting and being more transparent. Engagement & coaching management.

As a manager employee engagement and being more self-aware. As a worker to be more communicative with management.

GFOA Sessions - Budgeting & Technology for Debt Management

E-Procurement & Procurement on a mission. Focus on strengthening & improving communication with vendors

Communication & Documentation

Learn to ask the question What instead of Why. Become more self-aware through tips from keynote speaker.

GASB 87 lease accounting how to move forward with the reporting. Make sure that there are 3 people from your government attending so that there at least 2 ppl. Lol!! But the employee engagement, I would bring cause it could help retain.

Employee Engagement - ACH Payment - Work with my management to implement the process

Benefits of SaaS for FMIS - Employee engagement strategies.

Leases GASB 87 & Fraud

12. What sessions or aspects during the week were the least relevant and meaningful to you?

None (x9)

Statistical Reporting

All sessions were relevant and meaningful. It fed the whole being from skill building to leadership.

CIP & Pension 101, Just in terms of priority

HR Sessions- most meaningful. I got to see great leaders

When the free money runs out session. It was meaningful because it tell us how to use money by not wasting it on something that is not useful to your government

I think they were all meaningful. Even those that aren't related to our fields were good information to gain

The price is right and team first.

They were all relevant in some ways because there were enough sessions that I could choose ones I felt would help with my current position.

IT sessions, just because I don't have a clue on how they do their work.

Public Pension

Why am I a finance officer

All sessions I attended had some aspects relating to what I do and building my character as a finance officer.

CyberSecurity

When the money runs out-this is where I can show our gov't what we need to do and how we should look long term and not just the here and now. Least would be Cybersecurity because I didn't get much.

Pension plan-we don't have it within our government

Budget equity due to no control over with the current budget process

13. Please provide any other comments concerning the GFOA Conference and the IGFOA Meeting that will make future conferences and meetings more meaningful and enjoyable.

Follow-up & Engagement between conferences w/& between participants

The App was very user friendly with the exception of not being able to access notes taken during the GFOA, the day after the conference.

Mark room blocks available for non-sponsored participants

Everything was well prepared.

Refreshments and meals are good part of event for networking opportunity.

We took the opportunity to engage outside of event going forward. Help with this initiative will be welcome

More interaction with other islands on friction points in their jobs.

I think everything went well so I guess we'll just have to do our part and progress what we've learned into meaningful actions at our respective countries.

As and IT guy looking in thank you for the opportunity. It let me stay engaged with the discussion that is heart to ASG's operation and our IT ops.

Considering it's my first conference. I believe everything was great. The setup , resources, and everything else.

The conference was vey educational and being able to come back & share is very helpful especially learning what the other governments have to say. Thank you so much!

Presentations at IGFOA were good but maybe for future break them up into shorter time blocks.

Thanks, see you next year!

None. You all did an awesome job!

Continue the great work especially the app and how each sessions the moderator goes through the stops for each session.

This IGFOA was effective & meaningful in all aspects, please don't change. For GFOA, it was beneficial to have effective moderators that asked questions to lead discussions.

Maybe come 2 days earlier to get acclimated to the time difference. This one was a killer.

Work-out a co-sponsor plan to ensure more can attend!

Could improve delivery of GASB 87 session by breaking into separate sessions. Day 1 and last day.

11

11

## *Participant List*





## PARTICIPANT LIST

### AMERICAN SAMOA



- **Akenese Lealamanu'a**, Senior Accountant/Administrator, Department of Treasury
- **Andrew Berquist**, IT Manager, Department of Treasury
- **Tina Vaa**, Deputy Treasurer, Department of Treasury

### COMMONWEALTH OF THE NORTHERN MARIANAS ISLANDS



- **Sunny Aldan**, Technical Analyst, Capital Improvement Program
- **Epiphania E. Cabrera, Jr.**, State Administrator, Office of Grants Management, Office of the Governor
- **Travis DLG Calvo**, Financial Analyst, Department of Finance
- **Thomasa DLG Naraja**, Senior Financial Analyst, Department of Finance
- **Tracy Norita, Director**, Revenue & Taxation, Finance, Division of Revenue & Taxation
- **Kodep Ogumoro-Uludong**, Director, Office of Planning and Development
- **Angelina Phillips**, Technical Financial Analyst, Office of Management and Budget

### FSM NATIONAL GOVERNMENT



- **Eugene Amor**, Secretary, FSM Department of Finance & Administration
- **Steve Mendiola Jr.**, Procurement Officer, Department of Finance & Administration
- **Erick Paul**, Assistant Secretary, FSM Department of Finance & Administration

### CHUUK, FSM



- **Jonas Paul**, Director, Department of Finance & Administration

## GUAM



- **Edward Birn**, Director, Department of Administration
- **Krystyna Ilagan**, Accountant II, Department of Administration

## REPUBLIC OF PALAU



- **Kaleb Udui**, Minister, Ministry of Finance
- **Darla Babauta**, Chief of Finance & Accounting, Ministry of Finance
- **Darren Fritz**, Senior Budget Analyst, Ministry of Finance
- **Weston Ketebengang**, Procurement, Ministry of Finance
- **Melissa Mongami**, Accountant, Ministry of Finance
- **Fulda Naito**, Accountant, Ministry of Finance
- **Rois Nakamura**, Budget Analyst, Ministry of Finance
- **Chandler Ngirmeriil**, Planning Analyst, Ministry of Finance
- **Lynna Thomas**, Senior Project Specialist, Ministry of Finance
- **Marica Thomas**, Accountant, Ministry of Finance
- **Valeria Ngirameketii**, Customs Border Management & Enforcement
- **Shelby Kyota**, Administrative Assistant, Ministry of Health and Human Services

## U.S. VIRGIN ISLANDS



- **Bosede Bruce**, Commissioner, Department of Finance
- **Grace Fahie**, Director of Payroll, Department of Finance
- **Mekisha Freeman**, Financial Management Officer, Department of Finance
- **Wilfredo Guzman**, Deputy Commissioner, Department of Finance

## RESOURCE CONSULTANTS

- **Debbie Milks**, CPA
- **Mike Mucha**, Deputy Executive Director, GFOA
- **Chris Pembroke**, CPA, Crawford & Associates, Graduate School USA
- **Robert Lavigna**, CPS HR Consulting, Graduate School USA

## GRADUATE SCHOOL USA



- **Steve Somers**, President and Chief Executive Officer
- **Jason Aubuchon**, Director, Graduate School USA
- **Monique Wedderburn**, Program Manager, Graduate School USA
- **Ciara Santiago**, Program Specialist, Graduate School USA



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